

Talent Development

Coming from all walks of life, our people share a passion for improving lives by improving the energy sector through innovation, collaboration and action.

We use a comprehensive 70-20-10 Learning and Development framework, to manage our talent and develop leaders to ensure our people have the right skills for today and tomorrow works based on three pillars:

- 70% of the learning comes from project management
- 20% from feedback, mentoring and coaching. we include 360 assessments that help our people to identify their strengths and areas of opportunities, and then be able to have a broader perspective on how their work is perceived and impact others, identifying gaps for continuous improvement. We also aim to create a workplace where people feel valued, engaged in the work they are doing, and united by the common goal of improving lives by delivering greener, smarter energy solutions. AES has a yearly performance management cycle that ensures all employees create and follow up individual objectives and development plans. We also leverage from Anytime Feedback which allows all employees to give and receive feedback at any time, from anyone in the organization using digital tools.
- 10% from formal training in various technologies and/or updates in energy and renewables with the goal of digitalization, innovation and continuous improvement. Every year, AES Andes people can receive training and development in a variety of topics for multiple levels, from technical to executive training to further develop their skills. In 2022, average training per person was over 80 hours with an average amount spent per FTE of over 700 US\$.

→ Average of training and development hours by employee



→ Investment in Training



Country	Chile	TermoAndes	Colombia
Total of US\$ invested in training	US\$ 664,907	US\$ 22,864	US\$ 144,161
% of skilled workers, compared to the total number	100%	100%	100%

One such program, is APEX (AES Performance Excellence). For 16 years, APEX has offered a set of widely used methodologies and tools to solve problems, improve processes, achieve operational excellence, & contribute to business strategy. Equipping our people with the tools provided by the trainings, enable our businesses to: Continuous performance improvement ; Assessments of potential problems and opportunities; Exchange knowledge and best practices.

The solutions our people develop come in many forms —safety improvements, increased customer satisfaction and more. APEX also promotes the sharing of the proposed projects so they can be replicated across different markets bringing benefits beyond the country in which the project was executed/implemented.

APEX is one of the most successful AES Andes programs, whose roots reside in AES' value of Excellence. More than 200 APEX projects have become sustainable solutions implemented across AES Andes. In 2022 alone, over 30 projects presented by our people using APEX methodologies translated into over US\$1 million in benefits (hard and soft savings). Since 2017 the projects implemented by our people trained have resulted in over 5 million US\$ in savings (hard and soft).

We also leverage digital tools to advance personal growth. For example, AES Learning has 3 main pillars: Workday Learning, LinkedIn Learning Content and Technical Training. This program combines professional development, peer learning and trainings into a single digital platform. Training provided goes beyond basic requirements to perform job related tasks but looks to enhance the skill set of AES People from operations to improve key performance indicators, as well as internal talent pool.

Our AES Learning platform allows to provide to our people with over 16000 training courses, making the training process more efficient for the company. The tools launched as part of the program have allowed us to integrate a global talent development framework connecting the Development Plans , supporting the development needs of the business.

It provides soft and hard skills, allowing our people to develop and acquire knowledge beyond their area of expertise or need, allowing them to apply for internal mobility within different roles and growth. It allows the business to have a pipeline of internal candidates that can fill vacancies, also increases employee motivation and reduces cost for the company in external hiring and training. Many of our leaders are using the tool to improve their teams performance implementing tailor-made grid of available courses, assigned based on gaps identified in their performance without representing additional training investments.

In recent years we have seen an increase in the % of open positions that are filled with internal candidates (23% in 2019 before program implementation vs 40% in 2021). This was possible, because we have an internal pipeline of trained employees that acquire new skills and capabilities beyond their current role and were prepared and to assume different positions within the organization. The implementation of AES Learning has also allowed AES Andes to achieve savings of over US\$ 50 million (estimated based on current market value of the cost of an hour of training) for trainings that otherwise would have been provided by a variety of external providers to match the same among of hours and courses that have been provided to our people using the platform.

Another training we carried out in 2022 was related to the launch of the Labor Reconversion Program, as part of the Just Transition and Decarbonization, in relation to our Greentegra strategy in renewable energy and decarbonization, green hydrogen.

In addition, during the year we strengthened the Chilean finance team's knowledge of tax changes and continued to implement a development program for emerging talent, including coaching, mentoring, diploma courses and postgraduate degrees. We also developed training on relevant social issues, such as changes to the law on Social Security Health Institutions (ISAPRE), pensions, training for domestic violence monitors, and workshops on respect.

We also continued our trainings, many of them mandatory, aimed at improving gender equality and reconciling work and family life.