



The first interview with
the new chairman of EDP's CGS

António Lobo Xavier

“I’m not dependent on careers
or connections; I’m committed
to the objectives of the job.”



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A New Cycle

EDP is embarking on a new cycle.

Following the reappointment of the Executive Board of Directors for a new mandate (2024-2026) we are transforming the way we work together and drive our business to ensure EDP remains competitive and strengthens its position as a global leader of the energy transition, whether in renewables, networks or client solutions, in an ever-changing sector.

Globally there are increasing concerns on climate change and biodiversity loss, and countries are endorsing the COP28 claim of tripling global renewable energy capacity by 2030 and strengthening energy security. However, Renewable energy sources are being forced to prove their worth in the face of a context of higher-for-longer interest rates and declining energy prices – this poses a challenge to our business. Over the medium and long-term, we see the market correct and reward our projects with higher PPA prices and returns to compensate for these factors, but we must remain disciplined and totally focused on execution and delivering on our commitments.

Our new organizational model, based on a collaborative approach within our regions, platforms, business enablement functions and global business services, should allow the group to thrive in the increasingly competitive environment. How? Ensuring our organization and ways of working becomes more agile and efficient, with clear accountabilities, while expanding development opportunities for our people across the globe.

Talent is central to the success of this organizational model and of this next cycle at EDP – that is why it is a key theme of this edition. You will find the stories of employees from different parts of the world and different backgrounds, that showcase the diverse skills and perspectives in our organization. In this edition, you will also read about the concept behind the creation of our new and functional workspaces.

Finally, in the following pages you will be able to know better António Lobo Xavier, the Chair of the renewed General and Supervisory Board for the 2024-2026 mandate, that will also play a key role in the path of EDP going forward. In this first interview since taking office, António will share his beliefs and priorities for his mandate, as well as his thoughts on today's most pressing issues, such as climate change and artificial intelligence.

I hope you enjoy the read.



by Miguel Stilwell d'Andrade
CEO, EDP Group

// know



EDP Worldwide

The General Shareholders' Meeting was marked by the reappointment of the members of the BOD and the announcement of the new chairman of the CGS.

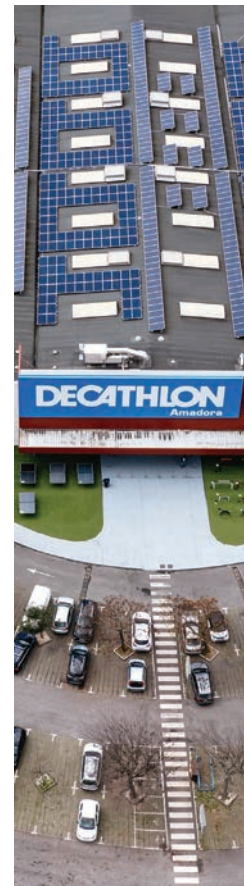
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"Earth is calling you"

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New workspaces

Find out more about the strategy and concept that standardises workspaces in the EDP group.

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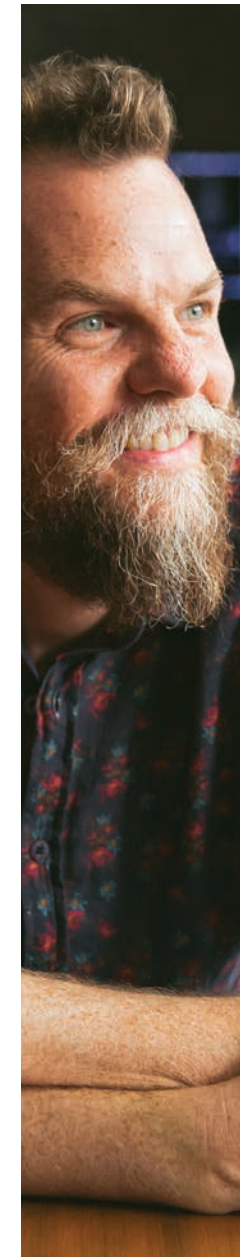


EDP Solidarity Energy

Stories of social projects that have received support for a just energy transition.

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How should we relate to work, family and our purpose in life?

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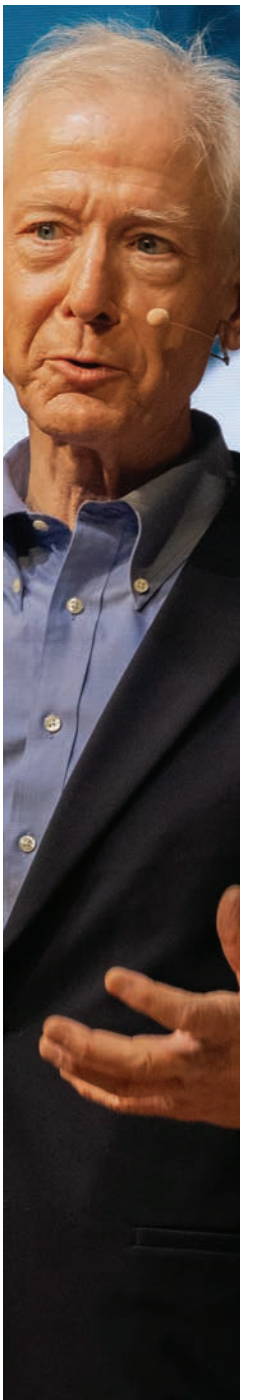
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Hybridisation

EDP recently inaugurated another hybrid park in Portugal, and put into operation the first in Spain.

