



women's netWORK

Women's Network
at RWE & innogy
A Success Story

RWEAG

Huyssenallee 2
45128 Essen

www.rwe.com

innogy SE

Opernplatz 1
45128 Essen

www.innogy.com



Successful networks need positive energy!

If you want to go fast, go alone
If you want to go far – go with like-minded people!

The Women's Network of RWE/innogy SE has proven that when like-minded people get together they can build up a thriving network in 10 years, which continues to exist despite the most drastic of changes at RWE AG – division into two separate companies. Moreover, the network is likely to become even more important, functioning as a bridge between the two companies as they develop future strategies based on a greater understanding for one another. The network will therefore take on yet another highly significant role.

We have not only succeeded in increasing the visibility of the active women in the Group and facilitating more extensive communication between them; we have created our own network identity. This would not have been possible without the dedication of the women who helped build up the network by continuously showing great socio-political commitment to strive for the network's advance. Never losing sight of this goal, these women have contributed significantly. Together, they developed visions, ways of connecting value-creating potential across countries and companies throughout the Group, building up a strong team spirit between the women involved and spreading positive energy.

But experience with this approach has also shown us that networking requires persistence and a consistent effort, if the planned objectives are to be achieved. A crucial prerequisite for good networking is the equilibrium of giving and taking by all involved. Striking the right balance here has a major impact on the development and satisfaction in the network.

My first encounter with the Women's Network in Leipzig in 2013 left me with a lasting impression

of the strength and diversity of the network. In subsequent cooperation during supervisory board training for women in management at RWE AG, one of the lighthouse projects, my first impression was confirmed that this was a sustainable, resilient, dynamic network whose members give one another mutual strength and support and take pride in their joint achievements. I also learnt that how important this network is for standing together to cope with the change processes in separate companies.

Along with the group cohesion and pursuit of common goals, individual self-improvement through professional development is another one of the key pillars of the Women's Network. This became clear to me in our joint training sessions, which also showed me how important the network is for improving general understanding among women. Herein lies a key to the future, greater understanding for one another and better cooperation between all involved.

I would therefore like to share one last thought with all of you: nobody should expect more out of a network than they themselves are willing to put in!

I would like to wish the Women's Network of RWE/innogy SE all the best for the next 10 years. Maybe we will be celebrating the 20-year anniversary together as a Senior People's Network in 2027!

Looking forward to a powerful future!

Yours
Monika Schulz-Strelow

Dear colleagues,

"We are the heroes of our own history" – when I recently came across this quote by the American writer and women's rights activist Mary McCarthy, I had to chuckle because of its double meaning. Whether we achieve something great at the end of the day or whether each of us writes and tells her own, smaller story, we all are connected with the Women's Network of RWE and innogy through something big. Numerically, we are amongst the largest networks. We are proud of this! To be honest, who would have expected that when we met for the first time in 2008? At the time, we entered new territory and some people thought that we would dissolve after a year or so. But we did not. Far from it!



"Looking beyond the horizon", creating helpful ties for our work and added value to the business. The Women's Network of RWE and innogy SE is prouder than ever to be a non-hierarchical, international community that connects women, especially across functions.

The Women's Network of RWE/innogy is a pan-European association, which has grown to a respectable size of currently 450 women. There are no limits on membership numbers! The network's first meeting was held in Berlin in 2008 and was attended by just 30 women. At the time, there was a true pioneering spirit; now, the format has become established, without taking well-trodden paths. Quite the opposite! Following the reorganisation of RWE and innogy, the network continues to operate across both companies on the basis of sub-networks at each company location. These sub-networks, while engaging separately in their own activities, are coordinated by a Steering Group.

A different Group company hosts the annual meeting each year, with the host company's business featuring as one of the main topics of the meeting. In addition to networking.

Conference venues have included the UK, the Neth-

erlands, Germany and the Hungarian and Polish capitals of Budapest and Warsaw. Depending on the different core businesses of the hosts, the range of topics addressed has covered generation, the grid and retail activities. The women participating have had the chance to get to know the Group and its various businesses while broadening their horizons.

In addition to the annual conference, a Business Workshop was initiated in 2010 and is held in the spring of each year. It centres on a current topic concerning the business of RWE and innogy.

The network has formed a sub-group, a so-called STEM network, which is promoted by the Chief Technology Officers of both companies who act as sponsors of this sub-network. It comprises network members with a background in STEM who are involved in technical projects.

Another activity of the Women's Network of RWE and innogy SE is the Women in Energy Policy initiative. Members of the network educate interested students on energy matters, such as energy politics, in interactive university workshops. As a result, the Women's Network not only creates strong internal connections, but also helps women to broaden their external network and deepen their energy industry knowledge. As we say for our motto: "Let's go for it – with energy!"

Yours
Dr Marie-Theres Thiel



Looking back

More than ten years ago in 2006, the then CEO of RWEAG established a Diversity Office for the first time in the company's history. Its purpose was to promote greater international mobility and moreover to increase the numbers of women in management. An Executive Mentoring programme for women in senior management positions was also introduced then, which continues to this day. At the time, a Women's Network had already been organised at RWE's UK subsidiary npower. The idea to establish a similar group at RWE was therefore not long in coming. Back then in 2007, that is, ten years ago, the Diversity Office invited women in management positions to help coordinate the association. The current Women's Network thus emerged over the course of several meetings. In 2008, the Network became independent with the inauguration of a Steering Group. In the early days, the group's main tasks consisted of convincing people and overcoming scepticism. Today, the tables have been turned and the Network is now an established part of our vibrant corporate culture.

Since then much has changed for women in our Group – not least because of the hard work and dedication put in by the Women's Network. There are more of us – in senior positions as well. Part-time, flexible working hours and working from home are now options for all employees – whether male or female – at all levels of the company. They are not just options – they are encouraged. With regard to diversity, specific objectives have been defined to increase the proportion of women in senior management positions.

RWE and innogy have long since recognised the need for women in the company overall and in management in particular, and thus understood the contribution of the Women's Network to this purpose. More women means more diversity. And more diversity is the essential factor – to improve and drive our performance. For this reason, the Board of Management at innogy has proclaimed that one of the key issues for 2017 should be a focus on diversity and the advocacy of more women in

Our Women's Network – A Success Story

management positions in particular. At RWE, diversity is also an important issue and has been made a significant criterion in future appointment processes.

There is one thing, however, that has remained constant over the years: from the outset, the Women's Network and the Diversity Office have worked together hand in hand, pursued common goals and launched numerous joint initiatives that continue today. Special training, coaching and workshops for the women in the Network have been planned and implemented in coordination with the Diversity Office. Even a concept for a preschool has been put into practice. Likewise, as a result of this collaboration, women have been appointed to strategically significant lighthouse projects. Only recently, we have succeeded in carrying out some major projects, such as the organisation of the STEM summit at the beginning of the year for the VdU or the latest endorsement of the international statement on the advancement of women at the W20 summit by innogy – a company that also presents the Women's Network as an example of Best Practice.

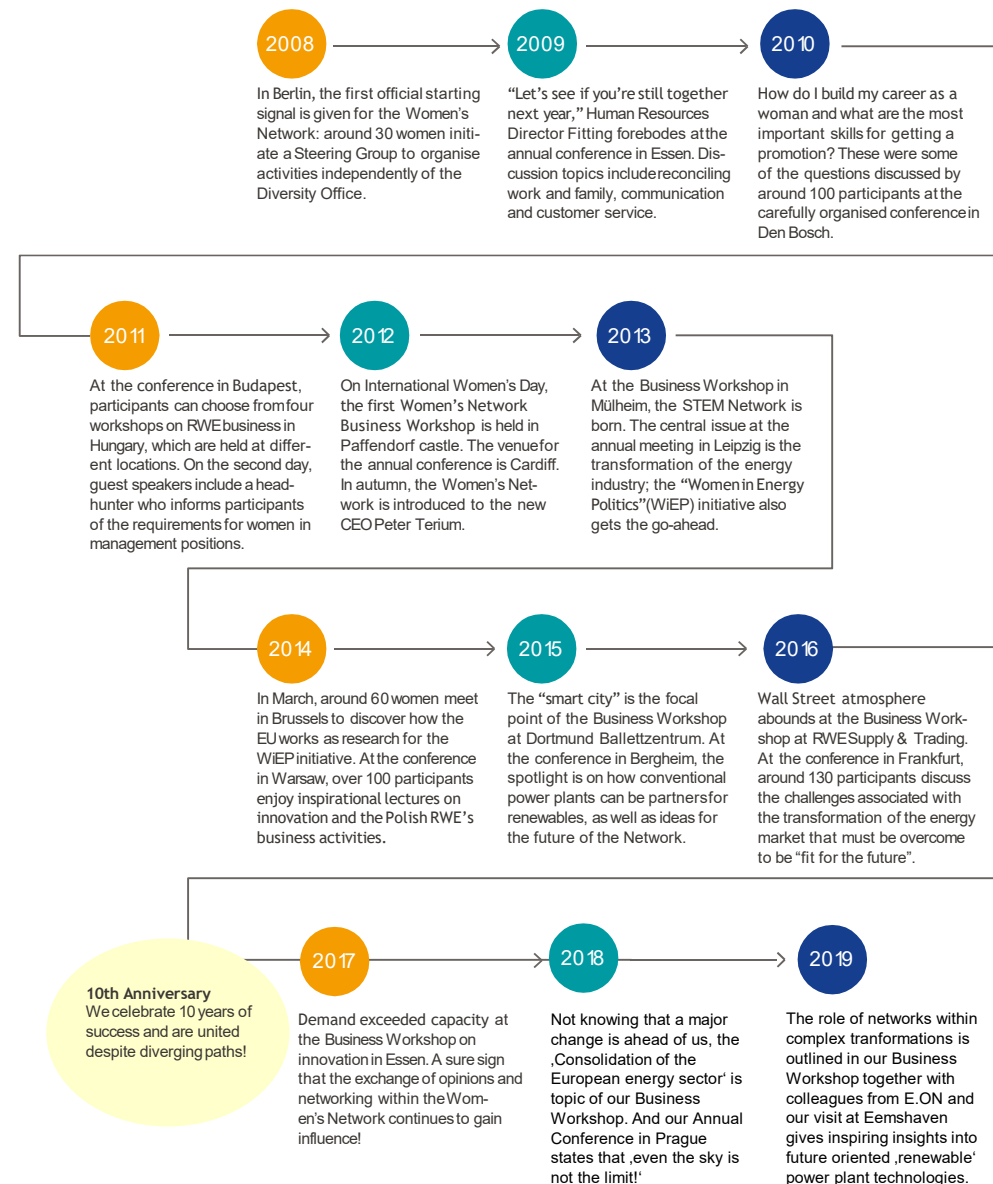
As for the future, we are working on plans to make even better use of the professional and personal skills of the women in our Network.

