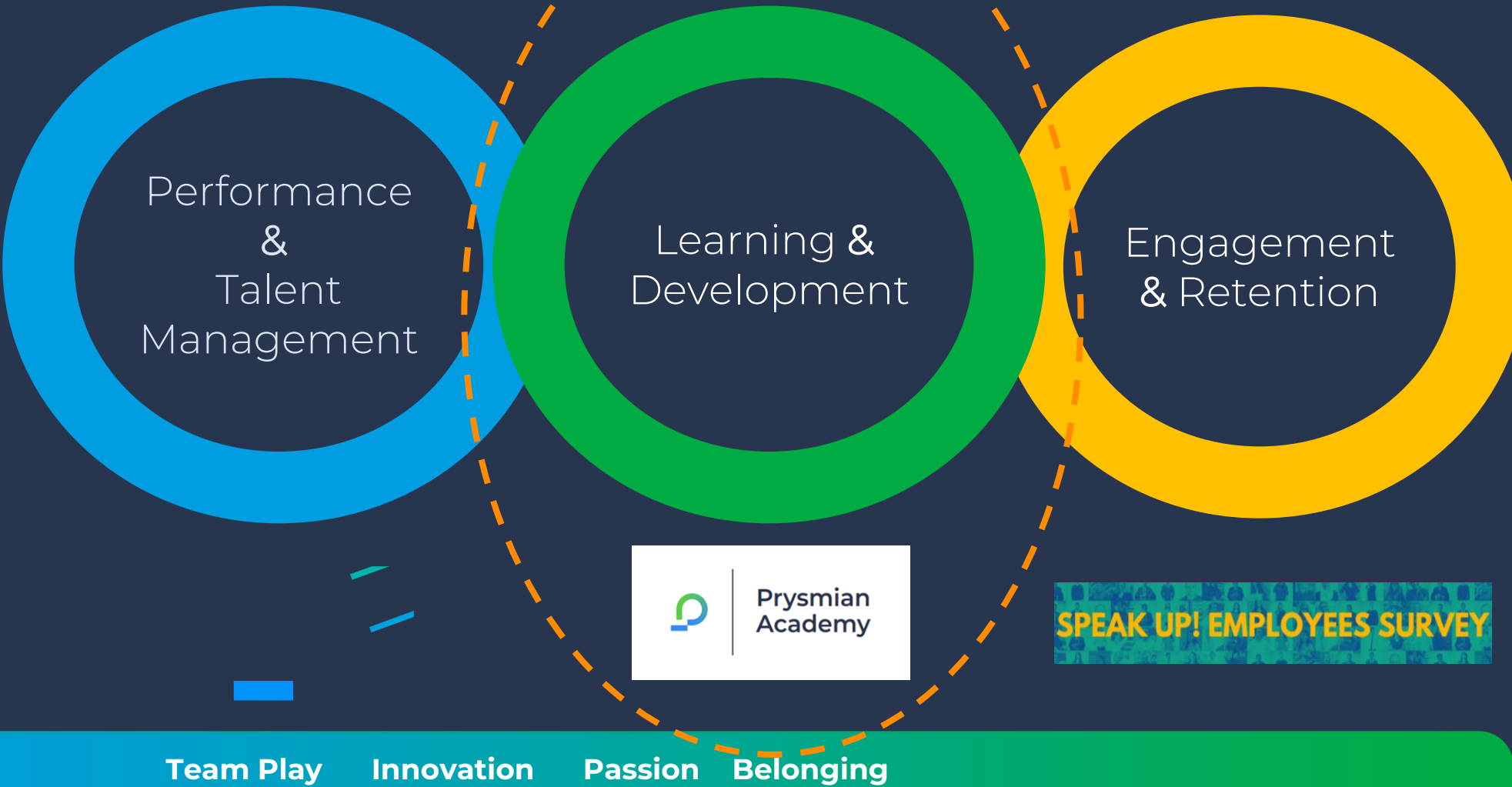


Prysmian Academy for 2026 DJSI

Talent Management & People Development

Vision & 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



Prysmian Academy

3.3.1 - Training & Development Inputs

Average hours per FTE of training and development

2025 Virtual & In-Person Training Hours	1.213.683
2025 On The Job Training Hours	723.215,46
2025 FTE (HC) AVG	32.790,6
2025 Average training hours per FTE	59

