

# Talent Management & People Development

## Prysmian Academy

# Talent Management & People Development

## Our Vision & Our Actions

Supporting the business and enhancing the leadership of our company by attracting, developing and engaging talents. We want to contribute to make Prysmian an employer of choice, while reinforcing our managerial and technical skills and valuing our diversities. Our Function is key for the achievement of Prysmian's Sustainability Targets



DRIVE

TRUST

SIMPLICITY

# Prysmian Academy



Prysmian  
Academy

## People Strategy & CMD | 2023 to 2027

**We shorten the time it takes  
to enter the company**

Stem It, Sell It, Sum It, Graduate Program &  
Global Induction, On-Boarding

**Talent  
Acquisition**

**Accelerate  
Talents  
Growth**

We accelerate and nurture  
the growth of talent  
Top Performer & Potential, Feedback & Mentorship  
Career Booster & SME Programs

**People  
Strategy  
2023-  
2027**

**We promote conscious leadership  
that supports employee growth**

Current & Future Leaders  
Engagement via Training Opportunities

**Engagement  
& Best Place  
to Work**

**Leadership  
& Culture**

We enhance leadership and  
facilitate the culture spreading  
**Business Programs, Centers of Excellence &  
Local Schools, Cross Fertilization & Networking**

Capital Markets Day 2023

1,500+  
Promotions  
to  
new roles

35-37  
training  
hours per  
employees

2023-2027

# Prysmian Academy

## 2023 Overview



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Academy

Leadership Development  
Selective



Business School – 35.480,55 training hrs 2023

Technical Development  
Selective



Professional School – 36.993,56 training hrs 2023

Soft & Technical Development  
Regional



Local School – 944.874,91 training hrs 2023

Soft & Technical Development  
for all Employees



Digital School – 43.374,06 training hrs 2023



35,7/HC



2023 Training Hours Achieved

40/HC



2030 Social Ambition Target

40% eligible FTEs  
participating in the  
Business School  
Programs\*



130 participants

34% eligible FTEs  
participating in the  
Professional School  
Programs\*\*



1025 participants

96% FTEs  
participating in the  
Local Schools  
Programs



28437 participants

%36,2 FTEs  
participating in the  
Digital School  
Programs



10768 participants

232 Mentee in 2023



358 Pry Mentor in 2023



# Prysmian Academy

## Social Ambition 2030 Targets



Prysmian  
Academy



### Social Ambition



#### Gender Equality

- Commitment to hire more than 500 women in **STEM** recruitment program
- Commitment to at least 30% **senior leadership roles** to be held by women

#### Diversity, Inclusion

- At least 30% of **executives** to be from under-represented nationalities
- Local **mentoring** programs for 500 students coming from minorities

#### Employee engagement and upskilling

- **40 hours per year of learning for all employees**
- More than 25% of employees involved in **rotation/career growth** experience every year
- **Leadership** Impact Index improved to 70-80%

#### Digital Inclusion

Connecting all employees through **global digital platforms**

# Prysmian Academy

Training HRS 2023 with On The Job Training



Prysmian  
Academy

# 54,3

Avg Training Hours per FTE



115848

Total Academy Training HRS



553234

Total On The Job Training HRS



944874,91

Total Local Training HRS



29739,09  
FTE AVG

- Total hours of training - All Employees – Business => 35480,55
- Total hours of training - All Employees – Professional => 36993,56
- Total hours of training - All Employees – Digital => 43374,06

Type  
of  
Training

# Prysmian Academy

## Training HRS 2023 per Management Level



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Academy

### Ore di formazione erogate

	Uomini	Donne	Altro	Totale
Impiegati e dirigenti	240.725	135.309	95	376.130
Operai	566.641	117.247	705	684.593
<b>Totale</b>	<b>807.366</b>	<b>252.556</b>	<b>801</b>	<b>1.060.723</b>



### Breakdown White Collar & Executives

White collar Staff	0.298,53	3
Junior Management positions	.424,06	120
Middle Management positions	.017,58	180
Executive positions	3.650,26	4
Top Management positions	739,57	1.
<b>Total</b>	<b>130,00</b>	<b>376.</b>

# Prysmian Academy

How we make an impact



Prysmian  
Academy

54,3

Training & Development

Avg Hours per FTE

(OTJ included)

35%

FTEs participating in the  
Business & Professional  
Programs



177,4 €

Training & Development

AVG Spent per FTE

96%

FTEs participating in the  
Local School  
Programs



## How we make an impact – Business & Professional School

The **Business School** has focused on strategy and leadership issues, tailored to the talents identified through the Prysmian Group's P4 potential review process.

