



Plan for **Gender Equality** 2026_2027

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About us





Message from the CEO

At EDPR, we are leading the energy transition with a clear and unwavering mission: to drive a better tomorrow. We invest to accelerate renewables and strengthen our electricity networks, while creating value for our clients, partners and communities

This asks a great deal from us.

We perform at our best when we work in an inclusive environment where we feel safe, respected and able to contribute fully. That includes gender equality.

This Gender Equality Plan reflects our responsibility to keep building a workplace where everyone has the opportunity to grow, without barriers. It also reflects our belief that inclusion makes us a better company: more open, more innovative and more prepared for the challenges ahead.

We have made progress, but we know there is still work to do. This plan is part of that journey. It is a commitment to continue moving forward, with consistency and accountability, so that EDPR can help lead the energy transition while also helping to build a fairer and more equal society.

Miguel Stilwell d'Andrade
Chair of the Executive Board of Directors (CEO)

Our purpose

Our people contribute daily with their Energy and Heart to Drive a Better Tomorrow, providing a more sustainable, inclusive future. Under this purpose, which unites and characterizes us, we have identified a set of skills that enable us for this challenging mission.

These skills are part of who we are and, above all, of who we want to be, committing ourselves to their continuous development.

At EDPR...

Our energy and heart drive a better tomorrow

We bring...

Our energy

Speaks of our stamina, our track record and what drives us to continuously deliver green energy

Drive

Reflects our ambition and leadership in making change happen

We do this through...

Trustworthiness
Problem solving
Curious learning
Efficiency

Self-awareness
Collaboration
Mindfulness
Open-mindedness

Impact orientation
Forward thinking
Courage
Embracing change

Our Heart

Highlights our people and their key role in delivering our commitment to our clients, partners and communities

Tomorrow

The reason why we work every day

The mission behind our plan

An inclusive and connected organization powering a just energy transition

At EDPR, we believe that building a truly sustainable future means putting people at the heart of transformation. As a socially responsible company, Diversity, Equity, Inclusion, and Belonging (DEIB) are fundamental principles that shape our culture and practices.

We are committed to attracting, developing, and retaining diverse talent, ensuring that each person feels represented, respected, and valued for their unique identity. Fostering this diversity means creating a work environment where every individual, regardless of background, gender, ability, or generation, can thrive with a strong sense of belonging.

During 2025, we continued to consolidate our ways of working under a new matrix organizational model, strengthening collaboration across regions, platforms, and functions, and building a more agile, connected, and collaborative company. Throughout this evolution, we continued to strengthen our DEIB commitment, ensuring that our transformation remained people-focused.

In 2026, we redefined our DEIB strategic agenda and roadmap, identifying key indicators, challenges, and targets, particularly in gender equality, inclusion of people with disabilities, intergenerational collaboration, and cultural diversity.

This roadmap provides a clear, action-oriented path forward, with commitments extended to 2028.

To ensure consistency across all our regions, we have also updated our Global DEIB Policy. This policy defines shared principles, roles, and responsibilities to embed inclusion into our culture and to make the well-being and respect of every person an organizational priority.

In 2026 and 2027, we will continue deepening our efforts to ensure equal opportunities for all with four focuses:

- **Gender equality** as a foundation of fairness and a driver of performance
- **Multiculturalism**, to enrich perspectives in a globally connected workforce
- **Intergenerational collaboration**, to connect experience and new perspectives
- **Inclusion of people with disabilities**, with a clear target of representation.

We actively promote a workplace where diversity of thought, experience, and identity is valued and where every person feels respected, represented, and empowered to contribute authentically. We believe these dimensions of diversity are fundamental to innovation, adaptability, collaboration, and sustaining our leadership in the energy transition.

Today, EDPR is more global and interconnected than ever. And as we continue to grow and transform, we do so with the conviction that diversity is our greatest source of strength. After all, answering Earth's call means building a future where everyone can belong, contribute, and thrive.

Our commitments

Promote equality in access to opportunities and working conditions, helping to accelerate change and eliminate gender inequalities

Every year, we reaffirm this commitment by reviewing our Gender Equality Plan, essential to continue building a diverse, balanced, and inclusive workplace where everyone belongs.

In this sense, we have set concrete goals to increase the representation of women globally and in leadership positions, through the promotion of equity in accessto opportunities and working conditions, remuneration, training, and prevention of harassment and protection in parenthood and conciliation.

Our commitments to gender equality for 2028

29%	28%	24%
Women employees	Women in management positions	Women in junior management positions
26%	19%	15%
Women in top management positions	Women in revenue-generating management positions	Women in STEM-related roles



Our people

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Diagnosis

EDPR has been steadily strengthening its industrial operations in Portugal and transforming itself into a global company at the forefront of the energy transition

Today, we are present in 25 markets, with over 2,600 employees representing 55 different nationalities.