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Interview with Rondo's CEO

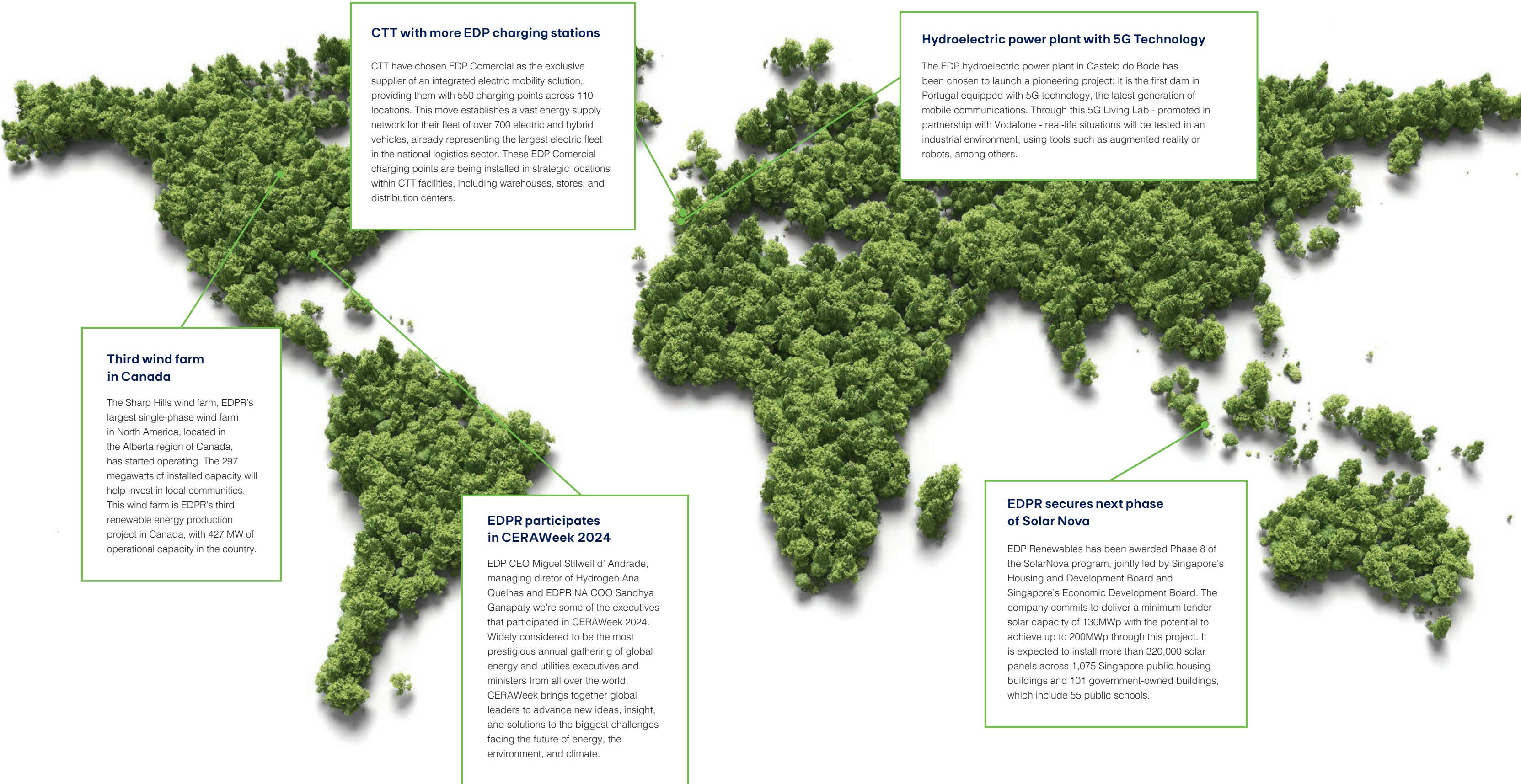
Thermal batteries are a new opportunity to accelerate decarbonisation.

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know.



CTT with more EDP charging stations

CTT have chosen EDP Comercial as the exclusive supplier of an integrated electric mobility solution, providing them with 550 charging points across 110 locations. This move establishes a vast energy supply network for their fleet of over 700 electric and hybrid vehicles, already representing the largest electric fleet in the national logistics sector. These EDP Comercial charging points are being installed in strategic locations within CTT facilities, including warehouses, stores, and distribution centers.

Hydroelectric power plant with 5G Technology

The EDP hydroelectric power plant in Castelo do Bode has been chosen to launch a pioneering project: it is the first dam in Portugal equipped with 5G technology, the latest generation of mobile communications. Through this 5G Living Lab - promoted in partnership with Vodafone - real-life situations will be tested in an industrial environment, using tools such as augmented reality or robots, among others.

Third wind farm in Canada

The Sharp Hills wind farm, EDPR's largest single-phase wind farm in North America, located in the Alberta region of Canada, has started operating. The 297 megawatts of installed capacity will help invest in local communities. This wind farm is EDPR's third renewable energy production project in Canada, with 427 MW of operational capacity in the country.

EDPR participates in CERAWeek 2024

EDP CEO Miguel Stilwell d' Andrade, managing diretor of Hydrogen Ana Quelhas and EDPR NA COO Sandhya Ganapaty we're some of the executives that participated in CERAWeek 2024. Widely considered to be the most prestigious annual gathering of global energy and utilities executives and ministers from all over the world, CERAWeek brings together global leaders to advance new ideas, insight, and solutions to the biggest challenges facing the future of energy, the environment, and climate.

EDPR secures next phase of Solar Nova

EDP Renewables has been awarded Phase 8 of the SolarNova program, jointly led by Singapore's Housing and Development Board and Singapore's Economic Development Board. The company commits to deliver a minimum tender solar capacity of 130MWp with the potential to achieve up to 200MWp through this project. It is expected to install more than 320,000 solar panels across 1,075 Singapore public housing buildings and 101 government-owned buildings, which include 55 public schools.



General Meeting approves all points

01

The General Shareholders' Meeting of EDP, held on April 10th at the headquarters auditorium in Lisbon and through telematic means, was marked by the reappointment of Miguel Stilwell d'Andrade as CEO, along with his executive team composed of Rui Teixeira, Vera Pinto Pereira, Ana Paula Marques, and Pedro

Vasconcelos. EDP shareholders approved all items on the agenda, including the dividend increase for 2023 to 19.5 cents per share. The shareholders' meeting also saw the appointment of António Lobo Xavier as the new Chairman of the General and Supervisory Board, replacing João Talone.

.02

EDP Renováveis and Walmart sign new contract

EDP Renováveis and Walmart have signed a new agreement (a Power Purchase Agreement or PPA) for the supply of energy over 15 years that will be produced by a solar project being developed in Texas in the United States. The contract with Walmart concerns part of the project, with the company getting 225 MWp. This PPA complements the other corporate power purchase agreements that Walmart

already has with EDPR, which now total 395 MW in large-scale solar and wind energy and around 50 MWp in distributed solar energy. This long-term contract with Walmart corresponds to the announcement made to the market by EDP Renováveis in October 2023. The new large-scale project will have enough capacity to supply the equivalent of more than 27,000 Texas homes annually and contribute significant economic benefits to the region.

.03

EDP wins transmission auction in Brazil

EDP secured three lots in Brazil's first transmission auction of 2024. The projects span 1,388 km across four states (Bahia, Maranhão, Piauí, and Tocantins) and are part of the company's investments in network infrastructure to support the expansion of renewable sources and the energy transition in the country. Since 2017, EDP has invested over R\$ 4.6 billion in transmission works and projects across nine Brazilian states: Goiás,

Santa Catarina, Rio Grande do Sul, São Paulo, Minas Gerais, Maranhão, Espírito Santo, Acre, and Rondônia. Currently, the company boasts a portfolio of 1,847 km of transmission lines.

.04

Drones help electricity networks

The innovation department of EDP Redes España has launched an innovation project that studies the application of BVLOS (Beyond Visual Line of Sight) drones to power grid engineering. The project, tested on 17 kilometres of lines in the regions of



Asturias and Huesca, was completed on 29 February. The project has demonstrated that this technology allows detailed topographic measurements to be obtained, including areas inaccessible on foot, as well as direct measurements of vegetation heights and densities that help to choose the route of

the lines while reducing H&S risks, timescales and costs compared to traditional techniques. Furthermore, the integration of this data with the PLS-CADD programme allows modelling the routes and improving efficiency in their design. This technology is also easily scalable to other geographies, especially Portugal.





and thrive in a volatile business landscape. Sandhya was recognized for enacting impactful ESG and ED&I initiatives while seizing the moment to advance the clean energy transition. Under Sandhya's leadership, EDPR NA continues to lead the North American domestic energy transition, having developed 9.9 GW of renewables projects to date and operating close to 9 GW of renewable energy across the continent. Concurrently, the company has won numerous ESG and ED&I-related awards showcasing industry-leading diversity efforts.