Prysmian Academy

3.3.1 - Training & Development Inputs

Average amount spent per FTE on training and development

2025 Spent Corporate Training	1.544.602,77 €
2025 Spent Internal Trainers	15.618,32 €
2024 Spent Regional Training	5.250.616,32 €
2025 FTE (HC) AVG	32.790,6
2025 Average Spent per FTE	€207,7

Prysmian Academy

3.3.1 - Training & Development Inputs

Data Breakdown – Training Hours per Gender

Training 2025	Sum of Training Hours	Average of Training Hours
Female	259547.46	38
Male	953870.43	37
Other	245.73	36
Not Disclosed	18.98	9
Grand Total	1213682.6	37

Prysmian Academy

3.3.1 - Training & Development Inputs

Data Breakdown – Training Hours per Management Level

Training 2025	Diverse	Female	Male	Non-Binary	Not declared	Grand Total
Associate	1.9	96455.63	134619.09	40	16.8	231133.42
Blue Collar	77.72	114620.81	739730.89	12.36	2.18	854443.96
Executive		3918.1	8362.52			12280.62
Lead	49	16001	30282.59			46332.59
Not Graded		0.88	134.57			135.45
Professional		28375.81	40485.3	64.75		68925.86
Sr. Executive		175.23	255.47			430.7
Grand Total	128.62	259547.46	953870.43	117.11	18.98	1213682.6

Prysmian Academy

3.3.1 - Training & Development Inputs

Data Breakdown – Training Hours per Type of Training

Type of Training	Other	Female	Male	Not declared	Grand Total
Digital Academy	10.04	15009.95	28204.11	6.94	43231.04
Average Digital Academy	1.47	2.19	1.09	3.14	1.32
Leadership Academy	0	8811.65	15434	0	24245.65
Average Leadership Academy	0.00	1.29	0.60	0.00	0.74
Regional Academy	203.19	227786.98	901181.64	12.04	1129183.85
Average Regional Academy	29.75	33.22	34.76	5.45	34.44
Technical Academy	32.5	7938.88	9050.68	0	17022.06
Average Technical Academy	4.76	1.16	0.35	0.00	0.52

Mandatory Training Included

Prysmian Academy

3.3.2 - Employee Development Programs – Coaching or Mentorship



MyMentorship Program is a voluntary developmental partnership, through which a person with relevant experience (the mentor) shares skills and experience to support someone else (the mentee) in achieving career objectives. It is not “training”, but rather the construction of a trusting relationship that helps people navigate their working life.

2025 Figure

- 334 Prysmian Mentors
- 143 MyMentorship Path active:
 - 104 Leadership Development
 - 6 Experienced Program
 - 1 Graduate Program
 - 32 Technical Development

Prysmian Academy

3.3.2 - Employee Development Programs – Teams and Networks (ERG)



VOCE is an Employee Resource Group (ERG), which aims to foster creativity, well-being, and personal growth by sharing passions and talents in an inclusive environment. VOCE wants to help inspire a corporate culture that enhances creativity, free expression and inclusiveness. The aim is to create an environment conducive to motivation and a sense of belonging through:

- Self-affirmation and confidence in one's own means;
- The contribution to innovation through one's talents;
- Interpersonal relationships that create a sense of community

VOCE is an internal company magazine which gives space to our employees' short stories, poems, paintings, drawings, photography, reviews, interviews, essays, but it can be also a corporate event where public figures and internal employees are invited to give their testimony on topics of common interest: e.g. relationships, emotions, passions, etc.