As a truly global organization, it is essential to understand gender diversity within EDPR in the context of our diverse workforce, the different geographies where we operate, and the socio-economic environments that shape our people's experiences. Equally important is benchmarking our gender representation against our peers in the sector to ensure we continue to grow with fairness and inclusion at the core of our business.

Numbers and goals

Developing a clear understanding of our current reality is essential to defining the right objectives and ensuring we make consistent progress towards gender equality across EDPR. In recent years, EDPR has strengthened its commitment and investment in driving greater gender balance and representation at all levels of the organization.

Today, women represent around 34% of our total workforce – a figure that stands out, given that the energy sector has traditionally been made up of roles historically dominated by men. This progress reflects not only the positive evolution we have seen within EDPR over the last few decades, but also our ambition to keep building a workplace where opportunities are open to all, regardless of gender. While we recognize the progress made, we also acknowledge the work that still lies ahead. By measuring where we stand today, we can identify where to focus our efforts to accelerate change, ensuring that our people, culture, and leadership continue to reflect our commitment to fairness, equal opportunities, and inclusion.

>2.6K

Employees

34%

Women
employees

Woman at EDPR in 2025

Female representation	2025	2028 Target
Globally	33.7%	29%
Globally in management positions	27.3%	28%
Executive Board of Directors	50%	-
General and Supervisory Board	44.4%	-
Top management positions	30.8%	26%
Junior management positions	24.3%	24%
Revenue-generating management positions	19.9%	19%
STEM positions	7.7%	16%
Attractiveness and recruiting capacity		
New admissions	27.6%	-

Ensuring gender representation within organizations is essential not only because it reflects the true diversity of the world we live in, but also because it helps break down stereotypes that can limit individuals and hold back society. Greater representation creates new role models and drives change.

At EDPR, this commitment extends to our top leadership levels. Currently, women represent 50% of our Executive Board of Directors and 44.4% of our General and Supervisory Board, figures that exceed the requirements set by applicable legislation in some countries (e.g., Portugal). In addition to these governance indicators, we continue to monitor and disclose gender representation and other key social metrics across EDPR each year through our Integrated Report. These indicators, together with others that guide our actions in awareness, prevention, and improvement, help us ensure that we are building not only a more diverse company, but also a more inclusive and equitable one.

From words
to results

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What we are doing

The commitments we have undertaken are fundamental to defining the direction we aim to take regarding gender equality. To put these commitments into practice, we have created a range of actions, including policies, programmes, incentives, benefits, and various initiatives or projects across different areas, such as:

01	02	03
Strategy, Leadership, and Governance	Inclusive culture and a Safe work environment	Employee journey
04	05	
Life-work Integration	Monitoring, Accountability, and Community engagement	



01 Strategy, Leadership, and Governance

→ DEIB Strategy

It is a strategic action plan that guides how EDPR operates across the various dimensions of DEIB. This plan, which is reviewed annually, includes an internal diagnostic and an action plan with specific initiatives.

→ DEIB Council

The DEIB Council is a strategic governance body responsible for driving the implementation, alignment, and continuous improvement of EDPR's DEIB initiatives throughout the organization.

→ Global Policies

We aim to generate exceptional value at every stage of our people's journey, putting EDPR's vision, commitments, and strategy into practice in an exemplary way. To achieve this, we align our actions with the guidelines defined in our policies and principles, including:

→ DEIB Policy

- The DEIB Policy seeks to establish a common commitment, offering a set of guidelines and mechanisms that apply to the entire Group, including the Executive Board of Directors, Leadership, the People and Organization professionals, and Employees who individually and jointly have the responsibility and power to contribute to a more diverse and inclusive workplace.

→ Code of Ethics

- It is a reference document that sets out how we work at EDPR and how we want to be recognized by our stakeholders: employees, shareholders, customers, suppliers, and the community. To this end, our Sustainable Development Principles and our Human and Labor Rights Policy translate the application of the Universal Declaration of Human Rights, the

International Labor Organization Conventions, the United Nations Global Compact, and the UN Guiding Principles on Business and Human Rights (the Ruggie Framework).

→ Code of Good Conduct

- A complementary code to the Code of Ethics, focusing on the responsibility and power of those called upon to take up Supervisory, Administrative, and Senior Management roles within EDPR.

→ Global People & Organization Policies

- We have various global policies and frameworks (e.g. Recruitment, Learning and Development, Global Compensation and Benefits, among others) in place that support every stage of our people's journey within the organization. These policies are designed to ensure ethical and responsible conduct throughout each step of the employee experience.

→ Gender Equality Plans

Gender Equality Plans are instruments for consolidating action, investment, and reporting on measures designed to ensure the principle of equal treatment and equal opportunities among employees, and to prevent discrimination based on sex or any other reason. This principle is embedded in all EDPR's people management and organizational development policies, procedures, and processes. In Portugal, these Plans are regulated by Law no. 62/2017 of August 1 and by Article 3 of Normative Order no. 18/2019 of June 21; in Spain, they are governed by Royal Decree 901/2020 of October 13.