Andrea Dorsch-Kellermann, Giordana Doppstadt,
Dr Claudia Mayfeld, Alison Chappell

Fast forward

A brief look back at our events

Ten years of the Women's Network – this has been a decade full of events in different countries, intensive discussions, exchanges of valuable professional information and, of course, sharing unforgettable experiences. Here is a brief chronology:





A Women's Network – now at RWE

First meeting in Berlin

About 30 women paved the way for the future activities of the Women's Network at their 2008 meeting in Berlin and initiated our Steering Group. This enables the Women's Network to launch our original activities, coordinate and organise them independently of the Diversity Office.

By way of introduction, Dr Peter Engelhard introduced the RWE representation in Berlin, describing how it was established after the opening of the border and how political activities work in Berlin. In the first lecture of the day, Elisabeth Kelan from the London Business School addressed the typical behaviour patterns and implicit expectations within organisations which correspond to male stereotypes. However, research studies by The Lehman Brothers Centre for Women in Management clearly demonstrate that teams are more innovative when they consist of diverse members – a clear-cut argument for more diversity at RWE as well.

Overcoming hurdles more effectively

The next speaker, Ulrich Sollmann from Keese und Sollmann, introduced a mentoring programme funded by the Federal Ministry of Family Affairs which aims to help more women enter management positions. Some of the obstacles highlighted were:

- Women work in a more goal-oriented manner on the task at hand, rather than strategically towards their careers
- Gender-typical leadership styles
- Dominance of "male networks"
- Strong competitive mentality on the part of men
- General prejudice against women in top positions
- Managers' reluctance to take time off work for family reasons

Sollmann strongly urged participants to start working towards the establishment of a women's network at RWE. The participants agreed that the capacity to initiate their own activities in future would be an essential step. For this purpose, the decision was made to establish a Steering Group as the nucleus and coordination centre of the Women's Network. This would enable the network to operate independently, yet in close collaboration with the Diversity Office. In summer 2008, the Steering Group was inaugurated and has been coordinating the Women's Network since then.



2008

Berlin, Germany

2009

Essen, Germany

2010

2011

2012

2013

2014

2015

2016

2017

2018

2019

Greater commitment to increasing the number of women in management

Alwin Fitting visits Women's Network Meeting in Essen

At the second annual meeting, the new grading system was on the agenda, along with the new diversity objectives to foster greater commitment to increasing the number of women in management. Alwin Fitting was invited as a distinguished guest.

Three major topics in focus

The meeting was held at the end of October 2009 in the RWE Tower in Essen, beginning with an opening address by the organiser of the Women's Network, Dr Marie-Theres Thiel. After a retrospective look at the network's latest activities, we started off the panel discussion. Three important topics were on the agenda:

- "The compatibility of work and family": one aspect that was discussed was the establishment of opportunities for managers to carry out management tasks part time.
- "Communication": this included a discussion of how women could play a greater role in representing RWE to the public. One argument was that, according to studies, it is the women in families who make decisions on electricity and gas providers.
- "Customer Service": the discussion followed up on the first Group-wide, international exchange on Best Practice. This led to the development of what has now become the efficient Prosumer Service in Retail.

"This is a nice little group" – a statement that inspired us

In the afternoon, Diversity Officer Dr Claudia Mayfeld took the floor and spoke about her work. As the finale for the meeting, Human Resources Director Alwin Fitting was invited, as the Diversity Office was located in his department at that time. Fitting had difficulties coming to terms with his invitation; he was unused to women in the workplace, let alone in management positions. After some general, pleasant words, the discussion turned to the topic of what should be done to increase the proportion of women. Fitting was rather reluctant to concede a women's network any kind of opportunities for future development. He expressed the conjecture that such a network would no doubt break apart sooner or later – and even went as far as to allow himself the following statement: "This is a nice little group, but let's see if you're still together next year."

Statement on posterity

Obviously, we were already of a different opinion then, which has turned out to be the right one. These days, nobody questions whether a women's network is necessary. In spite of all his negative comments, we thanked Fitting for his attendance and promised to support the implementation of the diversity objectives in any way possible through collaboration with the Diversity Office. On a side note, Alwin Fitting appeared visibly relieved as he made his exit.



Networking as a career opportunity

The evidence is clear: it is not only performance that determines career development in a company

How can I build my career? What are the most important skills needed for promotion? What other aspects do I need to consider? These were just a few of the questions that around 100 participants discussed at the 2010 annual conference in Den Bosch.

Summertime atmosphere in the Netherlands

The thoughtfully organised conference was held in 's-Hertogenbosch, the headquarters of Essent in the Netherlands. With beautiful weather – blue sky, sunshine, 30 degrees – and a tasty networking lunch the day got off to a perfect start. Nina Skorupska, CTO at Essent, gave the welcome speech. She explained Essent's business fields and outlined the objectives for the next few years. Next up, Dr Marie-Theres Thiell summarised the accomplishments to date and explained the development of the international network.

Diversity management: there is still a lot to be done!

Dr Claudia Mayfield, Diversity Officer at RWE made clear that besides the all-important gender issue, demographic change, the projected age pyramid or internationalisation also represented huge challenges for RWE. However, according to Mayfield, these trends would also open up new opportunities. She pointed out the prospects for effective diversity management, leading to the acquisition of new talent and sparking innovative projects in the Group. The Polish sub-network at RWE Polska and RWE Stoen Operator then reported on the initiative "Women with Energy" that had been supported by CEO Jürgen Großmann, which aimed to provide optimal support for business in Poland.

The anatomy of corporate politics

The most arresting speech of the day was the one given by Susan Vinnecombe. The internationally renowned author gave an inspirational lecture on the topic of "How to navigate your way to the top". She pointed out the universally applicable rules of the game, which no doubt also include hard work, outstanding performance, flexibility, commercial acceptance and an extensive portfolio of experience. However, these criteria alone are not enough. In her lecture, Vinnecombe emphasised just how important it is to actively influence proceedings in companies. She named specific examples, explaining the best ways to break down opposition and push through with one's own goals and concerns, while presenting oneself in an advantageous light and clarified that women often neglect to nurture effective relationships with "management upwards". She urged the participants to exchange opinions with others in the RWE women's network so that they could mutually benefit from each other's advice.

World café and Food for Thought

There was no shortage of networking. Participants exchanged ideas in small groups in a "world café" style. Josephine Green, Professor at Glamorgan University, closed the afternoon session with a lecture on the topic of strategy and innovation. She left no one in doubt: in order to expand and develop new business ideas, companies need more than just the latest technology – they also need approaches for making these socially responsible and sustainable. The conference concluded with a final "Food for Thought" dinner, which was also attended by Peter Terium, then CEO of Essent. Terium got into discussions with many of the participants and openly answered questions. He reiterated the importance of an international women's network in the Group and encouraged the participants to take advantage of the opportunity to network, offering to support them in any possible capacity.



Thank you for the opportunity

The two-day conference held a variety of interesting topics for the participants.

Many things have happened over the past 10 years on which we can look back on. But for ELMŰ-ÉMÁSZ, the Hungarian subsidiary of RWE, 2011 was especially decisive: the Hungarian capital hosted the 2011 Women's Network Conference. The patron of the event was Dr Marie-Theres Thiell, President of the Board of Directors of ELMŰ-ÉMÁSZ.

Four venues, four workshops

The German, British, Dutch, Czech, Polish, Slovak and Hungarian guests were offered an array of interesting programmes for the first afternoon. At the workshops held in four different venues, participants could choose the topic they considered the most interesting.

The hostesses welcomed audiences in discussions on two different, yet related issues. At one of the workshops, the Head of the Sales division, in cooperation with the Sales team, presented the current situation of the Hungarian electricity market and the position of ELMŰ-ÉMÁSZ in the market.

In the customer service workshop, the participants heard about the background, achievements and challenges of the ISU billing system. ELMŰ-ÉMÁSZ was the first company in Hungary to introduce the two-tier billing system. Then the speakers discussed the introduction of teleworking and its advantages, as we realised back in 2011 that working from home can greatly help women with families to find a balance between work and private life. How can you be successful in the competitive market when you have to simultaneously consider the interests of private owners and the public? The topic was skillfully presented to the audience at a workshop held by the CEO and the CFO of FŐGÁZ Nyrt, which was still under RWE ownership at the time.

As a fourth option, the conference participants could take a trip to the Mátra power plant, 90 km from Budapest. The coach trip was a huge success. The presentation, the walk and exhibition visit to the site of the power plant gave the conference participants a new insight into the process of power generation. The wide range of the programme in addition to the special hospitality of the plant's staff and CEO József Valaska's attention to detail made the tour really memorable, not least because all of the women received a gift of Swarovski jewellery at the end of the visit.