In 2025 **VOCE** guided the Prysmian community through three themes (inspired by Prysmian values):

- *Connections* exploring the relationship that bring people together
- *Passions* celebrating what inspires us, fuels our engagement, and brings us closer together when shared
- *Imagination* dedicated to creativity as a driver of innovation, changes and new possibilities

- 600 copies printed and distributed in HQ and plants
- 161 members joined the WhatsApp group
- Approximately 200 participants at events (in-person and remote)
- 10-15 employees involved in each edition of the magazine
- 6 members of the editorial staff

Prysmian Academy

3.3.2 - Employee Development Programs – Teams and Networks (ERG)

New ERG
launched
late 2025



Wellbeing

WELLBEING fosters a culture of holistic wellbeing by promoting work-life balance, sustainability, and collaboration in line with company values: PASSION, INNOVATION and TEAM-PLAY. We create supportive spaces, encourage sustainable commuting, improve waste management, and share best practices for effective communication. Through volunteering and daily initiatives, we enhance the overall wellbeing and environmental consciousness of our community.

Objectives:

- Balance and Flexibility
- Culture of Wellbeing.
- Sustainability and Efficiency
- Collaboration and Engagement
- Communication with Clarity



Side by Side

Side by Side fosters a culture of an inclusive workplace in line with company values: PASSION, INNOVATION and TEAM-PLAY. The aim is to create an environment where individuals feel welcomed, included, respected and inspired to pursue their work with authenticity, passion and purpose. Embracing Diversity helps fuel new ideas coming from different perspectives, encouraging creative problem-solving to enhance innovation. Inclusion helps strengthening collaboration through building bridges across departments, where every team member feels a sense of belonging and shared responsibility.

Objectives:

- team play contributes to achieving company goals;
- embracing diversity can help people feel motivated and enhance the future attractiveness for newcomers.

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Post Graduate Program

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:

- SDA Bocconi as unique provider
- 5-year program | 2 paths: Global and Regional
 - 1 year job rotation program
- 3 years International Assignment for Global Program
 - Graduates with STEM background
 - Around 50 participants per edition
- Consistency with Pry Employee Value Proposition
 - 76 training hrs per hc
 - 2 editions ongoing

Regional Leadership Program

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:

- SDA Bocconi as corporate provider
- Local Universities and Business Schools as regional provider
 - 1-year program
- Key People with regional exposure
 - 30 participants per edition
- 2 editions ongoing in North America

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Journey to International Leadership

This program is designed to prepare emerging leaders to succeed in global roles by strengthening their ability to lead across cultures, manage international teams, and align diverse perspectives. It focuses on developing cross-cultural communication, adaptability, and strategic thinking to help participants navigate complex global environments:

- Polimi GSoM as unique provider
 - 12-month blended program
 - Middle Managers
 - General Management Content
- Project work related to business strategic priorities
 - 80 participants per edition
- Consistency with Pry Talent Management
 - 138.5 hours over 12 months per edition
 - 1 edition on-going

Journey to Advanced Leadership

This program helps senior executives evolve into enterprise-level leaders by enhancing their strategic thinking, empowering them to lead with influence, strengthening their ability to navigate complex environments, refining their personal leadership style, and encouraging a culture of innovation and collaboration:

- Dual-Program in partnership with SDA Bocconi & Polimi GSoM
- 15-month close-to-business development program
 - Executives Key People
- Consistency with Pry Talent Management
 - Transformative path of empowerment
 - 50 participants per edition
 - 147 training hours
 - 2 editions on-going

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

PROFESSIONAL SCHOOL

Our Professional School aims to develop high-level technical knowledge in top performers of every functional area.

It offers opportunities to share know-how with our functional leaders, to boost career opportunities, to be part of a worldwide community.

We have a technical Academy for each function and trainings divided in 3 different levels: essentials, advance and excellence.

We also have an Academy dedicated to Sustainability covering technical and leadership mindset to integrate sustainability in all our business operations.

STEM IT - SELL IT - SUM IT PROGRAMS

Launched in 2016, the professional programs are designed for experienced professionals pursuing careers in technical, controlling, or sales roles.

It offers valuable networking opportunities and specialized training pathways dedicated to each program in collaboration with business schools.

Here it follows an example of modules contained in every training pathway:

- Pillars of Sustainability
- Industrial Controlling and Planning
- Product Management
- Innovating Operations
- Selling Strategically
- Global Induction

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Europe Region – Central East

Leadership Development Program

- Building a stronger leadership pipeline by developing their leadership skills in matrix organization for executive leaders and their successors within CEE cluster.
- Enhancing team effectiveness at all levels to ensure better cross-functional collaboration.
- Creating a leadership culture that balances influence, accountability, and empowerment in a matrix structure.