→ Speak Up Channels

EDPR firmly pursues a policy of transparency, giving a voice to anyone who believes that a certain conduct does not comply with ethical principles, legal provisions, or internal regulations. To this end, it provides different Speak Up channels that meet legal requirements for reporting and ensure easy access for anyone who wishes to use them. These principles are reinforced through our Code of Ethics, which guides conduct and promotes an environment of integrity and respect.

→ Ethics training

We promote a strong culture of integrity through a range of learning initiatives designed to help employees understand and apply ethical principles in their daily work. These initiatives address topics such as respectful workplace behaviours, harassment prevention, speaking up, and ethical decision-making. To support the launch of EDPR's new Code of Ethics, in 2025 we also introduced the e-learning Ethics in Action. This training provides employees with a practical and accessible understanding of the principles and behaviours expected across our organization, helping them navigate ethical dilemmas and make responsible decisions in their daily work. In 2025, 7,607 employees successfully completed this training, further strengthening awareness and adoption of EDPR's ethical standards across the Group.

→ Unconscious bias training

This essential training explores how we cognitively process information, build stereotypes, and develop preconceived ideas that can lead to prejudice and discrimination. Using real workplace examples, it helps participants deconstruct these biases in practical ways. It is available as e-learning for all EDPR employees and is particularly emphasized for team leaders through an internal initiative for developing new leaders within the organization. In 2025, more than 797 people have completed this training.

→ Global observances

At EDPR, we mark key global observances throughout the year as an important way to raise awareness, foster dialogue, and reinforce our commitment to diversity, equity, inclusion, and belonging. Moments such as Multiculturalism Day, International Women's Day, and Girls in ICT Day are opportunities to celebrate our differences, promote equal opportunities, and inspire reflection and action across our teams. These dates bring our people together through campaigns, talks, workshops, and other initiatives that give visibility to different realities and strengthen our culture of respect and inclusion.

→ Affinity groups our employee resource groups

Affinity groups are spaces for sharing and developing interpersonal relationships, as well as exchanging work ideas among EDPR employees, to foster discussion and new initiatives across various dimensions of DEIB, such as Gender Equality, Inclusion of People with Disabilities, Generations, LGBTQIA+, among others.

03 Employee journey

→ Targeted employer branding and inclusive recruitment

At EDPR, we use targeted employer branding to attract diverse talent, promoting equal opportunities and inclusivity. Initiatives like the SheMentors, RiseAbility, and STEMsuitsyou programs highlight our commitment to encouraging women and underrepresented groups in energy and STEM fields. Alongside these, we focus recruitment on female professionals and people with disabilities, while raising awareness internally to challenge stereotypes and support inclusive hiring practices.

→ Supporting womens's growth

At EDPR, we believe in investing in the development of all our people, ensuring access to learning opportunities that strengthen skills and careers at every stage. In addition to this broad commitment, we actively support both internal and external initiatives that specifically foster the growth and progression of women within the organization, helping to close gaps and promote equal opportunities for leadership and advancement.



People with disabilities need to have an active voice in society, and programs like RiseAbility show us that opportunities to grow, contribute, and make an impact are possible.

Bárbara Pereira

RiseAbility participant
Portugal

Women Up has been a space for reflection on the impact of leadership and the role of female diversity in building more innovative, inclusive, and resilient organizations.

Paula Sá Pina

WomenUp participant
Portugal

03 Employee journey

→ Succession planning

Succession planning at EDPR is a strategic process designed to identify and develop internal talent to ensure leadership continuity and organizational resilience.

By proactively preparing high-potential employees for key roles, we aim to foster career growth, retain critical skills, and support the company's long-term success.

This process integrates diversity and inclusion principles to build a leadership pipeline that reflects EDPR's commitment to equal opportunities and varied perspectives.

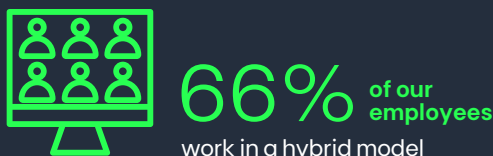
→ Equal pay and inclusive benefits

At EDPR, equal pay is a guiding principle that strengthens equity, transparency, and fairness in compensation practices, ensuring that pay-related decisions are based on objective and consistent criteria. Benefits are guided by a global framework that promotes a consistent employee value proposition across geographies while balancing local needs and regulatory requirements. Taking into account different needs, identities, and life circumstances, these benefits aim to foster work-life balance, health and well-being, and equal opportunities for all employees, further strengthening an inclusive and supportive workplace culture.



→ **New ways of working**

A set of flexibility and conciliation measures designed to support our people in work productivity and in reconciling day-to-day responsibilities materialized in the new hybrid work model. This model considers the possibility of employees, in compatible functions, working remotely two days a week.