The **Professional School** is devoted to the development of advanced strategic skills at technical-functional level, with a view to international networking and career development for “high-performing” employees (based on the internal P3 performance process) and employees hired through the STEM IT, SELL IT and SUM IT programs. In the **Business school**, according to the role of the target 2 learning pathways are developed:

The "Journey to International Leadership", called JIL, is aimed at middle managers; the "Journey to Advanced Leadership", called JAL, is aimed at executives. They both support people to quickly become aware of their potential and the skills they may not know they have or need. In the **Professional School** we offer a range of 29 Advanced and Excellence Professional courses, divided by function: Sustainability, Manufacturing, Supply Chain, IT & Digital, Purchasing, Sales, Quality, R&D and HSE, in addition to cross-functional courses dedicated to all, such as Project Leadership and Advanced Negotiation Skills. More than 150 internal Corporate and Regional instructors collaborate on course implementation, putting their knowledge at the service of our talents.

### Business Benefits

Both Schools provide the opportunity to train the Group's future leaders, addressing their engagement and motivation, as well as technical and managerial skills, also improving employees cultural and global awareness and productivity.

In addition, these pathways facilitate a more inclusive and diversified corporate culture by fostering communication and strengthening the global network among employees and global leaders and their ability to work as a team. This is done also to generate an exchange of best practices between regions and among production facilities and to support faster and more effective resolution of problems that arise in day-to-day operations. More than 1000 people and 150 internal instructors were able to create and keep connections in 2023.

### Quantitative Impact

Both Schools are a career accelerator, a motivation booster and a facilitator for business efficiencies. With reference to boosting motivation, 2023 turnover rate of people attending Global Academy program in the year 2023 is 0.7%, lower than average voluntary resignation, which is 10.1%. This percentage allowed us to save around 4 million euros from new people onboarding. With reference to career acceleration of our talents, 20% of 2023 Global Academy participants received a promotion to fill a vacant role in 2023.

Having a pipe-line ready to cover higher roles allowed us a saving of about 3 million euros avoiding the need of external acquisition. Finally, Prysmian decision to have its own in-house Global Academy is justified by an estimated saving between 72% and 86% compared to the purchase of catalog programs offered by some of Europe's leading Business Schools.

# Prysmian Academy

## Business School Programs



**Prysmian  
Academy**

- Key people for the Company Strategy deployment
- Future Leader in Succession Plan
- Keep People under radar
- Positive impact on People retention
- Provide our talent with unique training opportunities
- Nurture global network of potential people
- Facilitate global networking
- Spread company culture

### **PGP**

Join the company as a  
part of the Graduate  
Program  
(Global and Regional)

### **RLP**

Band E, D, D+  
local development  
regional exposure

### **JIL**

Band D, D+  
E with +1 associate  
recently joined key people  
high performer  
high potential  
succession plan

### **JAL**

Band C, C+  
recently joined key people  
high performer  
high potential  
succession plan

### **\*Harvard**

Band C, C+  
JAL already completed  
recently joined key people  
high performer  
high potential  
succession plan

**My Mentorship** +1 year in Prysmian, technical, leadership & career dev

# Business School

## Post Graduate Program



Prysmian  
Academy

- SDA Bocconi as unique provider
- 3 years job rotation program
- Graduates
- Around 50 participants per edition
- Consistency with Pry Employee Value Proposition
- 76 training hrs per hc
- 1 edition closed and 2 ongoing - **142** current attendee



The purpose of the PGP training is to develop graduates' potential at 360° by training them not only on technical side, but also investing on business and leadership skills with the aim of providing the next generation of our future leaders



### YEAR 1

#### 1 WEEK — GLOBAL INDUCTION | IN PRESENCE

The program starts with trainings and activities led by the Prysmian Group Academy in collaboration with a Top-Ranking Business School. During the induction, they will have the opportunity to meet some of our business leaders, former graduates as well as learn more about Strategy, Corporate Entrepreneurship, Teamwork and Collaboration.