.05 EDPR NA inspire young minds

With a commitment to empowering young generations to pursue STEM and renewable energy, EDPR NA was proud to be present at two student energy-focused occasions in February, sharing knowledge and helping students learn more about the industry. Several EDPR NA employees, along with the company's EPC contract Signal Energy, participated in an interactive career fair at Highland Elementary School in Ridgeland, Mississippi. More than 200 5th graders attended the fair, chatting with the team

about careers and having fun with the wind and solar energy-focused trivia. The EDPR NA team also shared with the students about the career path in renewables and how they could also make their own impact. EDPR NA employees also attended a regional KidWind Challenge, where approximately 75 students ranging from 5th grade to 8th grade showcased their talents and creativity. KidWind is an organization focusing on helping educators and students explore renewable energy, and the KidWind

.06

Sandhya Ganapathy recognized by CNBC
EDPR NA COO Sandhya Ganapathy was named as one of the Changemakers: Women Transforming Business, a list including women who are creating a pattern of what it takes to defy the odds, innovate,

Challenge is a hands-on design celebration that engages students through the lens of wind and solar energy.

.07

EDP invests in carbon capture
EDP, through EDP Ventures, recently invested in Captura, a start-up with technology that captures carbon through the ocean. The solution developed by the company allows the captured CO₂ to be stored permanently or transformed into fuel with lower emissions, thus helping the sectors that are most difficult to decarbonise. Captura currently has two operational pilot plants in California and is developing a third. These facilities have a capture

capacity of 1,000 tonnes of CO₂ per year, and are expected to be installed in Norway this autumn. Following this pilot project, the US-based company plans to expand its commercial operation, with the first installations capturing tens of thousands of tonnes of CO₂ or more per year.

.08

EDP, Volt e Microsoft partnership
EDPR NA and Volt Energy Utility announced a partnership launching the development of Hickory Solar Park, a 110 MWac PV project located

near Jerseyville, Illinois. Microsoft has agreed to purchase electricity and renewable energy credits (RECs) for fifteen years from the project. The agreement for Hickory uses an Environmental Justice PPA form developed by Microsoft and Volt Energy, focused on making clean energy investments in rural

and urban communities disproportionately impacted by environmental injustice. From engaging with community members and local government officials to local organizations and businesses, the Hickory project is oriented to focus on ensuring sustainable environmental, social, and economic results are achieved. //



Being a moderate
can be an asset
in today's world”

Arturo Lobo Xavier

Chairman of the General and Supervisory Board at EDP



“I don’t do anything without listening to my family. It’s not binding, but I like to know their opinion.”

António Lobo Xavier, whose professional career has been characterized by diversity and a desire to live each new experience to the fullest, is now embarking on a new challenge: chairing the General and Supervisory Board at EDP. He is known a thoughtful and analytical man, who describes himself as independent, self-critical, and a promoter of consensus in all aspects of his life. Confident that he will be equal to the task, he strives to see himself as part of something bigger, in which everyone around him matters.

Who is António Lobo Xavier?

I was born in 1959, in Coimbra, where my father was a professor. The country was completely different at that time. Today, at 64, I have four children and four grandchildren. A family that has been the most important part of my life for 37 years, and that I try to preserve and look after. “I don’t do anything without listening to my family. It’s not binding, but I like to know their opinion.”

For most of my career, I’ve been a lawyer. I also taught law, but I was always a lawyer—and later a corporate lawyer. This sparked my interest in the internal workings of companies and made me want to be a part of that. I never liked being one of those lawyers who were never part of the strategy or privy to the discussions about operations. I took on executive roles very early on. For example, I was an executive of a listed car retail company, SIVA, before I turned 40. At the time, that was quite rare. Then I was an executive director for more than ten years at Sonaecom. After that, I held many non-executive roles in various sectors—textiles, wines, glass packaging—I was at NOS, and I was vice-president at BPI before joining EDP. So I’ve always led that kind of double life: half in the law firm, half in companies. The directors and shareholders of those companies have always been happy for me to keep one ▶

foot in the legal profession, which is very liberating. And on the other side, there was also acceptance of my having a special role in these companies.

I had a political career that ended too soon. I don't know if I regret it, but my political career ended with my last stint in the party's leadership structure, still before the turn of the millennium. I left politics because my professional life was taking up so much of my time. However, I remained connected to political life through a TV show that was the oldest political debate show in Portugal. I was a guest for thirty years. Today, it is called "O Princípio da Incerteza" (in English, "*The Uncertainty Principle*"), but it has had different names as it moved between stations. It allowed me to keep a close eye on politics. And now I've left that stage of my life behind too, because joining EDP entailed ending my legal practice and ending my independent political commentary, because they're not compatible. I'm now focused almost exclusively on EDP—and on my hobbies.

And what hobbies are those?

To really get to know someone, I think it's important to know what you do in your spare time. I've done motocross almost all my life, which is a little rough for my age, but I still do it when the weather's good. Age has forced me to upgrade to electric mountain bikes. It still requires a lot of effort, but it's more gradual. I play guitar and have a large guitar collection which is disproportionate to the amount of time I have to play them. At my legal practice, I was in a rock band with whom I often play at family gatherings, friends' weddings, friends' children's weddings... In fact, the only thing I negotiated with my practice before leaving and coming to EDP was, "Can I still play in band?" I also love cooking and, of course, I love reading, watching movies, watching TV, traveling, all those things that everyone loves.

So, you're a family man who seeks consensus even at home, and you also have that sense of adventure. What will all of this bring to EDP and to your new role?

Having freedom is really important. I remember that my father was quite ill, 30 years ago, at the time when I was about to take my first operational executive position at Sonaecom. He really valued his freedom, even in the operating room when he was already very ill,



"I come to EDP with the same sense of freedom: I'm totally committed, my car keys are always in my pocket."

and I remember him telling me: "It's too early for you to take that position. Keep your freedom." I chose not to join Sonaecom at that time. On another occasion, one of my professors—who was a former cabinet minister—suspended his classes to join the Government. At the time, he told us: "Don't think for a minute that you're getting rid of me once and for all, because my car keys are always in my pocket."

I come to EDP with that same sense of freedom: my car keys are always in my pocket. I'm here to fulfill this role to the best of my ability, to help create value for the shareholders, to comply with legal rules and statutes, and to work together with everyone at EDP, but my car keys are always in my pocket. It would be awful if things went wrong, but I know they're there. And sometimes I even physically reach for them.

I'm not dependent on careers or connections; I'm committed to the objectives of the job. And if it doesn't work out, that's fine. But I'm going to make sure that neither my colleagues nor the company's shareholders feel that my presence is a waste of their time and that they get something out of it.

In what way have such varied experiences in your life shaped your personality?