→ **Well-being moments**

An annual internal campaign celebrating Global Wellness Day, featuring a different theme each year and a series of initiatives aligned with it. It is delivered through a combination of global and local initiatives, ensuring both consistency and local relevance.

→ **Self-Care Lines**

A global support service available to employees worldwide, providing confidential guidance and professional assistance for a wide range of personal and work-related needs. Depending on the location, services may include psychological counselling, life coaching, legal advice, financial guidance, family support, and well-being resources, helping employees navigate different life situations and challenges with confidence.

→ **Mind Your Mind campaign**

A flagship campaign that focuses on mental health, reducing stigma, and fostering psychological safety. The campaign promotes preventive behaviours through a range of global and local initiatives, while ensuring comprehensive support services, and consistently integrates internal EDPR testimonials to encourage open dialogue and normalize conversations around mental health.

→ **Temporal and spatial flexibility**

EDPR promotes flexibility measures that support life-work integration. Depending on the role, employees may work on-site, remotely, or in a hybrid model. Through initiatives such as MyFlexTime, employees can also work fully remotely from a national or international location for up to two weeks per year. Flex Fridays, additional personal and seasonal days off, and part-time working arrangements, where applicable, give employees greater autonomy to balance professional and personal responsibilities.

→ **Discounts**

A platform that centralizes employee discount opportunities in Portugal and Spain, providing EDPR employees with exclusive offers and special conditions on products and services from partner organizations across multiple sectors.

04 Life-work Integration

→ Parking for pregnant women

An initiative in Portugal that allows pregnant employees to use designated parking spaces at EDPR's buildings or nearby car parks during the last trimester of pregnancy.

→ Additional Leave for pregnant women

We offer up to 15 additional calendar days of leave for pregnant employees in Portugal in the period immediately before the expected delivery date, with no impact on pay.

→ 90/30 Parental Leave

A global paid parental leave establishing a minimum standard of 90 days for primary caregivers and 30 days for secondary caregivers, helping support families, promote shared caregiving, and foster greater equity across geographies.

→ Bonding Time

An additional 15 days of paid leave for primary and secondary caregivers, supporting early bonding, family well-being, and a smoother transition following a birth or adoption.

→ Baby Bonus

A one-off payment to celebrate the birth or adoption of a child, with amounts adjusted by country to reflect local cost of living.

→ 1st Day of School

A paid day off for parents and caregivers to accompany children up to age 6 on their first day of school, supporting family moments that matter.

→ New Parents Guidebook

A globally aligned guide offering practical information and support to employees before, during, and after their parenting journey.

→ EDPR Summer Camps

An initiative with many years of history in Portugal, creating lasting memories for generations of children and young people who fondly remember these moments of leisure and learning.

→ Kids Day at the Office

A family-focused initiative that invites children to experience a day at EDPR through interactive activities, games, and memorable moments. Held in different cities across Portugal, Spain, Brazil, and Singapore, it celebrates the connection between work and family while fostering social well-being and a more human workplace culture.



05 Monitoring, Accountability and Community engagement

→ EDPR Y.E.S. You Empower Society

EDPR Y.E.S. is a global program that brings together more than 500 social responsibility projects, which are being developed around the world, around a common goal: implementing initiatives to decarbonize production and consumption, promoting human rights and social inclusion, corresponding to an annual investment of € 30M, worldwide.

→ Partnerships

We have established various global and local partnerships that support us in driving inclusion and advancing gender equality within our organization. These partnerships help reinforce our commitment to creating an ethical, respectful, and inclusive environment throughout every stage of our people's journey. Some examples include collaborations with international organizations, local NGOs (e.g., Inclusive Community Forum; APPDI; Fórum IGEN), industry networks, and community initiatives dedicated to advancing equal opportunities.



The plan 2026/2027



Gender Equality Plan 2026/2027

Diagnosis

Internal tools for insight and monitoring

At EDPR, we believe a more inclusive culture is only possible when we create intentional spaces for listening and diagnosis. These moments or tools help us better understand our people's experiences and continuously improve our actions.

→ DEIB Strategy

Our DEIB 2026–2028 action plan included a comprehensive diagnostic phase. This covered multiple dimensions of diversity and helped identify key challenges and opportunities for improvement.

→ Employee Journey Feedback Surveys

Throughout the entire employee lifecycle, we deploy targeted feedback questionnaires to ensure we capture insights that strengthen our processes, culture, and inclusion at every stage.

→ Organizational Climate Study

This is our main global, annual listening tool, designed to understand our employees' perceptions across factors that impact their daily well-being and engagement.

→ Global Ethics Survey

Conducted every two years (or as needed), this survey assesses how our ethical values are embedded in the organization, the awareness of our Code of Ethics, reporting channels, and reflection mechanisms, as well as the importance of ethical leadership and emerging ethical concerns.

→ People & Organization Scorecard

We regularly analyze and monitor all social and performance indicators, including DEIB-specific metrics, to track progress and ensure we meet our goals.