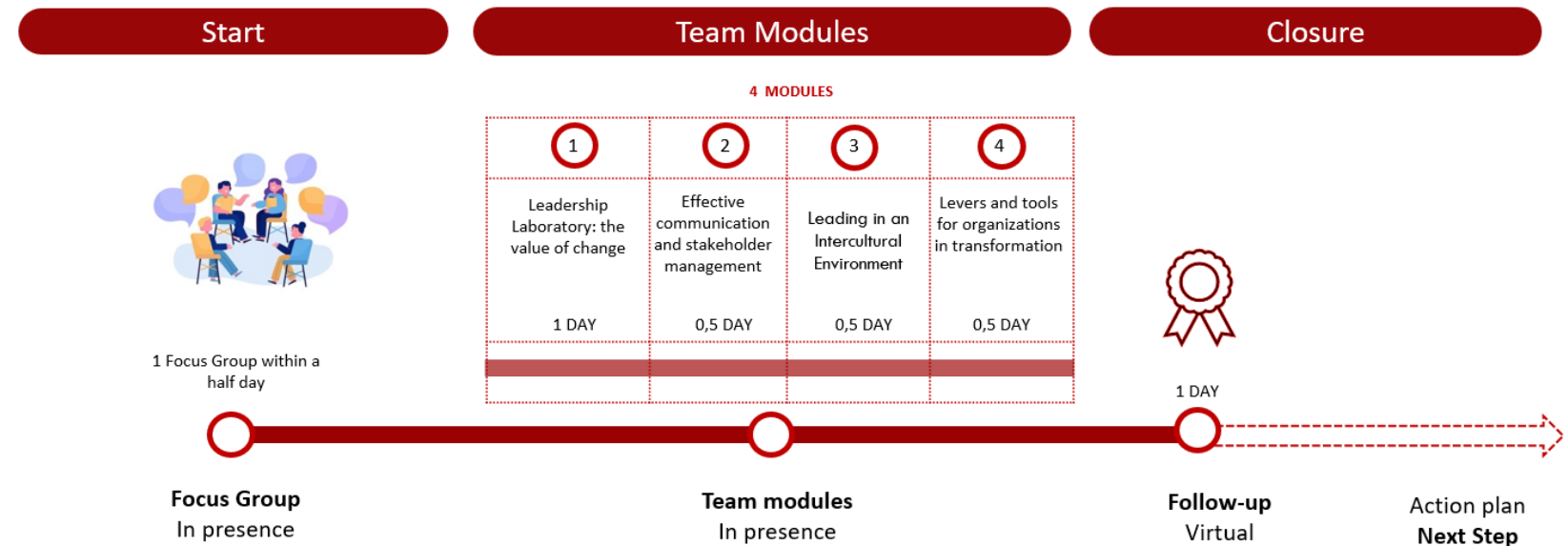
Duration

3 days in person
0.5 day virtual

Participants

40 people from 1st and 2nd line of the CEE cluster

Path overview



Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Coachlike Leadership Program for Europe Region

The Coachlike Leadership Program directly responds to the leadership needs — where psychological safety, autonomy, empowerment and open communication are essential for high-performing teams. **Coaching skills** enable leaders to influence effectively, manage communication with impact, develop leaders and drive sustainable engagement, performance, and change.

Topics

- Understanding the role of the **leader as a coach**.
- Structuring **coaching conversations**.
- Developing **listening** and **questioning** skills.
- Mindset shifts required for coaching.
- **Appreciative inquiry** and **recognition** practices.
- Observing and practicing coaching using live frameworks.
- Understanding the **nature of change** and **cycle of change**.
- Advanced **active listening** and **questioning**.
- **Giving and receiving effective feedback**.
- **Goal setting, action planning**, and accountability structures.
- **Situational leadership** styles.
- Designing **individual action plans**.