After the toast by Henning Rentz to start off the business dinner that followed the workshops, the event continued with the announcement of happy news: it was officially announced that a board decision had been made to raise the percentage of women in the top echelons of RWE.

Second day: women in the chief role

The second day of the conference started with a talk given by the German Ambassador to Hungary, who gave a frank and comprehensive analysis of German-Hungarian relations and answered questions from the audience. The next lecture addressed the next steps to be taken once the decision announced at the business dinner has been realised: the advisor of Egon Zehnder International, a headhunting company for top managers, gave an exciting talk with the title "Women in leadership".

For the closing event of the conference, the 150 participants held discussions in four groups about the topics of the various talks. The groups engaged in a number of interesting and exciting debates about career models for women in top management, practical tips for applying for top management positions, efficient communication and how women can best prepare for operational management tasks.

Donation to a hospital

In keeping with the social commitment of the Women's Network and ELMŰ-ÉMÁSZ, the fitting finale for this high-quality event was the presentation of help to those most in need. Thanks to the joint donation by ELMŰ-ÉMÁSZ and Dr Marie-Theres Thiell, we presented ultrasonic equipment to the neonatal department at one of the region's largest hospitals.

We came away from these two very eventful and meaningful days all the richer for the many interesting discussions and valuable new relationships. Looking back we would again like to say thank you for the opportunity, Women's Network!

2010

Den Bosch, Netherlands

2011

Budapest, Hungary

2008

2009

2013

2014

2015

2016

2017

2018

2019

Leading women discuss the future

First Women's Network Business Workshop to coincide with International Women's Day

2012 marked the start of our international Business Workshops. The first host was RWE Power, with the main focus on lignite power generation.

Consolidated women's power

Aptly scheduled for International Women's Day at the beginning of March, the first RWE Women's Network Business Workshop at Paffendorf Castle in Bergheim near Cologne was attended by over 100 female executives from German, Dutch, British and Eastern European Group companies. The host company for the event was RWE Power AG, represented by CEO Dr Johannes Lambertz, the founder of the Women's Network at RWE Power, Elisabeth Mayers-Beecks, and the Head of Management Development, Markus Wentz.

Mentoring programmes and professional development courses

Starting off the workshop, Johannes Lambertz shed some light on the business activities at RWE Power, the economic conditions associated with the transformation of the energy industry and future challenges for lignite-based power generation. Participants then exchanged information about their respective business fields. Potential synergies were to be followed up in cooperation with the Women's Networks. Afterwards, Markus Wentz pointed out that the share of suitably qualified women in a highly technical company like RWE Power was

still minimal. "Currently only four percent of our management positions are held by women. As of 2018 this is to increase to twelve percent," said Wentz. Female candidates' careers are to be supported through proposals such as mentoring programmes, professional development courses and measures to improve the compatibility of work and family.

Women's networks essential for successful business

After the talk, the participants held a discussion. Elisabeth Mayers-Beecks stressed: "Considering the challenges for the Group that have been outlined today, exchanges like this between the international Women's Networks are going to become even more valuable for our Group's progress." Dr Marie-Theres Thiel announced that the workshop would be repeated annually at a different company each year. Thiel felt this would bring positive results, commenting: "Women are going to have an increasing influence on the continuous development of our corporate culture!"

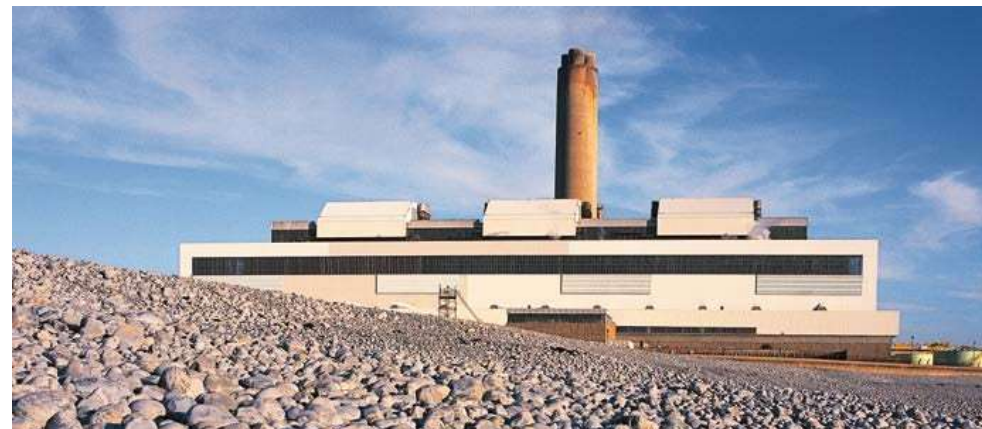
Excursion

The Business Workshop concluded with an excursion. Participants could choose between two options: a drive through the Garzweiler mine in one of RWE's off-road vehicles or a tour of the innovation centre at the Niederaussem power plant.



2012

Bergheim, Germany
Cardiff, Wales



Diversity as an integral element of business strategy

Important topics in Cardiff

npower, the UK subsidiary of RWE, was in 2012 an integrated generation and retail business with a large renewables business and over 10,000 employees. It prided itself on being active on diversity issues long before they were topics at Group level, and CEO Volker Beckers was one of the first mentors on the Executive Mentoring Programme for women.

Thus, he immediately volunteered to host and sponsor the event on the condition that two issues close to his heart would drive the agenda. These were:

1. How can diversity be linked to a broader business agenda, including Corporate Responsibility, agile working and entrepreneurship?
2. What can an organisation do to give young talents leadership experience in preparation for a leadership role?

Renewable projects in Cardiff

The choice of Cardiff as location was obvious to the small organising team – Cardiff is the capital city of Wales, and represented a microcosm of the npower business, with major renewables projects on its doorstep, a coal-fired power station Aberthaw, retail customers and a range of corporate responsibility initiatives. This was not so obvious to participants, who wanted to know why the conference was not being held in London. The answer was simple – it would cost 5 times as much, and npower did not have a significant business presence there. The event included a tour of the power station, which was a real eye-opener for many delegates, an inspirational address by Dame Julia Cleverdon, the independent Chair of npower's

Corporate Social Responsibility Committee, and a closing address by author and academic Alison Maitland who linked future trends in working to opportunities for women – prefiguring many of the ideas which have since been highlighted in our Great Place to Work initiatives. Internal speakers included Volker Beckers, Julia Lynch-Williams, CEO of the UK renewables business and HR Director Chris Pilgrim, who gently and humorously challenged the audience to think about what relevance Diversity issues had for business success and the customer. A range of workshops expanded on these themes, and young talents talked about the creative ways in which they had developed their leadership skills with support from the business.

Feedback was very positive, though the event was not without its issues. Transport to and from the power station was delayed, with consequences for the agenda! A bigger issue, though, was the expectations and behaviour of some of the participants. The invitation list had been opened much wider than for previous events, and it became clear that there was a group of women who did not really understand the nature of the WN conferences. Some chatted to each other during the presentations, and others asked for a German football match on TV. It seemed that some of the ladies were not so much interested in the broader business agenda of diversity and just wanted tips on how they could build their careers. Clearly, at 5 years into the Women's Network it was time to refocus on what its purpose and priorities were – as with any organisation, strategic purpose must be regularly checked, defined and communicated.

Successful flagship

Looking back at the Women's Network in 2012

Full speed ahead, sails tight and strong – the participants of the Women's Network were proud of the flagship shown on one of the charts. If the flagship is the leading ship in a naval formation, then the Women's Network is the flagship of various diversity factors, such as age, multi-cultural mix, disability and precisely gender.

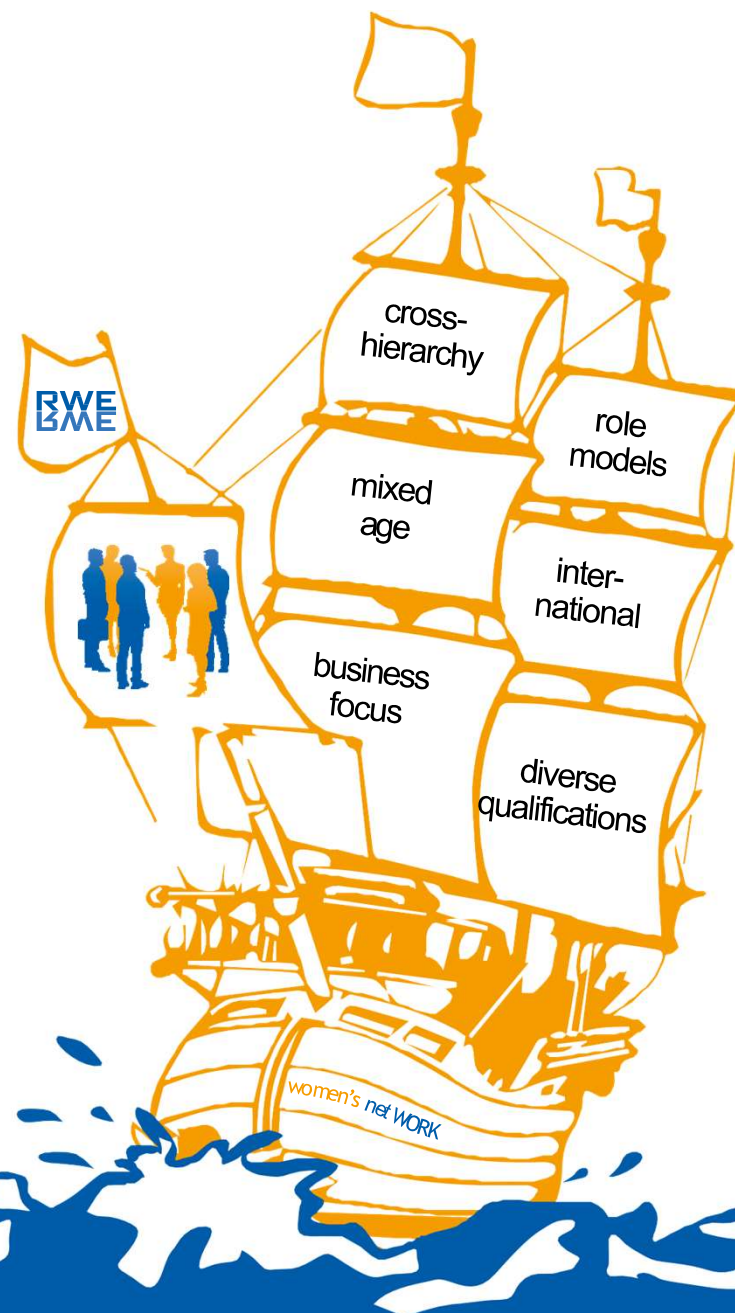
Even then, on 22 October 2012, the Women's Network comprised 450 members, 170 of whom had come to the multi-purpose hall at Kruppstrasse to present the network to Peter Terium, the CEO. Although his position as CEO would have justified his right to be the proverbial rooster in the henhouse that day, he eventually was not, as Dr Torben Hendricks talked about the Euro crisis and its repercussions on the energy market, and Martin Muhr and Thomas Birr informed the attendees about their respective business areas.