I'm very critical of others, with plenty of irony. When you're like that, you become hyper self-critical and sometimes even a little insecure. What has shaped my life the most? Law, respect for rules and the legal system, and open debate with others. Those 30 years of



televised and often aggressive debate have molded me, without me even realizing it. Everyone has a certain temperament - some people are more reserved, I'm extroverted; some people are detail-oriented, I'm a big picture kind of guy. When I was with Sonaecom, I went to Switzerland to attend a course called "Understanding the Self, Understanding the Others." Today, I'm obsessed with that concept. We have to understand others and understand how they see us. Everyone is different, and the same sentence can seem like an order to some, an insult to others, and a joke to many. I always try to bear that in mind. Otherwise, I'm who I've always been. The different jobs I've had haven't changed me in any fundamental way.

Was that breadth of experiences something you proactively sought out?

I think I was very lucky. People have been very patient with me—and I've also tried to be patient with them. For example, I remember joining Sonaecom and being allowed to be an executive 70% of the time and being free to pursue other activities the other 30%. I was ▶



I'm prepared for what lies ahead."

fortunate that people realized that I couldn't be locked down in one place, that I wouldn't be the same person if that happened. I didn't actively seek that breadth of experiences, but I've always liked doing different things. I knew I wouldn't be happy if I kept myself tied down to one place.

You've been in the public eye throughout your career. How did that end up happening?

When we think about being in the public eye, we sometimes see how tragic and destructive it can be. It can ruin your peace and the peace of your whole family. I was lucky to live in a different time, where being in the public eye didn't involve social media, radicalization, or divisiveness. That meant that, if I did well, I would be respected by people on all quadrants. The people I trusted most in Parliament on technical matters were from the Portuguese Communist Party, for example. Unfortunately, that is no longer the case. Today, people are holed up in trenches. The others are always awful. There is no middle ground. And therefore, being in the public eye can quickly

destroy you. In my case, it has brought me nothing but good things, but I experienced it at a time when it was easier.

Earlier you talked about others being patient with you, and you've talked about luck several times, but luck is also what you make of it.

I've always worked hard, I've always tried to be the best and I have some anxiety about being a perfectionist. My biggest concern before joining EDP was, "Will I be able to do this?" My consultants and mentors told me that I would be, but it took me a while to convince myself.

And to what extent has your career prepared you for the position you will now hold at EDP?

Life has taught me rigor, lawfulness, and a sacred respect for other people's money and value. And then, learning about business and its language, numbers, and strategies. I've been taught to look at the numbers and see the signs, to look at a strategic plan and see what the challenges are. I think I'm prepared for what lies ahead. But

it's a whole new world. Right now, I'm in that very intensive induction process with consultants from different areas to get a better understanding of the challenges. My colleagues have been tireless in introducing me to every aspect of the business and have left no stone unturned. It shouldn't take me too long to get up to speed.

Have you figured out what your priorities and biggest challenges are going to be?

I do, I don't know if I can talk about them in great detail yet. In other words, tasks like the ones I'm going to be working on at the General and Supervisory Board include several aspects. First, I'm going to oversee a group of people that I'm not familiar with, and I'll have to convince them, in a business sense, that I'm the right person to lead them. Leadership requires legitimacy. Second, this General and Supervisory Board has a very unique role in the Portuguese context. It combines responsibilities of the board of directors with those of the supervisory board and of the general shareholders meeting. It's very complex to manage. The tasks are very different. I have to listen to the shareholders and see their wishes and concerns, manage information and discussions with them. Then I have to work with the executives, not only to get to know the business, but also to help define the medium- and long-term strategy. And then I have to control and supervise them, to make sure they comply with the rules, to understand what the risks are for EDP and where we are doing well... It's a blend of duties that I've never had and that not many people have had.

Is that challenge the reason you accepted this invitation?

To be honest, I'm not the type of person who's always looking for new challenges. My natural preference is for peace and quiet.

So what motivated you to take on this role?

There are different stages in life. There came a time in my life as a lawyer that I felt I had to stop. I was feeling tired. The same happened with my corporate law practice. Politics was also getting to that point, where you either put up or shut up. The way I work is by getting rid of what doesn't feel right. EDP is a calling. It's the largest Portuguese company, with the broadest geographical presence, and with fantastic expectations and ambitions. But if I have to choose between peace and quiet and great challenges and stress, I prefer the peace and quiet.

What is your vision for the future of EDP?

It would be too presumptuous to say I already have a vision. I can see that in terms of sustainability, EDP has managed to blaze a trail at the global level. The public recognition, both of the company and of its executives, shows that EDP is a leader. Today's world isn't about wars or conflicts; it's about energy transition and sustainability. That is where EDP is at the forefront. I think protecting this position while creating value are the company's most important challenges

The energy transition is indeed at the core of EDP, in a world that is still seeking consensus on combating climate change. What role should EDP play in a matter that is so dependent on international cooperation?

We're in an international context in which there are once again huge forces pushing us back. Oil and gas is stronger today, paradoxically, than it was two years ago. This is due to various reasons, including the uncertainty of the world, the economic crises, the wars, the pandemic, and the geopolitical challenges. EDP was at the forefront of the energy transition—and then, suddenly, for some people around the world, that's no longer such an accepted value. For example, there is a lot of pressure to protect short-term value by taking a step back in the energy transition. That is one of the biggest challenges: to convince the stakeholders that this journey is still vitally important—even from the point of view of value creation. It is no longer just a mission to save the world; it is also a mission to contribute to the world's sustainability, while still producing value. Nowadays, that mission isn't always clear.

"The public recognition, both of the company and of its executives, shows that EDP is a leader."

What is your view on the climate activist protests happening around the world?

I like to differentiate between climate activists and radical climate activists. I have little respect for the latter, who commit crimes in their form of radical activism. I also feel they choose their targets poorly. Even more so in the case of EDP, because the company is now virtually clean, having abandoned fossil fuels—at no small cost. Radical climate activism against the EDP is ridiculous.

How should companies that are investing in this paradigm shift, such as EDP, respond to accusations of greenwashing?

I don't understand how EDP can be accused of greenwashing. We can't deny the facts: we have the wind farms, the hydro power dams, the solar power stations... Does anyone know of any other way to make the transition to clean energy production so quickly? If EDP isn't a model company in the energy sector, then there isn't one. The only way you can go without water or heating is if you live in the wild.

How can we reach out to the younger generation so that we are all part of the same journey?

The younger generations are more idealistic, but that's something we all have in common. When I was 18, I was also much more idealistic and driven. That's commendable. On the other hand, it's true that the world is rigged against the younger generations. In 30 years, they will still be paying for our decisions.

The kind of activism we're seeing is flashy—roads and bridges are blocked, signs are put up, cans of paint are thrown—but there's no structured discourse to show that life in democratic industrial societies is somewhat rigged against the future and against the youngest, and always to the benefit of the oldest.

How do you go about creating a world in which the older generation is protected and life expectancy keeps on increasing and at the same time give the younger generation freedom to grow and develop? That is the big challenge.