Delivery Mode:

In person

Trainer:

Burcu Cakin - Adler Coaching

of people covered in 2026

45 (HR and HSE leaders from all EU countries)

Duration:

1 hour kick off meeting virtual

2 days -16 hours in person

1 hour follow-up virtual

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Art of Giving and Receiving Feedback Training for Europe Region

In today's fast-changing environment, feedback is one of the most powerful drivers of performance, collaboration, and growth. Yet, many of us still find it challenging—whether giving it effectively or receiving it constructively. This session is designed to support employees and managers in turning feedback into a natural, everyday habit.

Topics

- Discover why feedback matters for both individual and team performance.
- Learn practical techniques and tools you can immediately apply
- Improve how you handle challenging conversations
- Gain insights into how feedback shapes engagement, trust, and business results

Delivery Mode:

Virtual

of people covered in 2026

95 people from all EU locations, levels and functions

Duration:

2 hours

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Transmission BU

ZWANG Training Project Mindset

The **ZWANG training** is designed to empower professionals manage complexity, stay focused under pressure, and drive projects forward. It provides practical strategies to manage tasks in both personal and professional contexts, enabling individuals to push their limits without losing balance.

Through a structured and actionable approach, the course offers tools to deal with unpredictable interpersonal variables, disruptive interferences, and overwhelming duties — breaking complexity down into clear, manageable steps.



DURATION

In 2025, 3 sessions of the training have been delivered, each composed of 16 hours (two full days of training)



DELIVERY MODE

On site, in Prysmian HQ



GEOGRAPHICAL REACH

8 Prysmian Transmission locations across Europe



PARTICIPANTS

30 participants per session, selected amongst Employees from all Transmission Departments, with at least 1 year of seniority in the company

Gender Breakdown

- Female: 44.4% (40 participants)
- Male: 55,6% (50 participants)

Management Level Breakdown

- Lead: 42.2% (38 participants)
- Professional: 41.1% (37 participants)
- Associate: 16.7% (15 participants)

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Transmission BU

Negotiation | Mutual Gains Approach Training

The **Negotiation - Mutual Gains Approach** training, is a practical and strategy-oriented program designed to help professionals navigate complex negotiations and create sustainable value for all parties involved.

It equips participants with a structured framework to move beyond traditional win-lose dynamics and adopt a collaborative, interest-based approach to negotiation.

Through experiential learning and case-based practice, the course develops the ability to manage both the rational and relational dimensions of negotiation, combining analytical tools with emotional awareness.



DURATION

In 2025, one training session was delivered, totaling 16 hours (two full days of training)



DELIVERY MODE

On site, in Prysmian HQ



GEOGRAPHICAL REACH

6 Transmission locations across multiple countries.



PARTICIPANTS

14 participants from the Sales function were involved

Gender Breakdown

- Female: 35.7% (5 participants)
- Male: 63.4% (9 participants)

Management Level Breakdown

- Lead: 50.0% (7 participants)
- Professional: 42.9% (6 participants)
- Associate: 7.1% (1 participants)

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

Transmission BU

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Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

North America

Engage 365

Leadership series for all people managers to increase engagement of our workforce.

- Monthly 30 minutes webinars focused on one specific engagement topic
- Actionable items and strategies to implement as a leader
- Opportunities for leaders to ask questions and engage with peers

Month	Q12 Focus
January	Q1: I know what is expected of me at work
February	Q2: I have the materials and equipment I need
March	Q3: I have the opportunity to do what I do best
April	Q4: In the last 7 days, I have received recognition
May	Q5: My supervisor cares about me as a person
June	Q6: Someone encourages my development
July	Q7: My opinions seem to count
August	Q8: Mission/purpose makes me feel my job is important
September	Q9: My associates are committed to quality work
October	Q10: I have a best friend at work
November	Q11: Someone has talked to me about my progress
December	Q12: I have opportunities to learn and grow

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

North America

Regional Leadership Program

Purpose of the Program

To develop leaders who can drive regional impact by strengthening leadership capability, fostering collaboration, and aligning decisions to broader business priorities.