### YEAR 2

#### 1 WEEK (5 HALF DAYS) — 2ND TRAINING SESSION | ONLINE

It will take place at the beginning of the 2nd year at Prysmian Group. Here they will learn about Supply Chain, Performance Management, Marketing & Sales, Cross-Cultural Collaboration.

### YEAR 3

#### 2 DAYS — 3RD TRAINING SESSION | IN PRESENCE

It will take place at the beginning of the 3rd year at our company. Here they will have the opportunity to challenge themselves in a business case, specifically tailored for them. - after completion graduates receive an attendance certificate issued by SDA Bocconi

# Business School

## Regional Leadership Program



Prysmian  
Academy

*The Regional Leadership Program is a fast-track development path that enables a wider population of Managers, in key positions at regional level, to be quickly involved in the flow of change and to contribute to the achievement of the strategic goals of the Region and thus of the Company.*



Regional Strategy  
Case



Top Management  
Workshop



2 Teaching Days  
on Strategy



Program Delivery

Regional Pry Academy  
Regional Partners

- alignment with the global strategy
- increasing regional accountability
  - meeting local specificities
  - 30 pax per edition

# Business School

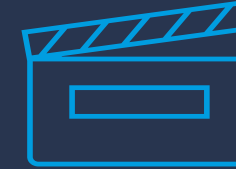
## Journey to Advanced Leadership



Prysmian  
Academy

What our  
participants say!

- Dual-Program made by SDA Bocconi & Polimi GSoM
- 18-month close-to-business development program
  - Key People Senior Leaders
- A transformative path of empowerment
  - 50 people involved each year



Remote

Remote

In  
person

Remote

In  
person

In  
person

### WARM UP

### TRANSFORMATIVE PATH CHAPTER 1

DESIGN THINKING

AGILE AND LEAN  
INNOVATION

PLATFORM  
THINKING

AGILE PROJECT  
MANAGEMENT

POLIMI GRADUATE  
SCHOOL OF  
MANAGEMENT

### EXCELLENCE PATH CORE COURSES

ADVANCED  
STRATEGY AND  
INNOVATION

ADVANCED  
PERFORMANCE  
MEASUREMENT

ADVANCED  
LEADERSHIP  
ORGANIZATION

SDA Bocconi  
SCHOOL OF MANAGEMENT

### TRANSFORMATIVE PATH CHAPTER 2

AI INDUSTRY 4.0  
& IOT

BLOCKCHAIN & CLOUD  
COMPUTING

SUSTAINABILITY  
AND PURPOSE

ENERGY  
TRANSITION

POLIMI GRADUATE  
SCHOOL OF  
MANAGEMENT

### EXCELLENCE PATH CONCENTRATION COURSES

CONCENTRATION  
COURSES 1

CONCENTRATION  
COURSES 2

CONCENTRATION  
COURSES 3

CONCENTRATION  
COURSES 4  
SDA Bocconi  
SCHOOL OF MANAGEMENT

### GRADUATION

JAL MENTORING (PRYSMIAN GROUP ACADEMY TEAM)

SDA Bocconi  
School of Management

POLIMI GRADUATE SCHOOL OF  
MANAGEMENT

prysmian



# Business School

## Journey to International Leadership



Prysmian  
Academy

- Career Booster
- 18-month close-to-business development program
  - Key People Middle Manager
- Project work related to business strategic priorities
  - 80 people involved each year

What our  
participants say!



Remote

### Essential Courses

MODULE 1	Strategy
MODULE 2	Corporate finance
MODULE 3	Organization Design
MODULE 4	Marketing management
MODULE 5	Operations management
MODULE 6	International economics
MODULE 7	Innovation strategy
MODULE 8	Project Management
MODULE 9	Business planning

Virtual

In  
person

### Deep-dive

AREA 1 PEOPLE AND ORGANIZATION	<ul style="list-style-type: none"><li>- People &amp; Change management</li><li>- Leadership &amp; Organizational Behaviour</li></ul>
AREA 2 ENTREPRENEURSHIP	<ul style="list-style-type: none"><li>- Corporate Entrepreneurship</li><li>- Lean Startup</li></ul>
AREA 3 DIGITAL TRANSFORMATION	<ul style="list-style-type: none"><li>- Digital business transformation</li><li>- AI &amp; ML</li></ul>
AREA 4 SUSTAINABLE OPERATIONS	<ul style="list-style-type: none"><li>- Sustainable SCM: Introduction &amp; strategy</li><li>- Trends in Sustainable Global Supply Chain</li></ul>

In-person

Virtual  
Kick-Off

POLIMI GRADUATE SCHOOL OF MANAGEMENT



Graduation  
In-person

## Mentee

### But first of all, what is mentoring?

Mentoring is a **relationship between a mentor and a mentee**, where the mentor provides guidance, support, and knowledge to the mentee to help them grow and develop as professionals. Mentoring can take many forms, such as one-on-one mentoring, peer mentoring and more. There are many benefits to mentoring such as **leadership development, technical and career development**.