In 30 years' time, we will certainly look at the subject of artificial intelligence from a different perspective. Is this a risk or an opportunity?

All opportunities carry risk. For someone like myself who likes progress and has an open mind, it's difficult to look at what artificial intelligence brings to the table and say the risk outweighs the opportunities. The opportunities are overwhelming. All revolutions have had brutal social costs. In our current mindset, we aren't prepared for those social costs—nor do we want them.

And therefore, those opportunities of artificial intelligence are only good for our democratic and social mindset, as I see it in Europe, for

“I'm not confrontational or someone who wants to live or die by the sword.”

example, if we manage to stop the social consequences. If they're treated in a Darwinian way, with the survival of the fittest, it will be a disaster.

If we're smart enough to offset the social effects, which may be greater than in the industrial revolution, if we're smart enough and creative enough to do so, it can only be a good thing.

And how do you think artificial intelligence will impact the energy sector?

It will have a real impact across the board. From simplifying the grids to grid management technology, as well as ways of producing energy—even the greenest ones—marketing, and customer relations.

People will have to adapt their lives and their jobs to these new tools. It won't be for everyone. Because it will take study, it will take skills.

At EDP, despite all our modernity and technology, we have a very large number of employees. Transformation has to be worked out and thought through in terms of the lives of these employees. And this balance, which has not yet been studied, is the most difficult part of the equation.

The world is also going through a very sensitive geopolitical period. And the sector in which EDP operates is also very geopolitically sensitive. How do you see your role in that context?

I hope to have few geopolitical problems, but I don't turn a blind eye to them. EDP is present

in several countries. That's something I'm used to, especially from my experience in the glass packaging sector. BA Glass, where I was on the board of directors, has a presence in Mexico, Romania, Bulgaria, Poland, Greece, Spain, Portugal, and Brazil. I'm used to understanding the differences between jurisdictions, whether it's the legal system, the mindset, or the culture.

EDP is extremely diverse, which helps. If things aren't going well in one place, they may be going much better in another. But managing all of this is a real challenge. I don't want to exaggerate, but to a large extent, part of the world is in pre-war mode. All businesses with exposure to multiple countries have to deal with geopolitics. EDP is no exception. We also have a variety of shareholders with different perspectives on the world.

I think that what is expected of me—as I have political experience and have even been part of a Council of State—is that I have some ability to protect EDP's interests in the face of all this. Whether it's jurisdictions, or even the style and culture of the shareholders, or the culture of the employees. I think those who invited me had the idea that I'm someone who is used to establishing consensus, and being able to reach compromises and being a moderate can be an asset in today's world. Let's see if it does any good.

So is the main message you want to convey to employees, shareholders, and stakeholders that you are a consensus builder?

I'm aware of the challenges. I'm also aware of the successes. I'm aware of the need to strike the right balance to be able to continue on this successful path. I'm not confrontational or someone who wants to live or die by the sword. It's just not my style. And I think that sort of balanced approach is important when it comes to my new role. //

EDP and Decathlon join forces on solar energy

EDP and Decathlon have teamed up to develop decentralised solar energy projects. There will be more than 80 solar centres in six European countries by the end of 2026.

EDP has been selected by Decathlon to install up to 80 solar plants at the company's facilities in six European countries. Up to 42,000 solar panels will be installed on the retailer's rooftops, carports, and other locations, achieving an installed capacity of over 21 MWp.

This significant initiative accelerates Decathlon's goal of producing and consuming solar energy, bringing the company closer to its ambitious commitment to use only renewable energy for Decathlon stores worldwide by 2026.

This partnership includes decentralized production plants in Portugal, where most of the projects are already installed and operational, as well as in Spain, Belgium, and Italy, with solar facilities also being developed in the coming months. The goal is to complete more than 80 solar plants by the end of 2026.

In the coming months, EDP will begin installing plants at dozens of Decathlon locations in France and Germany, enhancing the expansion of EDP's decentralized solar division into these two countries, where the company already has a presence through large-scale renewable production with EDP Renewables.

With this collaboration, EDP strengthens its role as a key partner to major multinational companies by simultaneously delivering tailored solar solutions adapted to the size and characteristics of each Decathlon building.

"Being chosen by a partner like Decathlon for this collaboration is a significant milestone for EDP. Our commitment to delivering multi-



geography solar projects to global clients underscores our dedication to innovation and sustainable energy solutions worldwide.

This endeavor is a testament to the expertise and collaborative efforts

of our European teams, unified in our pursuit of a common goal: advancing renewable energy on a global scale," says Vera Pinto Pereira, EDP's executive board member who heads its decentralized solar business worldwide.

"Decathlon's goal is to achieve 100% renewable electricity by 2026 in its property sites. To do this we are prioritizing solar

energy and aim to deploy solar plants at our sites whenever possible. EDP was the winner of a fierce regional competition for onsite projects in Europe in 2022, and since then have been signing contracts with Decathlon and installing photovoltaic

panels in many of our sites. This is an important step towards improving quality renewable energy and reducing CO₂ emissions.", says Jean-Philippe Garraux, Decathlon's International Real Estate and Development leader. //



More than 1,700 stores worldwide

A global multi-specialist sports brand catering to beginners and top athletes, Decathlon is an innovative maker of sporting goods for all skills. With more than 100,000 teammates and 1,700 stores worldwide, Decathlon and its teams have been working ever since 1976 to fulfill an ongoing ambition: Move people through the wonders of sport, to help them be healthier and happier in a sustainable future.