External self-assessment tools

→ Self-diagnosis, Portal Igualdade (CITE)

This online tool supports our formal Gender Equality Plan reporting to CITE. It helps EDPR and its responsible teams assess the existence and impact of our measures to foster an ethical, diverse, and inclusive company, attentive to employee well-being.



Gender Equality Plan 2026/2027

Action plan

At EDPR, we are committed to fostering an inclusive culture and developing initiatives that respond to the needs of our people, partners and communities. We believe that close collaboration and active participation, from design to implementation and synergy building, are essential to accelerating our global equality goals and delivering positive impact for our organization and society as a whole.

Our strategy for promoting gender equality is based on 5 pillars:

- Strategy, Leadership, and Governance
- Inclusive culture and a safe work environment
- Employee journey
- Well-being and work-life balance
- Monitoring, accountability, and community engagement

The **Gender Equality Plan for 2025/2026** included **35 initiatives** in various dimensions with a global and local scope, namely in Portugal, with a **total or partial execution rate of approximately 94%** of the proposed measures.

This Plan is intended to help disseminate the measures adopted by EDPR under the terms of the guidelines for the preparation of annual Equality Plans, prepared in the light of the provisions of the Normative Order no. 18/2019, of June 21st, by the Commission for Equality in Labor and Employment, covering the following areas:

01 Strategy, Mission Statement, and Values	02 Equal Access to Employment	03 Initial and Lifelong Training	04 Equal Working Conditions
05 Parental Protection	06 Reconciling Professional Life with Family and Personal Life	07 Prevention of Harassment in the Workplace	

Next, a set of measures for promoting gender equality at EDPR will be presented, regarding their implementation status, which will be in effect or come into effect, as applicable, between 2026 and 2027.

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Monitor and support the implementation of the DEIB strategy aligned with the 2026–2028 Business Plan and P&O strategy.	Ensure the effective implementation and continuous alignment of DEIB priorities with business objectives and organizational needs.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs	Implement and monitor the DEIB strategic roadmap and defined priority initiatives.	Progress against DEIB priorities defined in the 2026–2028 strategy.	Global	Information about EDPR's Diversity, Equity, Inclusion, and Belonging at: https://edp.com/en/careers/inside-edp/diversity-and-inclusion
ii.	Ensure continued Executive Board sponsorship and visibility of the DEIB strategy across the organization.	Reinforce leadership commitment and accountability for the implementation of the DEIB strategy in alignment with business and people priorities.	Executive Board of Directors; People & Organization, EDPR.	No associated costs.	Promote active Executive Board sponsorship and visibility of the DEIB strategy throughout the year.	Executive Board participation in key DEIB initiatives and communications.	Global	
iii.	Creation and maintenance of an annual internal consultative body as a space to create greater internal involvement in DEIP issues, giving visibility to the company's best practices and defining guidelines for future action [DEIB Council].	Ensuring the implementation of the Equality Plan and other internal tools, their monitoring, follow-up and sustainability.	Executive Board of Directors; Leadership Team, EDPR; People & Organization, EDPR.	No associated costs.	Hold at least one annual DEIB Council session focused on monitoring the implementation and progress of the DEIB strategy and action plan.	Number of DEIB Council sessions held; Number of measures implemented as a result of the Council's sessions.	Global	

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
iv.	Disaggregation of all data by gender in all the company's management tools, namely in diagnoses and reports.	Ensuring the implementation of the DEIB strategy and respective policies, equality plan and action plan, its monitoring, follow-up and sustainability.	People & Organization, EDPR; Reporting & Analytics Services, EDPR.	No associated costs.	Continued increase in the number of gender or gender-segmented indicators compared to the previous year.	Number of gender or gender-segmented indicators.	Global	Although this measure has already been implemented, we continue to focus on the ongoing development of tools for collecting, processing and analyzing data in order to deepen our capacity for evaluating and reporting on Gender Equality.
v.	Promote and communicate the Gender Equality Plan and its initiatives through internal and external communication channels and awareness actions.	Make a public commitment to promoting equality between women and men and increase awareness and engagement regarding the Gender Equality Plan and its implementation across the organization.	People & Organization, EDPR; Communication Global Unit, EDPR; Brand Global Unit, EDPR.	No associated costs.	Ensure communication and visibility of the Gender Equality Plan and related initiatives.	Level of update of internal and external communication channels (%).	Global	Information about EDPR's Diversity, Equity, Inclusion, and Belonging at: https://edp.com/en/careers/inside-edp/diversity-and-inclusion
vi.	Establishing cooperative relations with public bodies and/or civil society organizations that pursue the goal of promoting equality between women and men.	Ensure respect for the principle of equality between women and men and non-discrimination in external relations; Promote and consolidate external relations with a view to promoting equality.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Establish or maintain one or more partnerships for each dimension of DEIB worked by EDPR.	Number of partner organizations and/or projects; Number of initiatives developed in partnership with partner entities and/or projects.	Global	Information about EDPR's Diversity, Equity, Inclusion, and Belonging at: https://edp.com/en/careers/inside-edp/diversity-and-inclusion