Female energy for more diversity

After this initial content session, the main part of the meeting followed in the afternoon: Dr Marie-Theres Thiehl welcomed Peter Terium warmly to the group of participants and high-

lighted the diversity of the group, apart from the fact that it did not have any male members. She stressed that the group was unofficial, that it drew its power and energy from the dedication and commitment of its members. She mentioned that half of all customers of the RWE Group were women, a fact that remains valid today and that a Women's Network could only be helpful in this regard. This platform was intended to promote exchange, more inclusion and diversity in debates. Also, Dr Marie-Theres Thiehl had already stressed at the time that the Women's Network should serve the purpose of informally supporting female managers.

In 2012, the participants of the Women's Network set the sail and followed a steady course, claiming that the Women's Network positioned the Group as an attractive employer (for women), that it had become a marketplace for (not only female) business topics and ideas, promoted intercultural cooperation and would help significantly improve the visibility of successful female managers inside and outside of the company. Finally, the Women's Network also served as a role model for other parts of the organisation – it was simply a flagship.



Birth of the STEMnetwork

2013 Business Workshop held by RWE Deutschland AG

The Business Workshop got off to a congenial start at the Zeche Zollverein in Essen: around 90 women representing a variety of companies participated and took advantage of the generous allocation of time for networking - it was clearly set to be an evening of mutual exchange.

The next day – International Women's Day – participants discussed various business issues at RWV in Mülheim an der Ruhr. Andrea Dorsch-Kellermann opened the panel discussion with a short welcome and brief outline of the network for women in management at RWE Deutschland and its goals. During the subsequent discussion, Dr Arndt Neuhaus spoke with participants on the topics of the energy industry transition and RWE2015 – although his focus was naturally on the subject of diversity. He presented the necessary goals for RWE Deutschland to this end and declared that the appointment of a female CEO of RWE Deutschland AG should not be far off. As well as communicating and debating, participants also put forward numerous suggestions for the further development of the Network and engaged in a lively exchange about future possibilities.

STEM initiated

In hindsight, the conference marked the dawn of the STEM Network, as it was here that the idea was proposed for the establishment of a network for managers with technical qualifications (STEM). Neuhaus promised to give the initiative his backing at this conference.

After the discussion with Neuhaus, the women took part in several workshops. Dr Andreas Breuer, Head of New Technology at RWE Deutschland, spoke about the topic "How innovative are we?". Dr Stefan Küppers, CEO of Westnetz, discussed the question "Is grid business ready for the future?", while Andrea Fuchs and Sandra Niermann reported on "Successful marketing and retail business" – fascinating lectures, which provided catalysts, inspiration and motivation. All in all, it was an enjoyable and inspiring conference. Katja van Doren, Sub-Network Leader at RWE Deutschland, wrapped up the Business Workshop with a short feedback session. The participants gave the event top marks throughout, as the completed questionnaires later showed – evidence that everything was on point as usual in Mülheim und Essen.



Mastering the challenges for the energy industry

Grid business and new players on the energy market

The 2013 annual conference was all about the transformation of the energy industry. But some other interesting ideas were also discussed in Leipzig, giving rise to wide-ranging partnerships and promising initiatives.

Two days, four workshops

The 2013 annual conference was a two-day event organised by EnviaM in Leipzig. A variety-packed programme awaited the 114 participants. In four workshops, they discussed individual aspects such as intelligent electricity grids, electricity pricing, a sustainable energy future and the transformation of the energy industry in Germany:

- Workshop 1: "Grid extension – one of the must-win battles for a successful energy transition in Germany?"
- Workshop 2: "Trends regarding commitment, participation and diversity – indicators for innovation towards a sustainable Energy Future?"
- Workshop 3: "Electricity pricing on the wholesale market."
- Workshop 4: "Energy transition from a European perspective – Is Germany a role model or a loose cannon?"

One of the highlights of the event for one of the working groups was a visit to the German energy exchange EEX, which made the energy trading system much more tangible for the participants. Dr Rolf Martin Schmitz accompanied the first day of the conference and held an inspiring key note speech which resulted in a vivid discussion.

Take initiative yourself!

On the second day, the focus was on ways of bringing women to the top levels of company management. We were impressed by the lecture by Dr Christine Stimpel, Managing Director Germany at Heidrick & Struggles, on the topic of "Women moving to the

top". Her observations corresponded with the experiences that we also had at RWE. Participants took home Stimpel's powerful message that individuals need to be much more proactive in taking the initiative.

Get women on supervisory boards

Monika Schulz-Strelow, president of FidAR – Get Women on Supervisory boards (Frauen in die Aufsichtsräte e.V.), presented the "Women on Board" index for her association, pointing out that a position on the supervisory board also serves to qualify candidates for management roles. Schulz-Strelow's presentation marked the beginning of the cooperation between FidAR and the Diversity Office. Together, they initiated a project for preparing women for positions on supervisory boards, which we have been continuing to carry out. The participants in the first three groups actually came from the Women's Network. The objective of the project is to place as many participants as possible on supervisory bodies within the Group.

Launch of WIEP initiative

Another idea that came out of the 2013 conference, which was proposed by Peter Heinacher, then Head of Public Affairs and Energy Politics in charge of RWE's political communication, was the "Women in Energy Politics" (WIEP) initiative. Since then many women have contributed to the project and invested a great deal of their (free) time and effort. The resulting university initiative with workshops on energy politics is truly an achievement to be proud of. Thanks to the great dedication of the people involved, a number of highly successful events were held over the next two years. This initiative has been a fantastic stimulus – we would love to see more!



WiEP in Brussels: testing the EU waters

Visit to the RWE office in the heart of Europe's capital

In March 2014, over 60 women from all over the Group met in Brussels to find out how the EU works and which political issues matter for RWE right now as part of the "Women in Energy Politics" (WiEP) initiative.

A Group-wide design team, made up of Giorgia Carchitto, Jutta Disen, Beatrice Emmer, Judith Groos, Ilka Röhrhoff, Monika Trolldenier and Jacqueline Voigt, collaborated with RWE's EU representative office in Brussels to organise the 2014 Business Workshop on "Women in Energy Politics". What the Brussels office lacks in size, it makes up for in style – yet most of the participants hadn't even heard of it before the workshop. Clearly it was high time for the RWE EU team to introduce themselves. Office manager Matthias Dürr (now succeeded by Susanne Rompel) and the office staff Corinna Grajetzky, Matthias Lauber and Susanne Landtwing pulled out all the stops to give their guests a comprehensive insight into living – and working – in the heart of Europe. Their thought-provoking workshop was held in a conference hotel in the middle of the EU quarter just outside central Brussels, only five minutes' walk from the RWE office.

Discussion with a Member of the European Parliament

After the welcome speech by Dr Marie-Theres Thiel, the workshop opened with the first highlight of the day: the MEP from Essen, Jens Geier (SPD), gave his enthusiastic audience a first-hand account of working in the EU Parliament. He explained how the parliamentary committees work, how the fractions of highly ideologically diverse national parties operate and how majorities form based on national or cultural interests in the absence of the standard ruling party-opposition party constellation typical of most parliaments. Speaking of national interests, Geier vehemently defended the European Parliament against them, pointing out that it was the only EU institution that was directly democratically elected – a timely argument, as the European elections were coming up. The parliamentarian also expressed his anger at the two-faced behaviour that he sometimes witnessed among the other delegates. The RWE team nodded in agreement; Matthias Dürr, Head of the Brussels office, observed: "In Brussels the minister approves the legislation but back home he tells journalists that to his great disappointment he was outvoted." With Jens Geier also speaking openly, both sides were free to engage in a lively debate that many of the RWE Women

in Energy Politics still look back on as a very positive memory. We would be delighted to meet again – and we might just have the opportunity, as Jens Geier was re-elected in May 2014 for another five years and is now the leader of the German SPD delegation in the EU Parliament.

In-depth specialisation with the EU Commission

For the Women in Energy Politics in the Group, it was obviously essential to establish exactly what was on the European agenda in terms of climate and energy policy. The RWE team in Brussels had thus invited two high-ranking officials on the European Commission for this purpose. First, Peter Zapfel, Head of Unit in the Directorate-General for Climate, reported on the new EU climate targets for 2030 and the upcoming reform of the emissions trading system. Mechthild Wörsdörfer, Director of the Commission's Directorate-General for Energy, was busy lobbying for the new EU climate target at the time. In an authority that tends to be dominated by men – albeit not quite to the extent of our industry – she stood out as a woman in a key position. Without doubt, Mechthild Wörsdörfer was an inspirational role model for many of the participants.