23
Solar plants
4,864 MWp
Installed capacity
Portugal

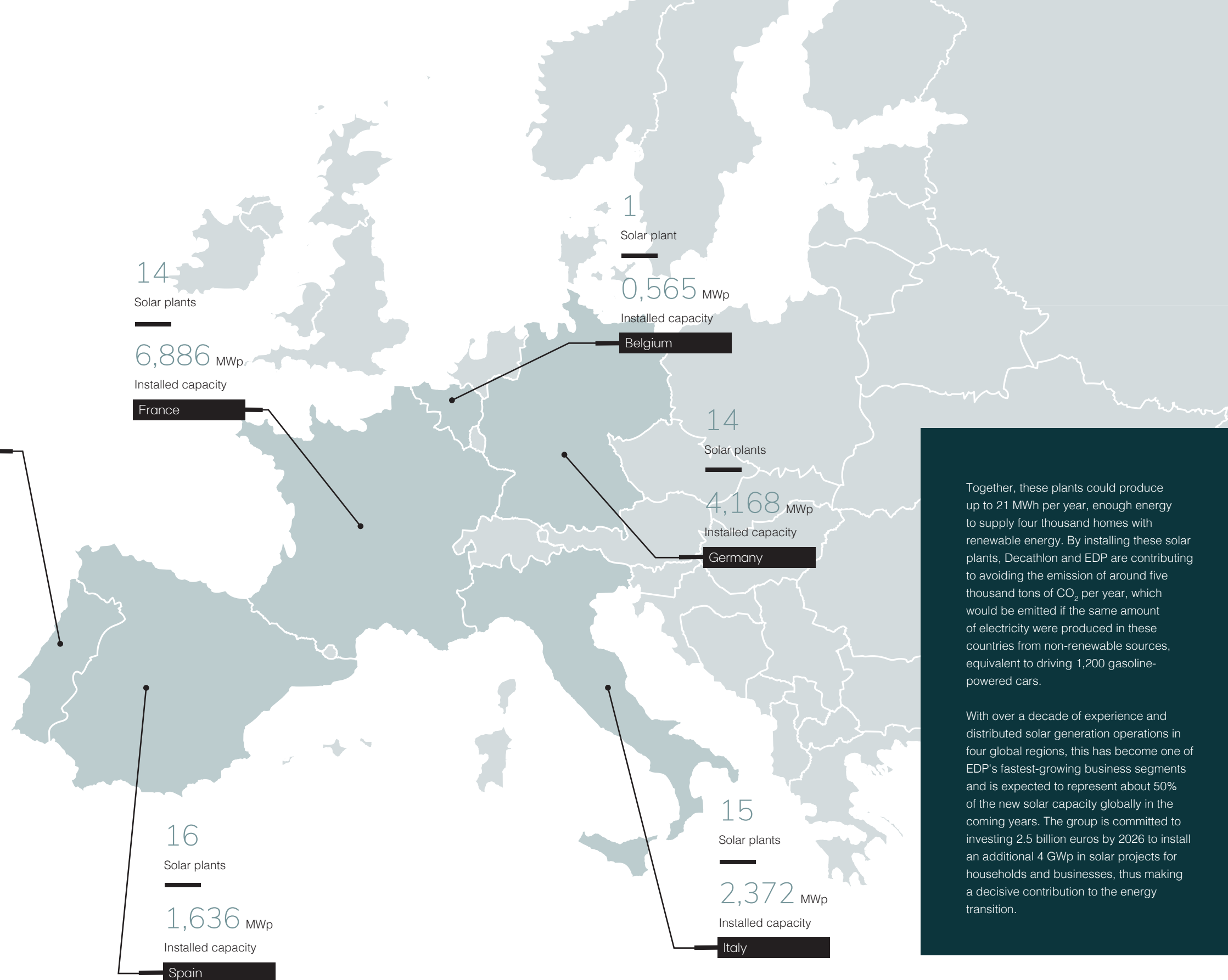
14
Solar plants
6,886 MWp
Installed capacity
France

16
Solar plants
1,636 MWp
Installed capacity
Spain

1
Solar plant
0,565 MWp
Installed capacity
Belgium

14
Solar plants
4,168 MWp
Installed capacity
Germany

15
Solar plants
2,372 MWp
Installed capacity
Italy



Together, these plants could produce up to 21 MWh per year, enough energy to supply four thousand homes with renewable energy. By installing these solar plants, Decathlon and EDP are contributing to avoiding the emission of around five thousand tons of CO₂ per year, which would be emitted if the same amount of electricity were produced in these countries from non-renewable sources, equivalent to driving 1,200 gasoline-powered cars.

With over a decade of experience and distributed solar generation operations in four global regions, this has become one of EDP's fastest-growing business segments and is expected to represent about 50% of the new solar capacity globally in the coming years. The group is committed to investing 2.5 billion euros by 2026 to install an additional 4 GWp in solar projects for households and businesses, thus making a decisive contribution to the energy transition.



act.



An inspiring workspace experience

EDP has been focused on improving the experience of its people, investing in various measures, programs, and initiatives that embody its employee value proposition. In the following pages, you will find testimonials from some employees from different regions around the world who responded to the call of EDP's new employer branding campaign: "Earth is calling you to work with us. Are you answering this call?"

Statistics show that 85% of employees are proud to work at EDP and 81% intend to stay with the company for at least the next 12 months. These figures were taken from the organizational climate study and convey the feeling of pride and belonging within EDP's global workforce.

The results are also supported by several independent certifications, such as the recent Top Employer Award which certified EDP and EDP Renewables as one of the best companies to work for in 11 countries.

The certification is awarded by the Top Employers Institute, a global company that certifies best practice in people management in organizations around the world.

This year, EDP stood out globally in the areas of business strategy, ethics, and integrity. And it obtained maximum points in performance, work environment, and sustainability. We also excelled in areas of diversity, equality, inclusion, and well-being—in which we obtained scores well above the global market.

These internal and external results reflect a value proposition that EDP intends to further solidify within the organization; recognizing the contribution of our employees and attracting equally talented personnel. This will allow

the EDP group to grow as a future-proofed organization, focused on accelerating the energy transition.

To continue attracting and retaining talent, EDP launched a global positioning campaign to communicate our value proposition and recruit diverse profiles in Europe, North and South America, and the Asia-Pacific region. Through this campaign, our main goal was to position ourselves as a first-choice employer worldwide, and to continue to attract young and experienced talent, in line with the objectives set out in our Business Plan.

"Earth is calling you to work with us. Are you answering this call?" "Earth is calling you to work with us. Are you answering this call?" was the motto chosen to present EDP's value proposition. A campaign presentation was developed that translated this proposal, featuring recordings with exclusive participation from several employees.

EDP is focused on improving the employee experience, investing in diverse measures, programs, and initiatives that make our value proposition a reality. Our intention is not only to create a high degree of employee integration, but to attract new talent to the organization as well.

EDP's value proposition reflects the set of policies, practices, and conditions that characterize our culture and make our work experience appealing to those who answer Earth's call and work with us to drive a better tomorrow.

People are at the heart of our strategy and that's why EDP is committed to...

Empowering our employees
Through a positive and innovative work environment that fosters collaboration and agile decision-making.

Respecting and valuing each individual
By means of a flexible, healthy, and inclusive workplace with an attractive range of benefits.

Providing a meaningful work experience
By preparing our people for future challenges, through a range of development and internal mobility opportunities.



People who want to grow are rewarded and incentivized”

Valle Rivero

Solar DG Acceleration Office
EDP



EDP is a natural fit, aligning with her values and expectations of working in a company that wants to build a greener world, with opportunities for professional growth. Not forgetting the measures that facilitate a good work-life balance.

"In my case, I feel strongly supported, and I have a great deal of flexibility. I became a mother a year ago and after taking leave I returned to work—working from home where necessary—and with a schedule that allows me to return home to be with my daughter before she goes to bed," she reveals. "In addition, both in my team and in other teams we work with closely, the average age is quite young, between 30-40 years of age. So being able to strike a good professional work-life balance is a must for many EDP employees. From what I see, the company provides measures to facilitate that."

"Those who work hard, are proactive, and have ambition will go a long way at EDP," says Valle Rivero Gavarron, a Spanish employee who has been at EDP for three years and currently works in Solar DG Europe's "Acceleration Office." "People who step up and want to grow are rewarded and incentivized, and internal moves—both geographically and in interdepartmental mobility—are highly encouraged so that those who want to can continue to learn and develop in their career."