### 232 Mentee in 2023

- 190 Leadership Development
- 18 Experienced Program
- 23 Graduate Program
- 1 Technical Development

### 33 Mentee in 2024

- 27 Leadership Development
- 2 Experienced Program
- 4 Technical Development

## Mentor

### How can I become a Mentor?

Joining the large family of Prysmian Mentors is really quick and easy.  
**300 colleagues** have already done it!

Carry out the **dedicated training**,  
you'll find a link below.

Once completed, send a mail to **inform your People Development Leader**  
(put [academy@prysmiangroup.com](mailto:academy@prysmiangroup.com) in copy) so you can be included  
in the **global list of Certified Mentors!**

### 358 Prysmian Mentors\*

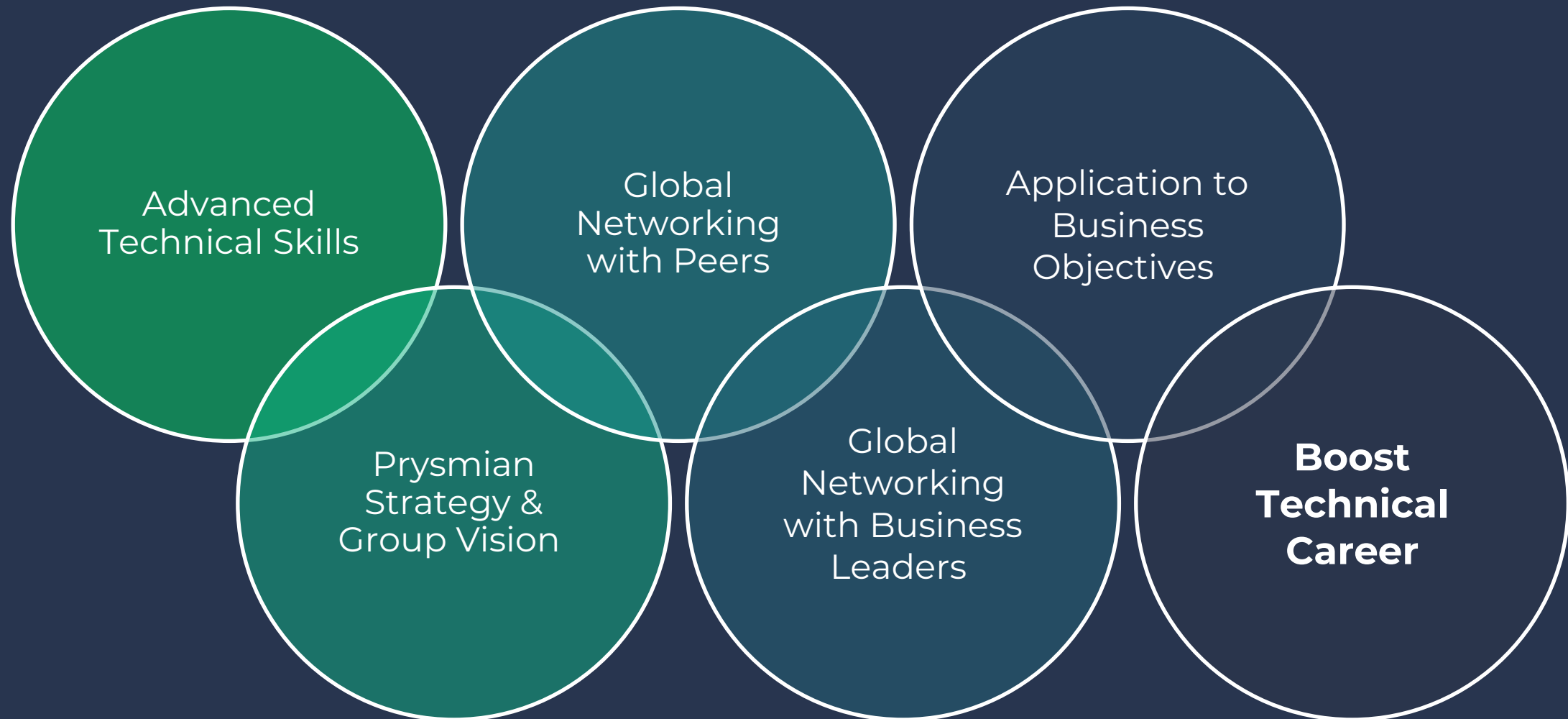


# Prysmian Academy

## Professional School Purpose & Program Overview



Prysmian  
Academy



# Professional School

## Program Overview



Prysmian  
Academy

MANUFACTURING  
ACADEMY

R&D  
ACADEMY

PURCHASING  
ACADEMY

IT & DIGITAL  
ACADEMY

SUPPLY CHAIN  
ACADEMY

HSE  
ACADEMY

QUALITY  
ACADEMY

CROSS-FUNCTIONAL  
ACADEMY



AWARENESS

KNOWLEDGE

LEADERSHIP

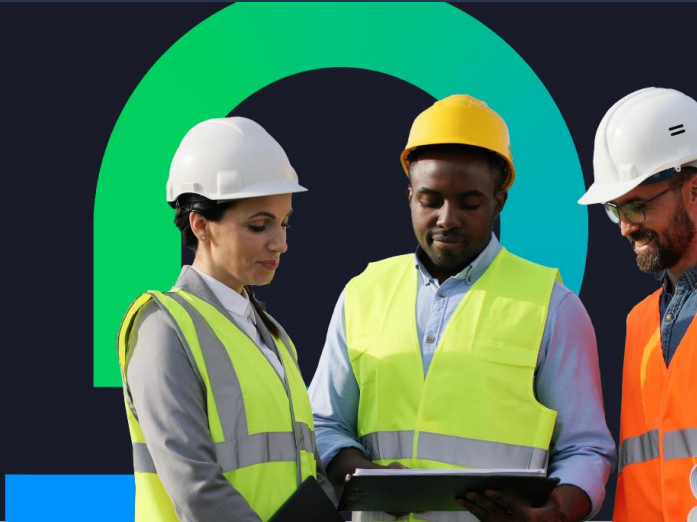
IMPACT

KPIS

# Professional School

## Professional Programs - STEM IT, SUM IT, SELL IT, WOMEN IN STEM

Sell it Stem it Sum it



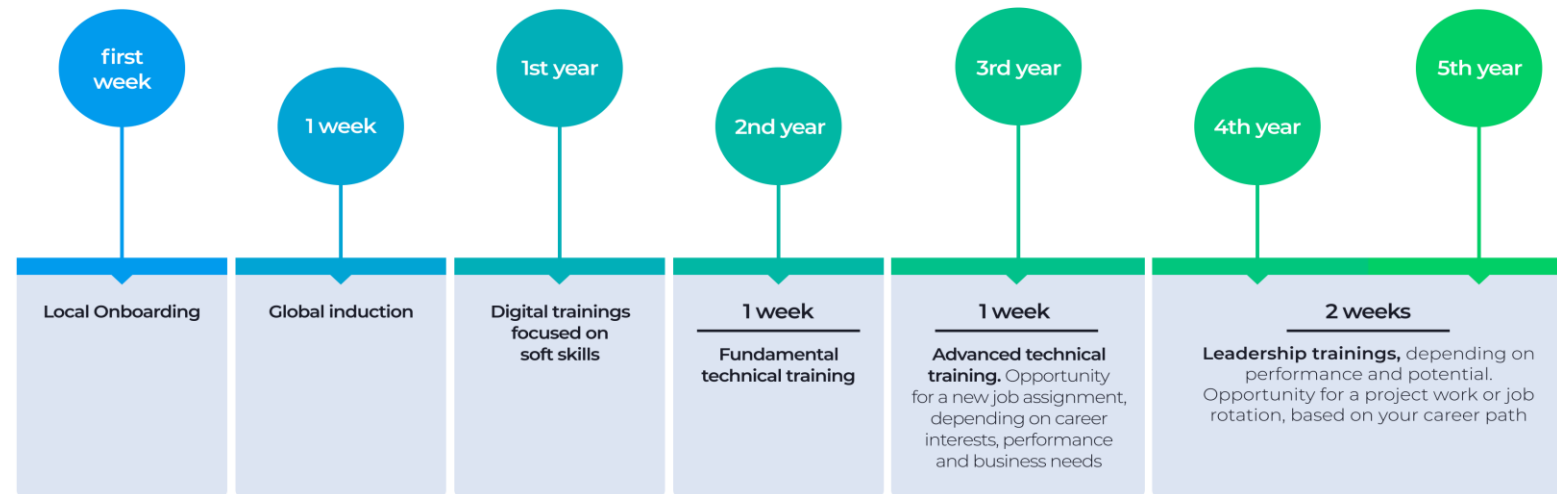
### HIGHLIGHTS

- Launched in 2016
- Experienced Professionals Hired for a technical, controlling or sales career
- Networking opportunities
- Trainings with Business School
- Supporting the Social Ambition

### KEY NUMBERS

- Total Hired: 740
- Retention: 64%
- Nationalities: 35+
- Female hires: 44%
- Hired in 2023 : 200
- Female hires in 2023: 63