Workshops and guided walks through the EU jungle

Another series of workshops were on the programme for the afternoon, without external guests this time. The workshops were divided into three sessions and the RWE ladies were given the choice between two topic areas: either the in-depth analysis of EU issues or communication with the media and argumentation techniques for discussions. Inken Braunschmidt and Annett Urbaczka led the latter, while the Brussels team obviously headed the EU workshops. Matthias Dürr provided some insights into the topic of lobbying at EU level while Corinna Grajetzky and Julia Lynch-Williams from Npower opened the "black box" of EU state aid rules. Matthias Lauber led the women on a guided walk through the jungle of EU institutions in Brussels' European quarter.

At the end of this eventful day, the Women in Energy Politics went away feeling even more enthusiastic about Europe – and better prepared for the political debates targeted by the initiative. An original WiEP postcard featuring colourful thumbprints – one for each of the participants – symbolises their personal commitment.



Discussions and stage performances

RWE Polska hosts the annual Women's Network Conference in Warsaw

More than 100 participants, inspiring presentations and speeches, two days of intensive discussions and an interesting artistic programme – this sums up this year's meeting Women's Network held in Warsaw on 2-3 July 2014.

The conference was opened in the Buffo Theatre, which is a unique theatre featuring Polish songs. In addition to its own performances, it presents a wide range of important artistic events including drama, musical theatre, singing, jazz and stage performances. During the evening the participants of the conference had the opportunity to listen to an inspiring speech by Paula Wąsowska, Director for Central and Eastern Europe at Cisco Systems, who discussed the issue of innovations in today's world and the role of female managers in business.

The second day of the conference started with some interesting presentations by Filip Thon, President of RWE Retail and RWE Polska, Marga Edens and Agnieszka Nosal.

Various workshop topics and sightseeing

In the second part of the day, the conference participants took part in a number of workshops on a variety of topics, including e-commerce and new technologies, innovative methods of teamwork or holistic energy management.

Afterwards there was a sightseeing session for conference participants to learn about the history of the capital of Poland and view its most interesting monuments.

As always, the conference provided a platform for the exchange of ideas and a great opportunity for discussions that are an inspiration for further activities, both within our own companies and throughout the entire RWE Group.



Concepts for a future full of energy

Various visions of smart cities in the Rhineland

What might a “smart city” look like? Which existing RWE products and services fit into this concept – and which new solutions have a future? These were the questions that were discussed at the Business Workshop in March 2015.

Only the ambience was offbeat

The venue for the event was the Ballettzentrum Westfalen, the former site of RWE’s “Sonnenenergieforum” in the Dortmund Westfalenpark. The ambience was pretty unconventional: mirrors everywhere, a sensitive sprung floor that had to be covered with carpet tiles to protect it, no pointy heels allowed. On the other hand, it was an opportunity to see performances by Ballet Dortmund such as Swan Lake and, when the weather was fine, a walk through the Westfalenpark to Café Durchblick was also a nice change.

Pooled services - collective power

The aim of the workshop was to develop energy concepts and solutions that are both tailor-made and modular for application in cities all over Europe – practically the RWE product catalogue for anything under the category of smart city. In her welcome address, Dr Marie-Theres Thiel highlighted the necessity of aggregating products, services and ideas from all Group companies in order to provide communities with optimal support. Burkhard Drescher, Head of Innovation City Management GmbH, outlined his concept for an innovative city by drawing on Bottrop as an example. He explained that sustainable modernisation was the key to saving energy and using it more efficiently, thus making an important contribution to the protection of the environment and climate.

What RWE has to offer local communities

In a succession of workshops, participants introduced and discussed a variety of smart solutions for communities. These included the expansion of e-mobility and the combination of photovoltaic systems, electricity storage systems and micro-CHP plants as well as intelligent streetlights and heat generation using wastewater. Other topics included intelligent grids – such as the model project “AmpaCity” for innovative electricity transmission using superconductive cables – and the support of citizens’ initiatives or national and European funds and subsidies.

Urbanisation - megatrend and opportunity

Participants discussed their findings on the path to the “city of tomorrow” with the sponsors of the initiative, CEOs Carl-Ernst Giesting (RWE Retail), Stefan Küppers (Westnetz), Dietrich Gemmel (RWE Effizienz) and Matthias Dürr, Head of RWE’s representative office in Brussels. All shared the opinion that smart cities were inevitable and the megatrend of urbanisation unstoppable. Unanimously, they declared that RWE should not miss out on this opportunity, because offering cities smart products and services as a package tailored to their needs could turn out to be a lucrative business model. The decisive factor would be the aggregation of expertise at RWE across management companies, countries and segments.



Women master challenge

Women’s Network Conference in Bergheim

The slogan for the 2015 Women’s Network Conference was: “We contribute to RWE’s success in the face of challenges”. Around 150 participants met in Paffendorf Castle in Bergheim near Cologne.

Power plants as partners for the energy transition

Tours of the Rhineland mining area were offered on the first day, giving participants an insight into the “Rhineland innovation region” and RWE Generation’s collaboration with municipal and expert partners. The discussion topics included alternative energy concepts such as wind or biomass and the flexibility of conventional power plants as partners for renewable producers. A presentation by Matthias Hartung, CEO of RWE Generation, and a report on the external impression of RWE completed the session.

Ideas for the future of the Network

CEO of RWE Peter Terium opened the conference on the second day and took questions from participants. For the rest of the day, the focus was on the future organisation of the Women’s Network according to the motto, “We are RWE”. A variety of new insights were also gained during the afternoon Gallery Walks and workshops. In lively discussions, participants contributed valuable approaches for future cooperation.



Wall Street atmosphere and inspiring lectures

Innovation and growth were the themes of the Business Conference at RWE Supply & Trading

In March 2016 RWE Supply & Trading invited 120 women from the entire Group as well as representatives of external women's networks.

Small team – big tasks

The conference was organised by a small project team of women at RWE Supply & Trading: Jasmin Kaboni-Voit and Julia Giese, who headed the sub-network at Supply & Trading at the time, with Viola van Breemen and Diana Olivotti. "We had no difficulty convincing our CEO Dr Markus Krebber to act as our sponsor," Jasmin Kaboni-Voit recalls, "but for the several months we spent preparing the event, we had what seemed like a never-ending list of open questions, such as: where can we go with 120 participants, which topics should we focus on, how should we organise the agenda and who should we invite as guest speaker? Still, in the end our conference turned out to be an all-round success!"

New stimuli from around the world

The Business Conference opened with a welcome by Dr Marie-Theres Thiel, Chairwoman of the board at RWE Hungary and the Hungarian RWE subsidiary ELMÜEMASZ and a member of the management of RWE East. Dr Markus Krebber then gave an impressive keynote speech on the significance of diversity. He left no doubt that women would be making a considerable contribution to RWE's future development, although an appropriate level of commitment was called for. The second guest speaker was the Head of the RWE Innovation Hub in Israel, Mickey Steiner, who gave a descriptive explanation of the activities of the Innovation Hubs in Berlin and Silicon Valley and his reason for choosing Israel as a place to find new ideas for RWE. Known as a "hi-tech & innovation eco-system", Israel has earned a global reputation as the nation of start-ups. Participants agreed that this was an inspiring lecture – not just because Mickey Steiner is such an entertaining speaker. He succeeded in painting the big picture first, then clarifying the fine details such as the prerequisites for innovations and the future projects at RWE.

The right responses to ridicule

Male employees had also been invited to come and listen to the lectures. "This was important to us, as we didn't want to be seen as an isolated group," explains Jasmin Kaboni-Voit. One of these men could not refrain from making wisecracks, sneering that with the presence of so many women the foyer of RWE was "buzzing like a beehive" – adding that he believed women's networks to be unnecessary. A spontaneous response came

from one of the participants at the conference, who had an incontrovertible comeback. She placed the book "Lean In: Women, Work and the Will to Lead" by Sheryl Sandberg in front of the employee – the father of three daughters – and told him reading it was in his own interests: "Maybe your daughters also plan to have careers some day!" Another male question as to whether the company also offered Men's Networks was adeptly handled by Markus Krebber – who replied that by all means, the male employees were welcome to launch such a network.



RWE is so cool!

For the next session of workshops, the women were back among themselves again. Each participant was invited to choose two workshops out of eight to join. Led by specialists at RWE Supply & Trading, the workshops enabled the women to take part in in-depth discussions on topics such as compliance, weather analysis and trading or external product marketing. The conference programme included tours of the trading floor and in spite of the tight schedule there was still time for networking. It was a good balance that was met with appreciation – from the external guests as well. At the end of the event one guest remarked that "the trading floor tour almost conveys the atmosphere of Wall Street." Another guest said: "Great conference! I hadn't expected RWE to be so cool!"

Fit for the future

9th RWE Women's Network Conference at Süwag's headquarters in Frankfurt

The 9th annual RWE Women's Network Conference brought together around 130 female professionals and executives from all RWE subsidiaries at Süwag's headquarters in Frankfurt on 30 June and 1 July.

Tackling the questions "Are we really fit for the future? How do we get there?" the participants discussed the challenges that the energy market transition brings to our operating business. On the second day, issues concerning the group's restructuring were the centre of the discussion. Participants discussed how teams and executives can successfully implement changes, in particular through a functional controlling approach.

After an introduction to the company by Dr Markus Coenen, representing Süwag's Management Board, the keynote speakers addressed the challenges in the context of the energy market transition affecting Süwag's core businesses Generation, Retail and Grid. In joint workshops, the conference participants dealt with key issues in these areas; other workshop topics were A Modern Workplace/A Great Place to Work and Diversity.