1° Session Passion

LEADING WITH STRENGTHS

Prysmian
In-person day

DAY 1

STRATEGY & INNOVATION

SDA Bocconi
In-person day

DAY 2

STRATEGY & INNOVATION

SDA Bocconi
In-person day

DAY 3

PRYSMIAN DAY

In-person day

DAY 4

2° Session Team Play

LEADERSHIP EFFECTIVENESS

Xavier Leadership Center
In-person day

DAY 1

EFFECTIVE COMMUNICATION

Xavier Leadership Center
In-person day

DAY 2

EFFECTIVE COMMUNICATION

Xavier Leadership Center
In-person day

DAY 3

DiSC: Emotional Intelligence

Prysmian
In-person day

DAY 4

PRYSMIAN DAY

Top leadership panel
In-person day

DAY 5

3° Session Innovation

DiSC: Work of Leaders

Prysmian
In-person day

DAY 1

PEOPLE MANAGEMENT

SDA Bocconi
In-person day

DAY 2

TEAM DEVELOPMENT

SDA Bocconi
In-person day

DAY 3

PRYSMIAN DAY |
GRADUATION

In-person day

DAY 4

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

North America

Building Confidence for Frontline Leadership to Elevate

Leadership

- Developing Positive Relationships at work
- Working across Generations
- Navigating Difficult Conversations
- Taking control of Conflict
- Real world case studies from our facilities to walk through

Safety

- Safety Culture
- Employee Engagement in Safety
- Importance of Communication
- Safety walk to practice skills

Leadership Mindset & Approach

- Servant Leadership
- Core Principles of Effective Leadership
- Leading Change

Performance & Accountability

- DiSC Productive Conflict
- Everyday Change Management
- Managing Remote Workers

Inclusive Leadership & Culture

- Leading Diverse Teams with S2A
- Uncovering Unconscious Bias
- Navigating Diversity, Equity & Inclusion 101
- Preventing Bullying and Incivility in the Workplace

Coaching & Talent Development

- Coaching Conversations
- Coaching for Peak Performance
- Manager's Role in Developing Talent
- Managing Employee Performance

Team Leadership

- Building High Performance Teams
- Working with Teams
- Leading Virtual Teams
- Leading the Hybrid Workplace

Self-Awareness & Emotional Intelligence

- Mastering Emotional Intelligence for Leadership and Teamwork Success

Communication & Influence

- Communicating Across Generations
- Influencing Without Authority (Coming Soon)
- Effective Communication (Coming Soon)
- Active Listening (Coming Soon)

Professional Effectiveness

- Mindful Time Management – Balancing Work and Life

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

North America

Building Confidence for Frontline Leadership to Elevate

Leadership Mindset & Approach

- Servant Leadership
- Core Principles of Effective Leadership
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Safety

- Safety Culture
- Employee Engagement in Safety
- Importance of Communication
- Safety walk to practice skills

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

APAC

Gallup Manager Program

23 APAC participants – kick off 13 July 2026 18 hours training/person

This learning experience is for managers who want to accelerate **performance, management competencies** through powerful coaching, achieve measurable gains in key business outcomes and foster organic growth through human development.

• DAY 1

- Welcome and Overview
- The Demands of Today's Workplace
- Leading the Modern Workforce
- The Breakthrough of Strengths
- Managing Your Strengths as You Lead
- Becoming a Coach
- Strengths-Based Coaching Coaching Essentials and Practice
- Day One Wrap-Up and Homework

• DAY 2

- Welcome and Day One Discoveries
- Building a Strengths-Based Team
- The Science of Engagement
- Engagement
- Focused Coaching
- Ongoing Coaching
- Building an Engaged Team and Action Planning
- Performance-Oriented Coaching
- Next Steps and Commitments

• EXPERIENCE AFTER THE TRAINING

- **One-On-One Coaching** Participants connect with a Gallup coach for a 60-minute coaching conversation by phone to align their strengths with their role, team dynamics and priorities.
- **Virtual Cohort Reconnect** Participants connect with their cohort and Gallup instructor in a two-hour virtual session about four weeks after the course to share and discuss their implementation experiences, challenges, successes and best practices.
- **Self-Paced Learning in Action Modules** The 10 self-paced online modules