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
vii.	Celebrating global observances by promoting milestone initiatives throughout the year on Gender Equality and other dimensions of diversity.	Ensuring a working environment free from discrimination based on gender, parenthood and/ or reconciling professional, family and personal life.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Carry out global campaigns associated with diversity and well-being; Celebrate global observances, both in terms of awareness and action.	Number of sessions held; Number of participants/ people impacted; Level of impact and satisfaction of participants.	Global	Information about EDPR's Diversity, Equity, Inclusion, and Belonging at: https://edp.com/en/careers/inside-edp/diversity-and-inclusion
viii.	Expanding opportunities for skills-based volunteering through the development and strengthening of partnerships with public sector entities and civil society organizations committed to fostering inclusion, diversity, equal opportunities, and social equity.	Establish and strengthen partnerships with public sector entities and civil society organizations to expand opportunities for skills-based volunteering that advance inclusion, diversity, equal opportunities, and social equity.	People & Organization; Social Impact Coordination Office, EDPR.	No associated costs.	Maintain and expand skills-based volunteering initiatives that contribute to the organization's DEIB priorities and generate positive social impact.	Number of initiatives carried out; Level of impact and satisfaction of the measure's beneficiaries; Number of project participants and volunteers.	Global	Information about EDPR's Volunteering at: https://voluntariado.edp.com/ https://edp.com/en/responsible-action/social-impact/yes-program
ix.	Reinforce guidelines for inclusive internal and external communications, meeting the needs of employees, partners, suppliers and the wider community.	Ensure communication that is accessible to all and free from discrimination in form and content.	People & Organizational, EDPR; Communication Global Unit, EDPR; Brand Global Unit, EDPR.	No associated costs.	Promote inclusive internal and external communication.	Number of improvements implemented in the field of inclusive communication.	Global	Information about EDPR's Diversity, Equity, Inclusion, and Belonging at: https://edp.com/en/careers/inside-edp/diversity-and-inclusion

02 Equal Access to Employment

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Implementation of employer branding initiatives exclusively for women, in order to counteract structural barriers to equality between women and men in the energy sector.	Counteract structural barriers to equality between women and men; Increase the pipeline of women in recruitment processes; Contribute to a better balance between women and men in the company.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Employer branding initiatives (e.g.: workshops, masterclasses, job shadowing, etc.).	Number of initiatives carried out; Number of women impacted.	Global	
ii.	Training sessions for people responsible for selection and recruitment interviews on selection and recruitment procedures without gender bias.	Contribute to a fair and objective selection and recruitment process for women and men.	People & Organization, EDPR; People Services, EDPR.	No associated costs.	Making recruitment guides available; Holding training sessions for recruitment teams and hiring managers.	Number of training sessions held; Number of participants in training sessions.	Global	
iii.	Promote the creation and maintenance of Employee Resource Groups (ERGs) aligned with the organization's DEIB strategic dimensions.	Foster inclusion, engagement, networking and knowledge-sharing opportunities through employee-led communities aligned with DEIB priorities.	People & Organization, EDPR; People Services, EDPR GSS.	No associated costs.	Support the implementation and continuous development of ERGs aligned with the DEIB strategy and organizational priorities.	Number of active members engaged in the ERGs.	Global	

03

Initial and
Lifelong Training

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Redefine the DEIB learning journey, aligning content and formats with the new Business Plan, organizational structure, and updated DEIB Policy.	Ensure that training effectively builds awareness, skills and inclusive behaviours, fostering a culture of belonging and equity across all levels.	People & Organization, EDPR.	No associated costs.	Promote the training of our people in DEIB topics.	Number of employees who have completed training.	Global	

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Promotion of mentoring, counseling, coaching initiatives and/or development programs for women.	Counteract structural barriers to equality between women and men; Contribute to a better balance between women and men in the company and in decision-making positions.	People & Organization, EDPR.	To be defined according to project needs	Provision of a type of mentoring in the current corporate mentoring program oriented towards the development of female leadership; Maintenance of other programs already supported by EDPR for top leadership segments, and extension of support to programs for intermediate leadership segments.	Number of employees involved in the program; Participants' level of satisfaction.	Global	
ii.	Consolidation and continuous improvement of the Individual Performance Model [Holistic Assessment], ensuring a more meritocratic evaluation process and promoting a culture where "how" you deliver is as important and valued as "how much" you deliver.	Ensure a fair and objective assessment process for women and men, promoting equal opportunities.	People & Organization, EDPR; Other internal stakeholders.	No associated costs.	Increase the level of participation and evaluation (%) in the Holistic Assessment; Ensure a distribution of assessments that is fair and equitable by gender, generation and segment, minimizing unconscious biases.	Participation rate in the evaluation process; Number of people assessed annually; Distribution of evaluations by gender, generation, segment.	Global	
iii.	Promote internal mobility of diverse talents.	Counteract structural barriers to equality between women and men; Contribute to a better balance between women and men in the company.	People & Organization, EDPR.	Included in the cost of managing internal mobility.	Promote equitable and inclusive internal mobility opportunities aligned with the organization's DEIB priorities.	Number of female internal mobility movements; Satisfaction of the female gender with the internal mobility experience.	Global	

