

"OUR ELERING" EMPLOYEE ENGAGEMENT AND MOTIVATION PLAN

Elering's greatest asset in fulfilling its mission and vision is its people, whose expertise and skills drive the company forward.

At the end of 2024, Elering had 322 employees (2023: 291; 2022: 272). The average tenure is just under 11 years, and the average age remains 42 (2023: slightly over 11 years; 42 years). The workforce consists of 73% men and 27% women.

Elering is known for its low employee turnover, which further declined in 2024 to 4.9% (2023: 7.7%; 2022: 8.3%). Maintaining a relatively low turnover rate is essential to ensuring the high level of competence required for Elering's core business. To achieve this, we focus on enhancing employee well-being and satisfaction, supporting professional development, and continuously improving working conditions. Most of our employees have higher education, with nearly half holding a master's or doctoral degree.

Elering supports a balance between work and studies, encouraging employees to pursue both professional and personal development. To facil-

itate education and continuous learning, Elering offers flexible work arrangements and additional study leave days based on the curriculum.

To enhance its reputation as an employer in the energy sector among students, Elering provides scholarships, internships, and site visits, while also participating in various career fairs. The scholarship program supports bachelor's and master's students at Estonian universities who are eager to contribute to the energy and information technology sectors, aligning with Elering's broader goal of advancing these fields in Estonia.

The internship program is designed for science and IT students who have acquired foundational knowledge in their field and seek practical experience in the energy sector. It includes introductory seminars and site visits to Elering's facilities, such as substations, gas stations, and metering stations. Additionally, Elering engages with high school and university students through job shadowing opportunities and educational sessions in schools.

Elering's people management and HR activities are guided by its people management policy, which is based on key principles: fostering a unified company with a strong employer reputation, promoting an inclusive management culture, and implementing systematic talent management.

Employee commitment is a key priority for Elering, which is why it is one of our strategic goals. To assess and strengthen commitment, we conduct an annual employee commitment survey, analysing the relationship between index components and satisfaction levels. The survey evaluates key factors influencing work motivation, including job content and organization, workplace atmosphere, cooperation and leadership quality, change management and goal communication, development opportunities, and the benefits package.

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To enhance employee commitment, Elering has established the "Our Elering" steering group, responsible for developing and coordinating follow-up actions based on the results of the employee commitment survey. This group formulates the "Our Elering" action plan, incorporating survey feedback and employee suggestions. The plan aims to strengthen Elering's position as an employer by building on existing strengths and addressing key challenges that may hinder commitment.

The 2024 employee commitment survey was conducted in November, revealing a commitment level of 82% (2023: 84%; 2022: 80%).

In 2024, alongside our existing commitment measure, we introduced the internationally recognized TRIM *composite commitment index*. *The results indicated that, in external comparison, the commitment of Estonian employees, including managers and top specialists, is significantly higher than the average. Elering's TRIM commitment score was 86 points.*

We believe that ongoing employee engagement and feedback collection are essential to fostering a supportive and motivating work environment, ultimately ensuring high levels of commitment.

At Elering, we value teamwork and synergy across different areas of the organization. To foster collaboration between business units and implement sectoral policies, we have established permanent leadership groups consisting of specialists and managers from various structural units. These groups enhance cross-functional cooperation, provide employees with a broader perspective, and create opportunities for new challenges.

To strengthen teamwork, we regularly organize collaboration and team-building days that encourage communication within and between teams. Elering also has a long-standing tradition of joint activities that bring together both new and experienced employees, facilitating knowledge sharing and professional growth.

Annual events, such as the company seminar, sports day, summer seminar, and the autumn celebration of the Unified System Manager's creation, have become key traditions. These initiatives reinforce team spirit and contribute to an open and supportive work environment.

Elering prioritizes a healthy lifestyle and actively supports employees in maintaining both physi-

cal and mental well-being. In addition to sports compensation, we encourage participation in various sports events and competitions. In 2024, we once again received the silver label from Peaasi.ee, recognizing us as an organization that values mental health. This award reflects our ongoing commitment to fostering a supportive and healthy work environment.

To ensure employee well-being, a mandatory health check-up is conducted every two years, including a stress test for employees over 40. With 52 new employees joining in 2024, we place great emphasis on structured onboarding, employee development, and training. Elering's induction program lasts approximately two months, during which new employees meet representatives from various departments, gain insights into the company's operations, values, and culture, and understand Elering's role and responsibilities in society.

Mentoring and guidance are integral to our company culture. Beyond professional competence



training, we offer programs that develop general skills, including mental and physical well-being and financial literacy. A key focus is the integration of IT and energy expertise, along with internal knowledge sharing. To support this, we organize Seminar Fridays, where internal and external speakers present on relevant and engaging topics.

At Elering, we foster a culture of continuous learning and development, ensuring that our employees remain highly competent and innovative in the rapidly evolving energy sector.

Elering actively supports the development of its managers by collaborating with them to establish good management practices and providing targeted development training and programs. Additionally, we work closely with employees to continuously enhance the working environment, collecting feedback and ideas on an ongoing basis and holding structured collaboration discussions at least twice a year.

Our workplaces are designed to be spacious, bright, and modern, ensuring a high-quality indoor climate for office employees. Field workers are provided with specialized clothing, comfortable facilities for washing and changing, and designated areas for drying clothes. Office spaces are equipped with ergonomic desks and chairs to support employee well-being.

Remote work has become an integral part of our operations, and we have invested in convenient digital tools to ensure that employees can work efficiently and securely from any location.

At Elering, we believe that a supportive work environment and continuous development are essential in building a motivated and committed team.