Prysmian Academy

3.3.2 - Employee Development Programs – Leadership Development Program

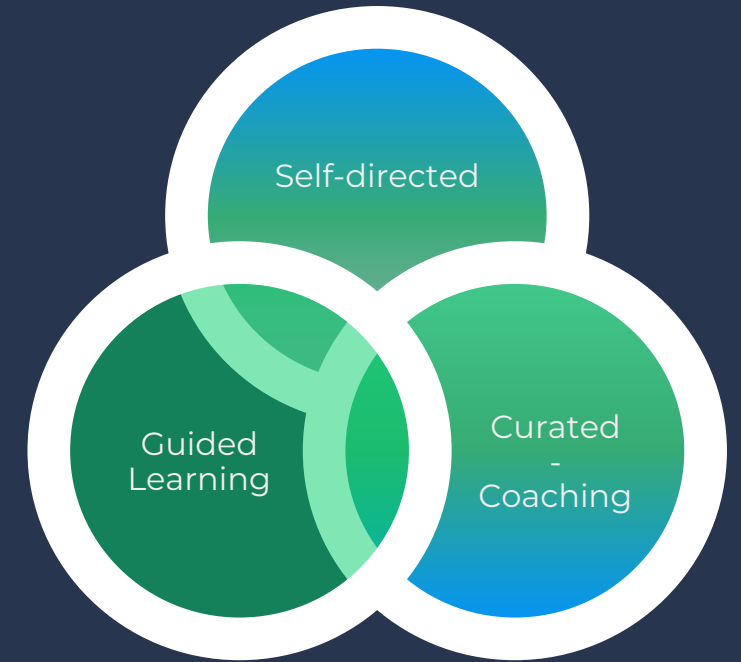
APAC

OCE Manage to Lead 2026 - 2028

- 10 OCE confirmed participants – Kickoff July 2026 – 15 hours training/person
- P+, high potential, new or existing managers
- Increased operational efficiency, reduced employee turnover

By the end of the program, participants will be better able to:

- Think and work more strategically with their teams
- Lead with stronger self-awareness and judgement
- Build the leadership skills to create greater clarity, accountability and follow-through
- Influence with confidence, especially cross-functionally
- Use enabling systems and ways of working to lift team effectiveness



Prysmian Academy

3.3.2 - Employee Development Programs – Digital Transition Program – Digital Days 2025

Episode ONE

AI & Digital: Inside and Beyond
Strategy, Innovation and Governance

Giovanni Cauteruccio
Group Chief Information & Digital Officer

Gianluca Salviotti
Job title: Associate Professor of Practice - Digital Transformation - SDA Bocconi School of Management
AI and Value Creation in a Post-digital World

Maria Vittoria Giancola
Job title: Digital Strategy & Innovation Labs and IT Business Partners Director
Artificial Intelligence @Prysmian: Time for Execution

Digital Days 2025
Time to Accelerate



+ 900 participants
online and in presence

Episode TWO

The Smart Manufacturing Shift
AI & Data in Action

Manufacturing & AI Trends
Riccardo Mellioli
Deloitte Lead Client Service Partner

AI and Data in Action: Prysmian's Journey to the Smart Factory
Miriam Corvese
IT Business Partner Operations & Supply Chain

Mariateresa Giusti
Data & Analytics Officer

Alessandro Savioli
Deloitte Program Director

Digital Days 2025
Time to Accelerate



+ 600 participants
online and in presence

Episode THREE

Technology & People
Evolving Together

The Importance of the Human Factor in Technological Transformation: A Look at GenAI
Lisa Manzati
Deloitte Change Management Director

The Human Factor at Prysmian: People at the Core of Our Digital Journey
Laura Marchini
Talent Acquisition and Development, DE&I, Wellbeing and Employer Branding Director

Stefano Besana
Partner at Deloitte - Organization Transformation - Human Capital

Claudio Battistini
A Group Organization and HR Digital Innovation Director

Digital Days 2025
Time to Accelerate



+ 600 participants
online and in presence

Episode FOUR

Digital Horizon
New Waves of Innovation and Emerging Trends

Trends, Predictions, The Rise of Agentic AI and What it Takes to Dream, Play, Win Big
Alessandro Cugno Garrano
VP Executive Partner at Gartner

Digital Days 2025
Time to Accelerate



+ 500 participants
online and in presence

- **Digital Days 2025** was a global learning initiative that brought together colleagues across Prysmian to explore the impact of AI, digital transformation, and emerging technologies on the future of our business. Through **four interactive episodes**, participants gained insights from external experts, discovered real-world internal use cases, and shared experiences from across the organization.
- Combining hybrid sessions, live discussions and knowledge-sharing opportunities, the program strengthened digital awareness and fostered a culture of continuous **learning and innovation** across Prysmian.