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
iv.	Creation and implementation of procedures to identify under-represented groups in senior positions so that more diverse succession plans can be promoted.	Counteract structural barriers to equality between women and men; Contribute to a better balance between women and men in the company and in decision-making positions.	People & Organization, EDPR; Other internal stakeholders.	No associated costs.	Ensure that the under-represented gender (women) is represented by at least 35% of successors.	Number of successors identified, with information according to gender.	Global	
v.	Run inclusive leadership workshops.	Equip leaders at all levels with practical skills to recognize bias, foster diverse teams and actively promote inclusion in daily management and decision-making.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Equip leaders at all levels with practical knowledge and tools to recognize unconscious bias, foster diverse and high-performing teams, and actively promote inclusion in everyday management and decision-making.	Number of leaders/managers trained (% of target audience).	Global	
vi.	Promote pay equity and transparency through consistent reward practices, objective decision-making criteria, and ongoing monitoring to support fair pay outcomes across the organisation.	Ensure the principle of equal pay for equal work or work of equal value through transparent and equitable compensation practices.	People & Organization, EDPR.	To be defined according to project needs.	Conduct regular pay equity monitoring and implement actions, where needed, to address identified gaps while supporting fair and transparent pay outcomes.	Unadjusted and adjusted gender pay gap, by worker category; Pay gap by career segment; Completion of periodic pay equity reviews.	Global	EDP P&O Report 2025, pg. 19

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Equal Working Conditions
(3/3)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
vii.	Continuously evolve and communicate EDPR's compensation framework to support fair, transparent, and consistent reward practices across the organisation.	Promote employees' understanding of compensation principles, pay-setting practices, and the link between performance, development, recognition, and reward.	People & Organization, EDPR.	No associated costs.	Regularly review compensation practices, monitor pay equity outcomes, and strengthen employee access to information and understanding of EDPR's reward approach.	Employee awareness and understanding of compensation practices (Organizational Climate); Delivery of compensation communication and transparency initiatives.	Global	EDP P&O Report 2025, pg. 19

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Parental Protection

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Continue to evolve and harmonise parental support practices, benefits and perks while monitoring their utilisation, employee experience and impact across geographies.	Promote an equitable and inclusive employee experience through a combination of global and local benefits that support diverse employee needs and life circumstances.	People & Organization, EDPR.	To be defined according to project needs.	Advance the implementation and harmonisation of benefits and parental support practices, while increasing employee awareness, utilisation and satisfaction across geographies.	Progress in the implementation of the parental support framework; Benefits and perks utilisation rates; Employee satisfaction with benefits and perks (Organizational Climate).	Global	EDP P&O Report 2025, pg. 21–22

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Implement the 2026–2028 Well-being Strategy, continuously improving policies, processes and initiatives that support employee well-being across the organisation.	Promote a healthy, inclusive and supportive work environment by integrating well-being considerations throughout the employee experience and people practices.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Implement the 2026–2028 Well-being Strategy, maintain and continuously improve the efr Excellence certification, and strengthen the integration of well-being across P&O processes and initiatives.	Progress on the 2026–2028 Well-being Strategy roadmap; efr Excellence certification maintenance plan execution; Employee well-being indicators (Organizational Climate); Participation and utilization rates of well-being initiatives.	Global	EDP P&O Report 2025, pg. 15
ii.	Enhance the employee experience through temporal and spatial flexibility practices that support well-being, autonomy and work–life integration.	Promote flexibility in how and where work is performed, supporting diverse employee needs while contributing to well-being, inclusion and employee engagement.	People & Organization, EDPR; Other internal stakeholders.	No associated costs.	Fully implement and continuously improve flexibility measures such as Flex Fridays and MyFlexTime, while monitoring their utilisation, employee experience and organisational impact.	Flexibility benefits utilization rate; Employee satisfaction with flexibility measures (Organizational Climate); Process effectiveness and adoption metrics.	Global	EDP P&O Report 2025, pg. 16
iii.	Promote healthy and sustainable ways of working through the implementation and continuous improvement of Right to Disconnect practices and digital well-being initiatives.	Promote healthy and sustainable digital work habits by encouraging employees and leaders to set boundaries around digital communication, reducing the risk of overload, always-on culture, and burnout while supporting work–life balance.	People & Organization, EDPR; Other internal stakeholders.	Internal resources (communication materials, awareness, campaigns, guidelines and training).	Increase awareness, adoption and effectiveness of Right to Disconnect principles and digital well-being practices, fostering a culture that respects personal time and supports employee well-being.	Communication reach and engagement rates; Participation in digital well-being initiatives; Employee well-being indicators (Organizational Climate).	Global	EDP P&O Report 2025, pg. 15–16

