

Training programmes

Target group	Programme title	Description
Top executives. Key position holders and their successors	Expedition	Expedition is a training package for top managers. The Expedition consists of 4 stages. First, everyone does a 360 survey to understand their leadership style, strengths and areas for improvement. Then, based on the results, they get personalized coaching sessions to create a unique development plan. Following this plan, participants pick from various training options in the best-in-class business schools.
All managers	Strong Leaders League	Strong Leaders League is a 3-module programme for new managers, which aims to unify the management knowledge in the Group. The first module is called 'Leadership of the team' (3 days) and it focuses on the role of the manager in the organisation, communication to employees, delegation and empowerment, continuous feedback as well as employee development and motivation. The second module is called 'Self-leadership' (3 days) and this module highlights models of self-awareness and self-development, emphasizes the manager's personal development and management of different characters (types) of employees. The third module is called 'Leading others' (2 days) that supports the manager to navigate through team dynamics, engagement during 1:1 meetings and integration of development techniques into managerial conversations.
	The Leaders' Journey	The Leaders' Journey is a core programme for all managers of the Group, the content of which is related to the values, leadership competences and performance management cycle in the organisation. Each quarter in a year is assigned a different topic of the training programme.
	Challenges Lab	Challenges Lab is a space for managers to talk about work issues, share experiences and get advice from colleagues. The goal is to create an experience-based open forum for discussion and learning from each other.
High-potential employees	The Growing Leaders League	The Growing Leaders League is intended for high-potential professionals who would like to become leaders. The programme helps to ensure the managerial succession, reduce and distribute the managerial workload. It is a three-day training programme that empowers high-potential employees. The competences required for successful leadership, cascading goals, practical aspects of applying situational leadership, models of active questioning and effective team are discussed during the training programme.
All employees	Mandatory trainings	Mandatory trainings are essential for keeping the Group professionals' skills up to date and improve their overall competence. These trainings are required by state laws and are crucial for the Group's smooth operation and successful execution of its activities.
	Programmes of four strategic	#EnergySmart UNI is our internal university and educational platform focused on developing the Group's 4 key competences: Adaptability, Expertise in Energy, Entrepreneurship, and Sustainnovation. It's all about personal

	competences (#EnergySmart UNI)	growth and driving the achievement of our strategic goals. These competences set the standard for how we behave, our skills and the work principles we uphold across the entire organisation. They're the foundation of our mission, vision and strategic objectives. Our strategic competences are not just individual strengths, they're our collective assets that give us a competitive edge in the market. They encompass the knowledge, the skills, and the experience needed to bring the Group's strategy to life.
	Grow Academy training	Grow Academy is our in-house learning programme where colleagues teach each other to boost their skills. The aim is to foster a culture of continuous growth of everyone. This initiative encourages colleagues to share knowledge and experience, emphasizing the responsible learning, cooperation, community and volunteering principles.
	English language courses	The English language courses are designed to improve employees' level of English language skills and their ability to communicate in English. Employees are tested to determine their level of proficiency in the language and placed in appropriate groups. The course lasts 60 academic hours, followed by tests and an evaluation of progress.
	Digital skills	These trainings are aimed at strengthening the Group employees' digital skills (Agile, IT, data analytics).
	Digital skills area	We provide constant activities on the intranet in a gamified form to involve all Group employees into developing their digital competences, including using all Microsoft Teams functions, learning Power Automate and other skills. We organise challenges, competitions and hackathons to involve employees into these learning activities.
	External trainings/seminars and conferences	External trainings are organised to deepen and expand other competences.
Newcomers	Newcomers	We provide opportunities for all new employees to participate in the 'buddy' programme during adaptation, where, in addition to the adaptation plan and smooth introduction to the organisation supervised by the manager, new employees have the opportunity to learn together with a 'buddy', a colleague with valuable experience in the organisation.
	Newcomer's Start	Newcomer's Start is a video presentation for new employees available at any time that is used to introduce them to the organisation, initiatives, relevant information and platforms.
	Newcomer's Week	Newcomer's Week is a virtual quarterly initiative. In several events arranged during the week, we introduce new employees to business, people and culture, values, energy innovations being developed in our organisation
	'Naujoklis' (New creeper) and	'Naujoklis' and 'Žaliamestis' are interactive virtual experiences tailored for new employees of the Group during the three-month adaptation period. 'Naujoklis' is a virtual vine that a new employee must grow by completing tasks during this period. 'Žaliamestis' is a virtual manager adaptation module: a city with as many as four energy facilities: a cogeneration plant, a wind farm, a hydroelectric power plant and a solar power plant. For the light to turn

	'Zaliamiestis' (Green city)	on, the manager must complete interactive tasks for three months, the purpose of which is to introduce them the organisation from the manager's perspective.
	Excursions to the power plants	Excursions to Vilnius CHP and Kruonis PSHP (both Green Generation) are organised every quarter for new employees.
Performance management initiatives	Adaptation Plan	The Adaptation Plan is a tool that focuses on empowering our workforce for the success of new employees. Key components include a skills' assessment, personalized plans, targeted training programmes and clear tasks.
	Performance management tools (goal setting, values, behaviour, career, and growth planning)	We are happy to share that we provide employee performance management tools that enable managers to have a discussion with employees about setting goals and evaluating already existing goals on annual, semi-annual and quarterly basis. In addition, we encourage the discussion on values, behaviour, growth and career plans. The performance management tools help employees reflect on quarterly topics.
	High Potentials (HiPo)	We identify High Potentials (HiPo) on a Group level. A high-potential employee is someone who consistently demonstrates value-based behaviour, achieves goals, goes the extra mile and demonstrates a desire to grow in a leadership role through their behaviour and attitude. High Potentials will have an opportunity to participate in the mentoring programme and improve the desired skills.
	Key position holders and successors	The identification of key positions and the colleagues who can potentially replace the employees holding them is an extremely important process for the organisation as it helps reduce the risks of operational disruption and ensures the continuity of key positions. Every year, we review the list of key positions: we add new positions and remove positions that no longer correspond to the Group's strategy. The relevance of the position is assessed based on the four criteria: the nature of the job, work level, relative contribution, unique competence and limited replacement. Key positions include positions in business support, finance, generation, regulatory, commercial and service activities. This includes positions at various levels (members of the Group Management Board, managers of strategic companies, top-level managers and some other positions) in all business segments. The potential replacement of the managers of the strategic companies and the members of Management Board was discussed with the members of the Supervisory Board. After identifying key positions, the aim is to determine which employees, in case of urgent need, could take over the activities of the key position and ensure its continuity. The organisation helps these employees to develop the necessary competences, and specific knowledge is transferred through mentoring by the employees who currently occupy a key position.