A warm welcome

To start the evening event, the participants welcomed the County Administrator of Ludwigsburg, Dr Rainer Haas, who is also a long-term member of Süwag Energie AG's Supervisory Board. Dr Haas gave insights into the municipalities' attitudes towards the energy market transition and their expectations of energy providers.

Dinner was held at a private venue close to the Main River, giving the conference participants and volunteers the opportunity to network, mingle and get to know new people in a pleasant atmosphere. The female executives were especially pleased that Hildegard Müller, CEO of RWE International SE, had been able to make time to come to Frankfurt and join the evening event. The second day of the Women's Network Conference started at 7 a.m. with a networking breakfast. Subsequently, Andrea Dorsch-Kellermann, Head of Diversity Management, reported on news from the Diversity Office. One of the Women's Network's goals is the increase of females in executive positions. In her highly informative, comprehensive and committed



report, Dorsch-Kellermann pointed out that there have already been some improvements towards meeting the increased quota of women in executive positions. One of the highlights of the second day was the launch of the new brand "innogy". Even though almost all of the guests had already seen CEO Peter Terium's presentation, Sabine Schmittwilken of Brand Management, was able to fill the hall with solemn silence when elaborating on innogy. The idea behind creating the new brand emerged as the answer to the question of how to form a product out of a commodity. She praised Nespresso and George Clooney as textbook examples of success. The participants understood the motivators of the innogy brand, the big "D's": Decarbonisation, Digitalisation, Decentralisation.

Target based workshops

The focus of the further course of events was on innogy and the Group's restructuring. Dr Ulrich Hartmann, board member of RWE Power and RWE Generation, Susanne Weitz, Head of Reporting and Controlling RWE East, Dr Jan Valenta, CEO RWE GasNet and Michael Stangel, Retail B2B RWE International SE, started off with a panel discussion on the benefits of a functional controlling approach, experience with this approach so far and the necessary tools for its successful implementation. The perceptions emerging from the panel discussion were taken up and expanded in the subsequent workshops. The workshops' common framework involved revising each subject area on the three levels self, team and organisation. The workshops focused on issues regarding the functional controlling approach, leadership and change management.

As in previous years, the 2016 Women's Network Conference ended all too soon and the participants went home with a lot of new ideas and impulses. Süwag's Women's Network says thank you to everyone who contributed to the conference and turned it into a lovely and successful experience!

Inspire, empower, experience

Women's Network Business Workshop on International Women's Day in Essen

Around 100 women from various innogy and RWE companies met on International Women's Day for the Women's Network Business Workshop on 8 March 2017. innogy Consulting and innogy Innovation Hub jointly took on the role of host this year.

The company headquarters on Lysegang in Essen was the location for the workshop. The main objective of the annual event, which is now an established tradition, is to network and discuss experiences as women throughout the Group on an international level. This year's speakers again included Hildegard Müller and Dr Marie-Theres Thiel, the main organisers of the Women's Network.

Following the welcome address by Inken Braunschmidt (innogy Innovation Hub), Stefanie Dreute (innogy Consulting) and Nina Winter (innogy Innovation Hub), the well-rounded programme got off to a strong start with the theme, "inspire, empower, experience". The hosts fully succeeded in creating a bright, inspiring atmosphere on the day.



Individual schedules

All participants were invited to take part in a series of different workshop sessions. To build the groups for the workshop sessions, a scavenger hunt was prepared. All women had their own maps with their individualschedules.

The focus of the workshops was not only on exchanging information about current topics, but also experiencing everyday innovations. For instance, in one of the sessions you could try flying a drone and also learn about some interesting uses of technology in the Group. Other exciting workshop themes included "Leading with presence", "Exponential organisations", "Ethical hacking" and "Massive transformational purpose".

Networking is gaining importance

"There was a great deal of interest in the event this year. We had considerably more applications than spaces," says Stefanie Dreute from innogy Consulting. "They were given out on a first come, first served basis. For us, this is a sign that exchange and networking is gaining importance among women in the Group."

As a sign of this importance, all participants received printed photographs of themselves to use for their networking sessions. The whole day was a great success! The organisation team had a lot of fun during the preparation time and is looking forward to the next Workshop for the Women's Network.

Congratulations on the 10th anniversary of our Women'sNetwork!



United despite diverging paths!

We are celebrating ten years of success

At the 2017 annual conference, held at the Philharmonie Essen, we had a particularly special reason to celebrate: the tenth anniversary of our Women's Network. The CEOs of RWE and innogy, Rolf Martin Schmitz and Peter Terium were invited as keynotespeakers.

Atmosphere of a special event

Like every of the last ten years we followed the tradition of holding an annual conference for all interested women. And we decided to choose the Philharmonie in Essen as our location – a venue with a unique atmosphere and a long relation to RWE. A special feature was, that we could join the event "Park-sounds" which took place directly behind the Philharmonie.

Achievements in recent years

In a way, the highlight was a retrospective timeline looking back on ten exciting years of the Women's Network, presented by the founders of the Network. A lot of memories came up while looking at the choice of pictures and stories.

An exciting topic was the interview with the actual and former Diversity Officers, with whom the Network always worked together in an open und cooperative way. And the Network's achievements demonstrated, how efficient, international and outward oriented it works.

Significance and contribution of women's networks

On the second day, the relevance and internationality of networks were the main focus of the program. The panel discussion on "Why networking for women matters" brought a lot of insights from different companies, organizations and cultures. And the local networks came up with a wide-ranging overview of their projects and contribution to the business. The anniversary closed with a tasty lunch served with another plenty of time for networking. Of course we're already looking forward to next year's conference ..to be continued!





10 successful years

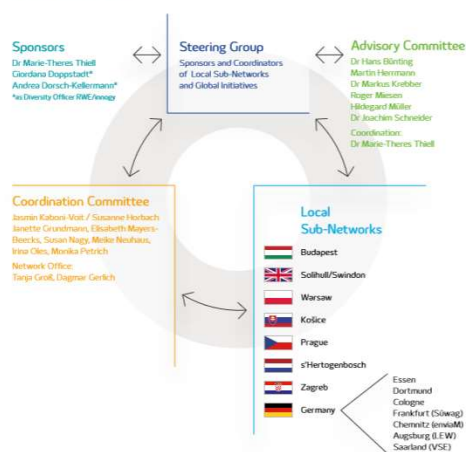
The year 2016 has been characterised by restructuring throughout the Group. The Women's Network has also reorganised. In order to keep combining our strengths, we have decided to continue operating as a joint network of RWE/innogy – a decision that was supported by a large majority. With regard to the organisation of sub-networks, we have replaced the previous division according to legal units with a location-based structure. This enables us to “network” and cooperate on a more practical basis at each location, while still retaining our international outlook under the guidance of the Steering Group, which is supported by the Coordination Committee.

All of our new local networks have already held their opening meetings and are now working on new initiatives. These are based on the goals of the Women's Network, which are to support innogy and RWE with projects that provide women with opportunities for professional and personal development.

There are two highlights in particular that our members look forward to each year: the Annual Conference and the Business Workshop, each of which is organised by one of the sub-networks and focuses on current issues in the Group. The advantages of a cross-border, Group-wide network truly come to light at these events, which have given rise to numerous interesting projects and mutually beneficial collaborations. We will continue this tradition!

In recent years, the Women's NetWORK has been open to all women who are interested in actively supporting the network and the Group. A large number of young women have already

Women's Network structure



joined the network and we are looking forward to making our network fit for the future over the years to come. A newsletter informs and connects our members more effectively, as well as making the network's activities more visible. Of course the newsfeed will also contain updates on upcoming events, meetings, workshops and lectures.

We have an “Advisory Committee” that includes members of the different companies/segments on top management level. This gives us the best understanding of where the network can make a contribution to RWE/innogy's businesses. At the same time we can provide momentum and ideas about how our top management can support the Women's Network. The first, very constructive meeting of this committee took place in mid-May. We are delighted to have this high-level support.

Together, we have already made a big difference and are looking forward to tackling new challenges. We welcome your commitment and input – and we welcome new members!



Dear ladies,

10 years of the Women's Network. Do you remember 2008? The global financial crisis was in full swing, Fidel Castro resigned from the presidency, summer was dominated by the Olympic Games in Beijing and in November Barack Obama was elected as the first African-American President of the United States of America.

Conventional power generation in Europe was still going strong at that time and our company posted a series of record results – it was then that the RWE Women's Network was launched.

Much has changed since then – some things for the better, some things for the worse. The same can be said of the global stage as a whole, and not least for the European energy industry. Our company – or since last year, our two companies – have changed dramatically over the past few years, with regard to strategy, financial results and corporate culture. We have gone through difficult times together and we still need to go all out for each one of our economic achievements.

Ten years of the Women's Network – that means ten years of commitment and enthusiasm.

In these eventful times, this in itself is already reason enough to celebrate! Above all though it is your achievements which spring from your initiatives that provide us with reasons to celebrate this wonderful anniversary. Thanks to your dedication, we have a well-functioning women's network that spans across countries, segments and hierarchies, which ensures that our company is more diversely represented both internally and in public. Moreover, since the establishment of innogy, your network has functioned as a bridge between the women in our two companies, again throughout Europe. This is an achievement that you can be proud of!

The most noteworthy recipe for the success of the Women's Network is surely that you have been equally committed to addressing “soft” and “hard” topics in the company. With initiatives like “Women in Energy Politics”, the STEM programme, campaigns for reconciling work and family, the support and promotion of young women and aspiring managers and much more, you have contributed in so many ways to the entire Group and its future.

This earns our respect and our thanks. With a wealth of experience and skills as well as voluntary engagement of its members, the Women's Network of RWE and innogy will continue to enrich the development of our company in the years to come – of this we are confident. We would therefore like to congratulate you sincerely on your tenth anniversary.