On a professional level, "my job involves promoting projects and implementing initiatives. Because of this I've had the opportunity to participate in a number of very interesting and stimulating projects." For example, she led the project to digitalize EDP Solar's operations so that everything is recorded and managed within the system, from registering a customer's initial interest to the installation of their self-consumption equipment. "This project was exciting, as it involved the coordination of most areas within EDP Solar, with more than 30 stakeholders involved. The final result had a huge impact on team efficiency and customer and supplier experience."

Valle has always wanted to make a career in companies with social and environmental responsibility and working in a company that aims to decarbonize and build a greener world is a perfect fit for her. "I believe that EDP has set ambitious goals for the coming years and is achieving them, becoming a benchmark company in the energy transition. EDP is also integrating and promoting innovation and digitalization with real agility, implementing progressive measures both in the solutions offered to customers and internally to facilitate the work of employees." An example of this is Mid4EDP, the internal Artificial Intelligence tool that helps us stand out from the competition.

Another project she is currently involved with is a company-wide program called "Your Board," in which 22 EDP Group employees from different teams and geographies come together, forming two teams of 11, to solve a challenge proposed by two members of the Board of Directors. It affords employees the opportunity to meet people they wouldn't normally work with, get out of their comfort zone, and face completely new challenges that are beyond their normal daily activities.

Something else that made her choose EDP was the "very good" work environment and camaraderie as well as the responsiveness of management, "which I haven't seen in other companies in this sector, where I've worked as a consultant." Last but not least, she considers EDP a company that facilitates a good work-life balance, providing real flexibility and support for maternity and paternity leave.

"I'm very satisfied with my team and my role at EDP. In the future I'd like to be able to grow further and develop my career within the organization, managing a team and working on strategic projects," she concludes. She underlines the importance of the new, spacious, more modern offices, with display screens and meeting rooms of different sizes. "These improvements make work easier and the fact that we're all in the same building, together with EDPR, gives a feeling of a more unified company."



My desire and motivation are to keep learning every day.”



Francisco Silva Antunes
Finance Global Unit
EDP

EDP stands out because of our commitment to sustainability and social responsibility, always seeking to have a positive impact that goes beyond financial results. This is what Francisco Silva Antunes saw as a match when he decided to join the company three years ago.

“EDP has provided me with a plethora of experiences from day one,” says Francisco Silva Antunes. “I started as an intern, participated in a seven-month trainee program, and I’m now in the Group’s Financial Department. There are many opportunities for growth and development as we tackle day-to-day challenges.”

His main responsibilities center around management of the Group’s liquidity and short- to medium-term financing, monitoring financial derivative contracts, and the company’s cash and debt reporting. It wasn’t a hard decision for Francisco to join the company three years ago. EDP’s desire to impact the world through positively renewable energy, and our search for a more sustainable future, couldn’t align better with his personal values.

One of the key factors that contributes to the success of projects within the organization is collaboration between teams. “Dialogue is vital for good decision-making. It also allows us to improve and automate processes,” he says. “And collaboration is inherent to the work we carry out. Coupled with that, EDP promotes a sense of community that gives us a global view of what’s being developed within each ‘family’. In my case, the ‘financial family’.”

He says the company actively encourages openness and confidence-building to promote “our growth and development.” His advice is to be “proactive and take advantage of everyone’s willingness to share knowledge. Not being afraid to ask is the best way to grow.”

This is his first real experience in the job market, and he has already participated in several volunteer initiatives including beach cleaning, and tree planting in the Sintra forest. He’s also worked with Just a Change, an initiative where volunteers renovate the homes of those who need it most. According to Francisco, the culture and values he’s found in the office perfectly match the expectations he had when he applied to work for a company of such global stature.

One memorable experience he has of this dynamic is last Christmas. The traditional departmental Secret Santa was replaced with an awards ceremony, with prizes including “Just 5 more Minutes,” the “Chief Party Officer,” and the “GPS Tracker.” “The team even became a violin orchestra for the afternoon! These are good moments that help strengthen team spirit and will be remembered for a long time,” he recalls.

He couldn’t be more confident about the future. “My desire and motivation are to continue to learn every day while benefitting from the good values we have within the Group. As EDP is in the energy market, there will certainly be many more opportunities to develop in the future.”



“Growth and wisdom come from embracing the unknown.”

What makes an organization stand out are teamwork and people. And with new projects and innovations ahead, EDP is exactly the place to be, according to Eric Rivera.



Eric Rivera
Asset Operations
EDP Renováveis
North America

After joining the company in 2020, Eric Rivera took on the role of EDP Renewables operations manager in the Eastern region of the United States, overseeing wind and solar farms in the states of Ohio and Indiana. His primary responsibilities include promoting a safe work environment, monitoring performance, developing leadership, creating and maintaining community relationships, and promoting best practices.

It was the opportunity to work in the renewable energy sector that motivated Eric to join EDP. “It’s a growing, highly innovative sector, and I didn’t want to miss this opportunity.” He adds that it was also a chance to do something different, because as he says, “Growth and wisdom come from embracing the unknown.” But there are many challenges to contend with every day. “Renewable energies, particularly at EDP, are constantly

increasing. With this growth comes continued change and the need to work and think outside the box.”

And, as with all expanding companies, EDP is constantly challenging itself to improve professional development and growth. “The Learning and Development department has worked tirelessly to create a robust professional growth program for all EDP employees,” he says.

Eric Rivera states that the main differentiation factor in all organizations is its people. “EDP is an organization full of passionate and dedicated professionals who truly care about the renewables sector. This is evident from Miguel Stilwell d’Andrade and the executive team, right through to the frontline technicians in the field. Everyone wants to make a difference at EDP. This is the strength of our organization, and what sets us apart.”

He gives an example: “I’ve worked for several organizations in the past, but none of them compare to EDP when it comes to security. The security department here in North America is filled with compassionate and dedicated individuals whom I can call at any time for assistance. I greatly appreciate their work culture and people-first values.”

The most memorable experience in his career so far was his trip to Brazil in 2022. “It was a very exciting experience for me,” he says. “My colleagues from São Paulo were so welcoming while I was there.” His commitment to EDP and the renewable energy sector was clear to see in his enthusiasm and determination. “I look forward to seeing them all again in the future.”

According to Eric, nothing happens in a vacuum. The company’s success is only possible if everyone works as a team. “Take, for example, the technicians in the field. Each one is excellent at what they do. But they can’t maintain the assets on their own; they must rely on their colleagues to accomplish the mission. This is what takes a team of technicians from excellent to legendary. The same goes for any EDP employee, in any department. I can’t achieve my goals without the support of my team.”

He concludes by with a message: “I’m always grateful for the opportunity to work for this organization. I hope to continue contributing as a positive team member, and look forward to seeing firsthand the new projects and innovations that EDP has in mind”



There are many opportunities to develop and grow with the company.”

Jimmy Li
Japan Country Manager
EDP Renewables APAC Region



The head of EDPR's operations in Japan promises to strengthen the company's presence in the region. Right now, the Fukushima project is proving to be one of the most significant steps toward that goal. He assures us that the journey from regional leader to a global platform has been transformational.