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Communication channel where everyone can report unethical conduct in the company, including issues related to harassment at work or discrimination [Speak up].	Responding to possible unethical conduct in the company, guaranteeing the safety and well-being of all our people.	Ethics & Compliance, EDPR.	No associated costs.	Minimise the number of founded cases of harassment and discrimination.	Number of founded harassment and discrimination cases.	Global	Information about EDPR's Ethics & Compliance at: https://edp.com/en/about-us/ethics-and-compliance
ii.	Protocol for the prevention and action in cases of moral and/or sexual harassment in the workplace, through which zero tolerance is shown towards the occurrence of any situation that may constitute sexual or gender-based harassment, in any area of the organization.	Improving the prevention and combating of harassment at work.	Ethics & Compliance, EDPR.	No associated costs.	Evaluate the cases of harassment that come to the ethics channel, guaranteeing the confidentiality and safety of the reporting person; Define and implement appropriate corrective actions, proportionate to the nature and severity of the confirmed case.	Number of harassment cases reported to the ethics channel; Number of harassment considered founded by the Ethics Commissions; Perception of trust in the Whistleblowing Management System (survey-based).	Global	Information about EDPR's Ethics & Compliance at: https://edp.com/en/about-us/ethics-and-compliance
iii.	Availability of new internal ethics training courses, which include, among other topics, the importance of preventing harassment.	Raising awareness and educating about the practice of harassment at work and other offenses against the physical or moral integrity, freedom, honor or dignity of our people.	Ethics & Compliance, EDPR.	To be defined according to project needs.	Making training available to all employees.	Number of employees who completed training.	Global	Information about EDPR's Ethics & Compliance at: https://edp.com/en/about-us/ethics-and-compliance

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
iv.	Monitoring of new legislation related to the issue of whistleblowing management, in particular the protection of whistleblowers, in the countries where EDPR operates to review the procedure, documentation and respective training.	Ensure the prevention and effective tackling of harassment in the workplace.	Ethics & Compliance, EDPR.	No associated costs.	Promote a speak-up culture in which individuals feel safe to report harassment, supported by clear procedures and an effective whistleblowing management system.	Timely incorporation of relevant legislative changes into whistleblowing procedures and documentation..	Global	Information about EDPR's Ethics & Compliance at: https://edp.com/en/about-us/ethics-and-compliance

Monitoring and collaboration

The measures outlined in the Plan are regularly assessed and monitored by EDPR to ensure compliance and identify opportunities for improvement. This is done through decision-making and advisory bodies within our governance model, which guarantee the timely resolution and oversight of issues that affect gender equality, including matters reviewed by the Ethics Committee.

The implementation and follow-up of the Plan, together with the relevant performance indicators, are periodically managed by the People & Organization (P&O) team and are discussed and approved annually by the Executive Board of Directors (EBD). In addition, an annual global Council is planned to provide closer monitoring of DEIB-related topics.

EDPR publicly reports its progress, priorities, and P&O-related indicators in the [Integrated Annual Report 2025](#) and the [P&O Report 2025](#).

Conclusion

5



Earth is calling us

to shape a more inclusive tomorrow

At EDPR, leading the energy transition also means helping shape a fairer and more inclusive future. As we move forward with the ambitions defined in our 2026 business plan, we continue to strengthen a workplace where people can grow, contribute, and thrive, independently of gender or background.

Inclusion is one of the foundations of our ESG vision and a key driver of innovation, collaboration, and long-term value creation. That commitment is reflected in our ambition to reach 29% female representation across our workforce and leadership roles, while continuing to remove barriers that may limit equal opportunities and professional development.

This plan reinforces our focus on building a future-ready organization where different perspectives are welcomed, well-being is supported, and every person feels empowered to make an impact.

The Executive Board of Directors and the General and Supervisory Board of EDPR remain fully committed to advancing gender equality and strengthening an inclusive culture across the organization. This commitment is embedded in our people strategy and reflected in the actions and goals we continue to implement globally.

In the 2026/2027 Plan, EDPR broadens its approach to diversity and inclusion by promoting initiatives that support equity, representation, development, and belonging across different dimensions of diversity. The measures included in this plan reflect a collective effort to create a workplace where talent is recognized, individuality is respected, and everyone has the opportunity to succeed.

Choosing Earth means choosing progress powered by people. It means fostering a culture built on respect, collaboration, flexibility, and continuous growth, where diverse experiences and perspectives help us build better solutions for the future, together.

Lisbon, September 1, 2026
EDPR



EDPR Plan for Gender Equality 2026_2027