### TRAINING PATH





# Local Schools

## A learning hub for every Region

Local Schools are a training program launched in 2021 that invests in regional learning hubs to allow a better targeting of local workforce and the relationship with local communities. Local Schools, in coordination with the Global Academy program, offer opportunities to employees for continuous learning and development and can help them progress in their local and global careers. **76% of training expenses in 2023 were dedicated to this program and 96% of our workforce is reached by regional training.** We have a Local School for each Region/Business unit for a total of 12: North America, LATAM, North Europe, UK, Transmission Business Unit, South Europe, HQ, CEE, MEART, OSEA, China, EOSS. Each of them is supervised by the Global Academy and designs and delivers yearly training plans to both White and Blue Collars, covering technical and leadership skills. Training Plans are public and accessible on our Intranet page by all employees. Local learning hubs can provide training that is specific to the needs and context of the local workforce, addressing any skill gaps and enhancing overall productivity.



### Business benefits

Local Schools ensure that all employees, both blue and white collars, regardless of their location, have equal access to development resources. This helps in bridging any gaps between different regions and ensures our business and training strategy to reach each location. Local Schools programs are made to be quickly able to adapt to emerging local trends, regulatory changes, and market needs, ensuring that the workforce remains agile and competitive. Focusing on Blue Collars, the biggest part of Prysmian population, Local Schools have created dedicated training paths to develop diverse skills, including technical proficiency, digital literacy, and adaptability. Focusing on managerial training on White Collars instead, each Local School creates a pipeline of leaders who understand both the global and the local context and can drive the company's strategy effectively in their regions.