We appreciate your continuing support in future and we hope you will continue to make us uncomfortable from time to time.

We look forward to our ongoing cooperation!

Dr Rolf Martin Schmitz

and

Peter Terium

CEO of RWEAG

CEO of innogy SE

2017

Essen, Germany

2008

2009

2010

2011

2012

2013

2014

2015

2016

2018

2019



Consolidation of the European Energy Sector

In tune with the times

In March 2018, only a couple of days before RWE and E.ON announced their transaction, the business workshop provided valuable insights on how mergers and acquisitions, carve-outs and other developments impact the European Energy sector.

100 participants, top-class key note speakers & interesting panel discussion

Around 100 participants from different departments of innogy and RWE came to Essen to discuss and exchange ideas. Key Note Speeches were held by Olaf Nordmeyer, Managing Director Goldman Sachs, who gave the Investor's View on Changes in the Energy Sector and by Sabine Stock, Partner and Managing Director of Boston Consulting Group, who elaborated on Drivers & Results of the consolidation process within the European Energy Sector. In a subsequent panel discussion round, Hans Bünting, COO Renewables innogy and Roger Miesen, CEO/COO RWE Generation SE together with Sabine Stock and Olaf Nordmeyer discussed the consolidation trend in the European energy sector. This panel session was well moderated by Sabina Mathur and Franziska Klapper.

Carousel sessions on various business topics

Afterwards, experts from innogy and RWE presented topics on conventional power generation, renewables, grid and infrastructure and discussed them with the guests during carousel sessions. "These meetings are always helpful to get insights into topics from other business areas," explained co-organizer Franziska Klapper. "There was a lot of interest, but of course not all interested colleagues can come", Sabina Mathur added. Therefore, the discussion was broadcasted live on the intranet. "This allowed women – and men – from different RWE and innogy locations to take part in the business workshop", Kira Gährken said.



The conference was not only of great interest, it was also perfect timing. Sincere thanks go to the design team (consisting not only of Sabina Mathur and Franziska Klapper but also of Omniah Abdulazim, Beate Ungerechts and Kira Gährken) which worked hard to organize this event.

Even the sky is not the limit!

Great insights in the Czech business and personal experiences

Around 140 participants from nine nations met in Prague on 7 and 8 June. They met in the new, agile working environment in the redesigned innogy CZ building.

What makes Czech Republic special

There were also some male colleagues who shared their know-how on specialist topics with the network. As long-time head of RWE/innogy activities in the Czech Republic, innogy sales director Martin Herrmann was the right person to present the current business in the Czech Republic as well as upcoming local challenges.



Digitalization at its best

The network also discussed other topics such as "Digital Business Development", "Artificial Intelligence" and "Programmatic Marketing". Using concrete examples from various business areas, potentials were presented and discussed. Initial project ideas were developed and are now being pursued further.



Dreams to come true

On the second day, innogy network director Hildegard Müller welcomed the network. She particularly emphasized the role of strong leadership in these uncertain times. The call for "Courage to set off into the unknown" also connected the keynote speeches of Biljana Weber, CEO Microsoft CZ, and Klára Kolouchová, who was the first woman from the Czech Republic to climb the K2. Both reported very impressively about their personal experiences.

Let's stay connected

While the topic "digitization" was in the foreground on both days, the evening was dedicated to networking and personal exchange. Marie-Theres Thiel and Katja van Doren – patrons of the network – confirmed the importance of networking in their dinner speech, especially in challenging times of transformation.



The role of networking within complex transformations

For the seventh time a business workshop on the International Women's Day

In 2019 the Women's Network of RWE and innogy met on the International Women's day at the former coal mining plant "Zeche Zollverein" in Essen for its Annual Business Workshop, which dealt with the role of networks in complex transformations. The relevance of the topic was underlined by the participation of E.ON colleagues and a high-calibre panel discussion.

About 200 participants of the innogy and RWE Women's Network met in Essen on Friday, March 8th, 2019. "For the seventh time we meet on the International Women's Day," Marie-Theres Thiehl, (divisional director innogy) said in her welcome speech. She and Katja van Doren (Executive Board RWE Generation) as joint sponsors emphasized the importance of the Women's Network: "We design a working environment in which we would like to work and thus also strengthen our companies!"

In addition to the colleagues of RWE and innogy, around 30 E.ON women participated for the first time.



Key Note Speech by Sabine Stock

Sabine Stock (partner at Boston Consulting Group) then held a key note speech elaborating on the role of networking. She said that the energy industry continues to face major transformations and that cultural integration is a challenge and often a barrier for complex transformations. It needs to be thoroughly managed. In her view networks are of utmost importance to facilitate transformation.



High-calibre panel discussion

The subsequent panel discussion was top class and surely the highlight of the event at "Zeche Zollverein". The panel discussion was moderated by Marie-Theres Thiehl (CEO innogy Hungaria) and Katja van Doren (CFO RWE Generation SE) and the panelists were Hildegard Müller (COO G&I innogy SE), Sabine Stock (BCG), Markus Krebber (CFO RWE AG) and Johannes Teyssen (CEO E.ON SE). They all discussed "The role of networks in complex transformations". Everyone agreed that networking plays a central role in business life. While women are generally good relationship managers, they do not often enough ask for support in their networks, said Johannes Teyssen. "Mutual trust is an absolute necessity when consulting your network on important decisions," he continued. Markus Krebber emphasized that networks would only work well on a give-and-take basis. Sabine Stock quoted from a worldwide survey, in which more than 350,000 respondents in nearly 200 countries have participated. Following the survey the most important thing in business life is a good relationship with colleagues.

Networks foster cultural changes

Hildegard Müller thanked the Women's Networks for their hard work and emphasized their relevance for good co-operation across the different regions and business segments. In her view the networks always allow open and trustful discussions and hence foster cultural changes also. Especially in times of personal insecurity networks can play an important role to tackle challenges, for example the restructuring of our companies.

Since networking is also meant to be fun, the participants also enjoyed the informal get-together after the workshop. In a relaxed atmosphere they used the opportunity to discuss and network.



The 2019 international RWE and innogy Women's Network event took place on 13 and 14 June and was hosted by RWE Generation at Eemshaven power station in the Netherlands. The theme was

,Get inspired!'



Over 150 women from eight countries

Over 150 women from eight countries were welcomed to the event, as well as RWE Generation and innogy board members, and for the first time some colleagues from E.ON to exchange with personal experience about being inspired and inspiring others. The programme included a panel discussion with Hildegard Müller (innogy SE board member for Grid and Infrastructure), Marie-Theres Thiehl (CEO innogy Hungaria) and Katja van Doren (CFO RWE Generation SE). They talked openly about inspiration, motivation and their experiences of being a woman in a company mainly dominated by men. Taco Douma (Director, RWE GCC) and Marinus Tabak (Station Manager, Eemshaven) were interviewed by our moderator Eric-Jan Vaes (Operations Manager, Eemshaven).



Great insight into the operations of a power plant

The guided tour of the Eemshaven plant and round table discussions on subjects such as the biobased economy and biomass (Peter-Paul Schouwenberg), sustainable energy (Fem Slooter and Martine van Gemert) and energy politics (Adriaan van der Maarel) gave great insight into the operations of a power plant, as well as providing a good overview of the dynamics of the energy market/industry. Julia Heslop, GCC UK, Operations Section Head, Aberthaw Power Station summarised the event as follows: "I was talked into coming along to the Women's Network meeting by some very persuasive colleagues and wasn't really sure what to expect. It was a fantastic experience. I really enjoyed the speakers and panel discussions and loved the plant tour. I'm the Operations Section Head at Aberthaw Power Station in the UK so it was a great opportunity to see a new coal-fired power station. I've made new connections with some great colleagues (both male and female) and feel re-invigorated to go back to my day job. Thanks very much to the colleagues who persuaded me to come!"



What does inspirational leadership mean? And does a free will exist?

On the second day the board of RWE Generation SE, represented by Roger Miesen and Katja van Doren, took questions from the audience. What does inspirational leadership mean to you? How do you inspire people? Will Germany switch to biomass as well? And of course on the new company and the future of the international RWE & innogy Women's Network. Victor Lamme, Brain Researcher from the psychology department of the University of Amsterdam, showed us that free will does not exist. A shocking but very real message. His presentation covered how people are creatures of habit and nothing can be more difficult than getting rid of our established routines.

Many thanks to the Eemshaven team for making this event possible, which was very successful and inspiring!



STEM women at RWE/innogy – yes, they really do exist!

STEM initiative within the Women's Network

Gender-neutral human resources policy is essential in order to promote "women in Science information Technology Engineering and Mathematics" and help them advance to management positions.

The start

What's really behind arguments like "we'd love to, but there just aren't any women ..."? Remarks like this led Dr Marie-Theres Thiehl and the CEO of RWE Deutschland AG – who also acted as sponsor – to launch the Women's Network STEM initiative at the beginning of 2013.

A small team of women took on the mammoth task of compiling an initial list of STEM women in the Group, assisted by the HR department and the Diversity Office. The inaugural kick-off was held in autumn 2013 in Essen with the sponsor and around 40 women attending. At this introductory meeting, the participants and sponsor discussed potential approaches and activities and determined the first steps that needed to be taken. Many other women also expressed their interest in participating in activities related to the STEM initiative.

Now what?

The first STEM workshop was held in September 2013 in Frankfurt – the photo shows some of the pioneering women involved. The focus of the workshop was on getting to know one another, defining common objectives and determining further activities. Only after the second and third workshops did the "hard core" of active STEM women emerge at the work level. During this time, the team set up a STEM SharePoint, created a STEM Yammer group and identified important work areas needing follow-up activities. In discussions it soon became clear that the STEM women were acknowledged on their own work level but were not "visible" in the Group overall.