Prysmian Academy

3.3.2 - Employee Development Programs – Quantitative business impact

Employee Retention Rate

The **Employee Retention Rate** reflects the proportion of individuals who choose to continue their professional journey within our company, rather than pursuing external opportunities. It is a key indicator of our investment in talent development and employee engagement. In 2025, a total of **1,259 employees** participated in our corporate leadership programs*, demonstrating our commitment to nurturing internal growth. During the same period, **208** participants resigned, resulting in a retention rate of approximately **83.5%**.

$$\text{Retention Rate} = \left(\frac{\text{Total Participants} - \text{Resignations}}{\text{Total Participants}} \right) \times 100$$

Internal Promotion Rate

The **Internal Promotion Rate** measures the percentage of employees who receive a promotion either during their participation in a development program or shortly after its completion. This metric highlights the effectiveness of our talent development initiatives and our commitment to recognizing and supporting internal talent. In 2025, a total of **859 employees** experienced a role change, of which **200** were actively participating in one of our corporate leadership programs**. The promotion rate is approximately **23,3%**.

$$\text{Promotion Rate} = \left(\frac{\text{Number of Promotions in Program}}{\text{Total Role Changes}} \right) \times 100$$

*Just Post Graduate Program, Journey to Advanced Leadership, Journey to International Leadership, Professional Programs.

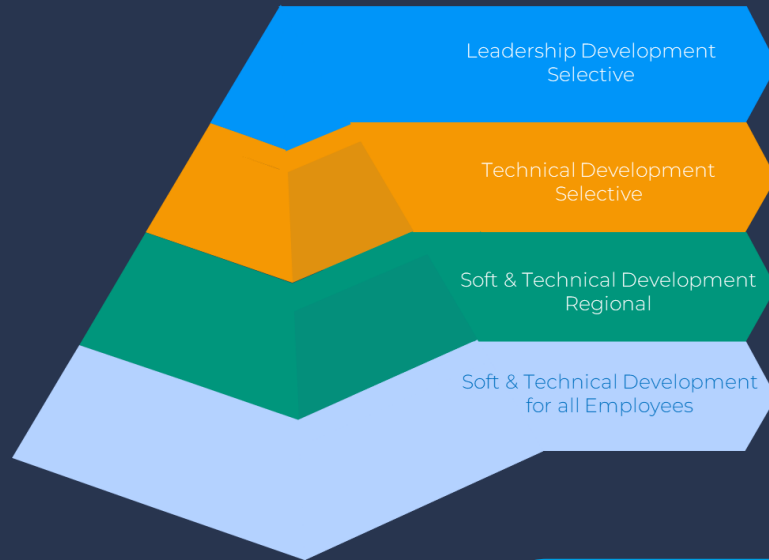
** We consider the Post Graduate Programs already concluded. The path includes role changes as part of the program structure, so we exclude current editions, to avoid role changes not related to performance. The other programs being considered are: the Journey to Advanced Leadership, Journey to International Leadership, Professional Programs.

Prysmian Academy

2025 Overview



Prysmian
Academy



Business School – 24245.65 training hrs 2025



Local School – 1129183.85 training hrs 2025



Professional School – 17022.06 training hrs 2025



Digital School – 43231.03 training hrs 2025



37/HC
2025 Training Hours

40/HC
2030 Social Ambition Target

47,34% eligible FTEs
participating in the
Business School
Programs*



1051 participants

45,7% eligible FTEs
participating in the
Professional School
Programs**



1546 participants

100% FTEs
participating in the
Local Schools
Programs



34520 participants

% 36,45 FTEs
participating in the
Digital School
Programs



11951 participants

Schools cover part-time employees in company's own workforce