### Quantitative impact

Implementing training at the local level allows more cost-effective training initiatives, as it can reduce travel expenses and leverage local expertise and resources with a boost in people engagement. The global Engagement Index recorded in recent years, which **reached 63%** in 2023, is a further evidence. Delegation of Manufacturing, Supply Chain and HSE onboarding training locally allowed a saving of around 200k euros for travel expenses in 2023 and the possibility to multiply the offering available from 6 to 30 editions a year. Furthermore, successful local initiatives can be scaled and adapted to other regions. Our Lean Six Sigma training courses are an example, with 115 local projects started in 2023 in 9 regions, thanks to our more than 90 certified local colleagues in the same year, bringing to a saving of more than 9 million euros for waste reduction in operations.

# Digital School

Any time, any place

The **Digital School** that is accessible by all Employees.

The Digital School is our on-line training platform designed to be accessible by everyone in the company from everywhere, so that our people can learn at their own pace and create their learning path based on their interest or working on their development areas.

Our approach integrates the traditional place-based classroom training with on-line opportunities. Digital catalogue develops on a combination of on-line programs in partnership with top Business Schools and Universities all around the world and e-learning sessions tailored on Prysmian Group professional academies: Manufacturing, Quality, R&D, Purchasing, Supply Chain.

The Digital School has more than 20 courses and now represents an important on-demand asset. It is the only area of the Group Academy open to everyone and has been reinvigorated with the addition of both the Local Schools and Workday. This is because the modules will be translatable into the local language and can also be subtitled, and, due to being accessible through a smartphone, are available to all employees.