The company is changing – so is the STEM initiative

The restructuring of the Group, including the establishment of innogy, brought about changes in the STEM initiative as well. In spite of the separation of RWE and innogy, STEM has remained a joint initiative and is supported and promoted by two sponsors, Dr Joachim Schneider of innogy and Roger Miesen of RWE. Nobody needs to be convinced of the need for STEM – no matter where people stand on other issues, one thing everyone can agree on is that STEM is one of the key factors for innovation and success, as well as a necessary component of various aspects of the transformation of the energy industry. The sponsors thus promised to provide support for the initiative wherever it would be helpful or necessary.



Our mission

Clearly our primary aim is to represent and coordinate the STEM initiative within RWE and innogy. Our objectives include:

- Actively increasing our value contribution in the continuously changing energy industry
 - Encouraging the development of innovations
 - Supporting the public presentation of RWE and innogy
 - Increasing the share of women in technical positions including those in senior management
 - Improving the visibility of STEM women in the Group
- Various activities were developed to implement the objectives and are still in progress. These include the grid project, "Netzservice", the structured mentoring programme for STEM women in cooperation with the HR departments and the development of a candidate pool for projects or other tasks such as preparation of CVs on the STEM SharePoint. In addition, the association organised regular one-day STEM workshops on current technical topics and projects, which they actively expanded and supported.

Judging by our activities and experiences to date, one thing is clear: the more actively our 130 STEM women get involved, the more efficiently we can achieve our goals and make a substantial contribution to the public image of RWE and innogy.

The contact persons/ coordinators for the STEM initiative are Judith Groos (innogy) and Ute Hartfil (RWE).

When the fridge learned to talk

What happened after the Smart City Workshop

The benefits of being in the Women's Network of RWE/innogy are obvious, as its 450-odd members have already known for the past ten years. Representing all countries and all divisions, the network has always been full of energy and commitment.

When this European community met for their annual conference in Warsaw in 2014, they were in for a surprise: they were introduced to the talking refrigerator. Enthusiastic reports of the event raved about this refrigerator with a brain, which would make domestic life digital, smart, less stressful and easier to plan. It sounded like a futuristic vision at the time and even now, it is still far from a standard feature in most households. Nevertheless, it is obvious that the technological developments in smart solutions are racing – progressing exponentially from year to year.

It is no surprise, then, that the group of women gathered for that meeting have since been part of the same fast-paced development here at RWE/innogy, not only as witnesses, but also as drivers.

Collection of smart products initiated

During the annual conference in Warsaw, Dr Marie-Theres Thiehl had a flash of inspiration: women and men throughout the Group had already developed various smart products – they just needed to be connected. Dr Marie-Theres Thiehl said (and still says now): "As the Women's Network, we are spread out across all divisions of the Group and are therefore in an ideal position to join the separate lines together."

The next stages in fast-forward were the March 2015 Business Workshop in Dortmund, the June 2015 Carousel Session in Paffendorf and the Dubai Workshop in August 2015.

A consistent feature throughout these meetings was the discussion of digital "smart city solutions". In Dortmund the Smart City Workshop focussed solely on this topic. This initial inspiration led to the creation of other thematic workshops.

If this was the first stage of ignition, the second stage was making contact with the Innovation Hub and holding the Smart City Workshop in December 2015 in Essen.

Product catalogue was produced

At this workshop, a catalogue of products for smart cities could already be presented. Although the first catalogue did look somewhat unorthodox, the participants were proud of the work that had been accomplished and presented a variety of product specification sheets in six smart categories.

The participants agreed that this was a good starting point, as a collection of everything we've got on smart cities – from all of the Group's companies and countries.

As a result, the Women's Network increased their links to the Innovation Hub and expanded their programme and finally with the establishment of innogy the new business area of Urban Solutions was created.



“Women in Energy Politics”

A look back (and ahead) at the WiEP initiative

From 2013 to 2016 a multitude of projects, collaborations, workshops, and initiatives were launched as part of the “Women in Energy Politics” (WiEP) initiative. Nevertheless, in the light of the reorganisation of RWE and innogy, the Women’s Network has decided to discontinue the WiEP programme for the time being in order to explore feasible options for the future.

2013 - the origins

The idea for “Women in Energy Politics” (WiEP) originated at our 2013 annual conference in Leipzig. The initiative came from Peter Heinacher, then head of the Public Affairs and Energy Policy department for RWE’s political communication. Many women contributed to WiEP – and invested large amounts of time and effort. The responsibility lay with the Steering Committee, made up of Dr Marie-Theres Thiel, Sandra Sinning and Julia L. Modenbach.

The objectives

The core concept for WiEP was primarily directed outwards; four specific objectives were defined:

- Build up and share knowledge of the relevant topics in Energy Politics
 - Establish two-way communication and knowledge transfer with Energy Policy department
 - Fulfil opinion leader function in professional sphere
 - Fulfil opinion leader function in private sphere
- In pursuit of these objectives, countless impressive projects were developed as part of the WiEP initiative.

Facts and results

A total of 80 women from six RWE countries and RWE OpCos took part. In Essen alone, four different workshops were held on current issues in energy politics. An additional workshop took place in Brussels. The focus there was on EU energy policy and lobbying. Participants were kept informed of completed activities by means of a simple “reporting system” consisting of postcards. A Yammer group was also set up, allowing participants to share information about speeches, conferences and presentations. This also served a support function, keeping participants supplied with material and contact details during preparations for presentations. A special mention must also be made of the university initiative, which featured workshops on energy politics. With the keen dedication of everyone involved, some highly successful events were initiated for over two years.

On the test bench

In the light of the restructuring of the Group, RWE and innogy have developed distinctive political positions, communication styles and spheres of influence – which is only fitting. For this reason, though, there has been a lengthy discussion as to whether these positions could be reconciled under a political initiative like “Women in Energy Politics” without confusing the target segments.

Outlook: what next?

After extensive consultation with Peter Heinacher, the Women’s Network has concluded that continuing the initiative at RWE and innogy would still be a feasible option. However, the prerequisite for this must be the guaranteed support of the energy policy departments of both companies; the details and limits need to be coordinated and also require “official” supervision by Communication. The energy policy compass is helpful in this regard, as this clarifies innogy’s planned projects and business areas. RWE’s business strategy is also sufficiently clear with Powering. Reliable. Future. The initiative could therefore certainly be continued with the appropriate commitment.



The Facts:

- 80 participants from 6 different RWE countries and 20 different OpCos
- 4 workshops facilitated in Essen in current energy policy topics
- 1 workshop held in Brussels on EU Energy Policy and lobbying
- 7 workshops at various universities facilitated with 35 carousel sessions



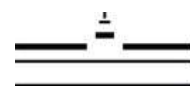
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women's netWORK

"Keep going, be cheeky and wild and wonderful!" was once said by the great Astrid Lindgren. And she's right. Whether we end up doing great things or each of us writing and telling our own, smaller story, we have it in our hands.

This is what we have always seen in our joint Women's Network from RWE and innogy, which has been connecting us for a long time. Who would have thought in 2008 that this network would grow to more than 500 members ...

'Looking over one's own fence', establishing helpful connections for one's own work - the Women's Network of RWE and innogy has always been a cross-hierarchy, international community that has connected women across functions. This has been very helpful in the past and will be very helpful for each of us in future. Over the years, we have all built this great network together and we can be proud of it!

THANK YOU

for your contribution during all these years!

In light of the new corporate structure at RWE and E.ON we are now splitting up. The great initiatives of recent years are being continued in 2 separate networks within the NEW E.ON and the NEW RWE.

Let's not say 'FAREWELL' but 'WELCOME' to new colleagues, new connections and new opportunities.

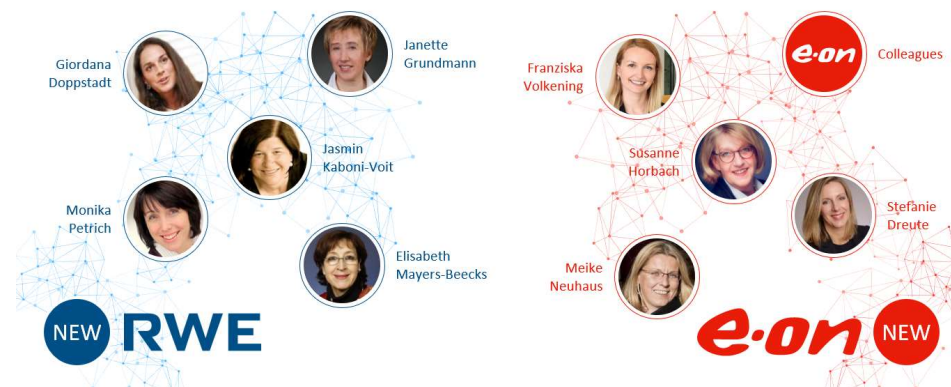
We are looking forward to keep in touch!



Yours
Katja van Doren



Yours
Marie-Theres Thiel



Our Women's network actively supports the strengthening and empowerment of personal and professional skills, the personal development, the view beyond one's own nose and the visibility of women across all hierarchy levels.

Why does the women's network play such an important role regarding the upcoming transition and the merging towards our new companies?:

A close and informal personal exchange will help us - especially in times of change - to overcome hurdles, master challenges and resolve issues quickly and efficiently. This is an important contribution to the development of our new companies. We bring together women of all hierarchical levels and all departments and engage and commit ourselves with heart and soul.

We look forward to your participation and contribution in a new environment.

Let us shape the Energy-Future together and

Let's stay connected!

Your Coordination Team

Giordana Doppstadt, Stefanie Dreute, Janette Grundmann, Susanne Horbach, Jasmin Kaboni-Voit, Elisabeth Mayers-Beecks, Meike Neuhaus, Monika Petrich and Franziska Volkening