Two years ago, EDP Renewables (EDPR) acquired the Sunseap Group, marking EDPR's expansion into the APAC region. This acquisition included operations in Japan, where Jimmy Li continued in his role as country manager, leading operations and overseeing the strategic expansion of the business. All of this aligns with EDPR's strategy in the APAC region—where, of course, business growth remains the top priority.

“The transition from a regional leader in APAC to a global player has been a transformative journey for our local team,” says Jimmy Li. “We now have access to the global experience and expertise of EDPR's other regional centers. We can apply their learnings to the APAC region, accelerating the energy transition here.”

One of the key projects in the region is the 44 MWp solar project in Fukushima, in which the EDPR team faced and overcame several challenges including complex permits and approvals processes. Construction of the project is already underway, and the team has secured renewable energy contracts for more than 130 MW for the Japanese market.

According to the head of operations in Japan, the collaboration of various teams was key to the success of the Fukushima project. “We've drawn on the experience of several colleagues, including those in Engineering & Construction, Legal, and Mergers & Acquisitions. Transparent communication with our APAC management team was also instrumental in sustaining significant pipeline growth.”

During the development process of each project, EDPR teams maintain close communication with local communities through regular public meetings. “This helps us to inform the community about the benefits of these renewable projects. It also provides transparency during the construction and operation phases.”

When it comes to opportunities for personal development and growth, Jimmy Li points out that EDPR's holistic assessment model evaluates team members based on their professional performance, as well as providing feedback from colleagues. “It's a good way of helping us to improve as a team.” He also highlights the mentoring and coaching courses that EDPR offers and the importance of the Campus Online learning portal, “where we have numerous online courses and learning materials available at our fingertips.”

He concludes by saying: “There are multiple opportunities available to develop and grow with the company.”

One of the experiences that stood out to him was the May 2023 EDPR Gathering in Singapore, which brought together all the employees from the APAC region. “It was very impressive, because it conveyed the message that EDPR is one of the largest producers of renewable energy in the world. Coupled with that, it was exciting to be able to interact with my APAC colleagues in person, rather than through a screen or Teams,” he remembers.

Jimmy Li's career at EDPR has been remarkable, and he assures us that it is far from over. “Together with our dedicated team members, we remain committed to sharing our knowledge and experience to drive further success in Japan,” he adds. “Our goal is to ensure steady business growth and strengthen our presence in the local market while reflecting EDPR's global vision of excellence and sustainability.” Another successful chapter is already underway.

“I want to be a role model for female electricians”

As one of the first female electricians in a male-dominated world, Andrea was a pioneer at EDP. Now her dream is to grow with the company and pave the way for many more women to become electricians.

She works at EDP carrying out corrective and preventative maintenance and repair on the electrical network; a job that until recently was done entirely by men. This was exactly what motivated her to join EDP more than three years ago: the desire to make a difference. She attended an all-female electricians' school in Taubaté, Vale do Paraíba, Brazil. The project saw more than 500 women apply for 16 vacancies. The course taught her to overcome several fears and challenges, like having to work at heights.

“One memorable moment for me was when I went to pick up my daughter from school and I was wearing an EDP uniform. She was very happy when she saw me and started telling her friends that I was an electrician and that I climbed utility poles,” Andrea Ramirez recalls, laughing. “At that moment I saw the twinkle in her eye and how proud she was that her mother is an electrician. Her friends were all excited about that too.”

Andrea says that what distinguishes EDP from other companies in Brazil's electricity sector are innovation and its founding principle that life comes first. There are also other things she says the company values: ethics, diversity, inclusion, and support through service channels.

“It's a company abounding in opportunity and possibility, with a collaborative environment and an emphasis on mutual growth. It empowers knowledge and professional learning without distinction based on age, gender, or ethnicity,” she says. In addition, “It provides the means for professional growth through free courses on its many platforms, and gives you feedback through management and holistic assessment.”

Something else that makes her feel good about the company is the projects undertaken in partnership with government agencies, NGOs (nongovernmental organizations), universities, and communities. “The company actively contributes to sustainable community development by supporting more than 500 social responsibility projects,” he says. He highlights a project carried out by the Aliar Association through the EDP Institute that aims to help victims of domestic violence, and the reintegration of former drug addicts in the city of Miracema, in Tocantins.

As far as the environment is concerned, she points to the installation of an electric-vehicle charging station at Guarulhos airport, which helps to lower emissions and reduces operating and maintenance costs by improving sustainable urban mobility.

Revealing her keenness to face new challenges, Andrea Ramirez concludes by saying: “I want to continue to learn and seek new opportunities that help with my personal and professional development, obtaining more skills, overcoming challenges, and striving to achieve more. I want to become a manager and be a role model for Black women who want to become electricians.” //



Andrea Ramirez Alves
Distribuição Services
EDP Brasil

The new EDP Workspaces



Recognizable anywhere in the world and fully aligned with the policies in force within the EDP group. This is the new Workspace Strategy and Concept at the EDP group, which reflects and reinforces the importance of building attractiveness in the current hybrid context. This strategy is characterized by a set of common guidelines in terms of look & feel, furniture typology, design, textures, and colors.



This concept promotes the empowerment of our people regarding the choice of workspace that best suits their journey in the office, through the diversity of solutions and work environments available in EDP group office buildings, promoting alignment and standardization among the various Business Units, ensuring specific adequacy to the work dynamics of each model,” reveals Rita Almeida Martins, Head of Architecture, Design & Workplace Strategy at the EDP group.

Also, as an overarching concept of the interventions is the image of these new spaces, aligned with the narrative of proximity to nature and sustainability of solutions through the colors and materials applied, with a strong focus on increasing the sense of well-being and comfort in the workplace. As Rita Almeida Martins emphasizes, this comfort commitment is also enhanced by the implementation of informal and spontaneous work areas, improving the employee experience in the agility of using different areas in the buildings.

The recirculation of material from each of the intervened spaces is ensured through the reuse of furniture in other group facilities, allowing for the integration of identical pieces among buildings and significantly reducing waste and the disuse of leftover pieces.



Rita Almeida Martins, head of Architecture, Design & Workplace Strategy at the EDP group.

“This concept promotes the empowerment of our people regarding the choice of workspace that best suits their journey in the office.”



The major changes

One of the main objectives is to enhance the concentration in proximity of the various Business Units of the EDP group, ensuring that the solutions adopted are increasingly flexible and allow for rapid adaptation to new occupancy scenarios, also increasing the efficiency of the buildings.

Gradually, office spaces will be covered by a 60% occupancy ratio, aligning with the hybrid work model in force within the group, thus implying the HotDesk Policy, which should be supported by the advance reservation of workspace in the building, through the office space booking tool available on EDP On. This policy reinforces the need for the Clean Desk Policy to apply to all employees.

“We will increasingly have areas converted into common workspaces within the building, with the implementation of different meeting models, allowing for greater adaptation of the meeting scenario to the teams’ dynamics,” reveals the responsible party. “Also, the integration of the hybrid work model in the buildings is given special attention, in order to ensure that tools are available that integrate, simultaneously, the communication of teams that are in face-to-face and remote work, through the integration of acoustic solutions in open spaces, with a focus on Phonebooths.”

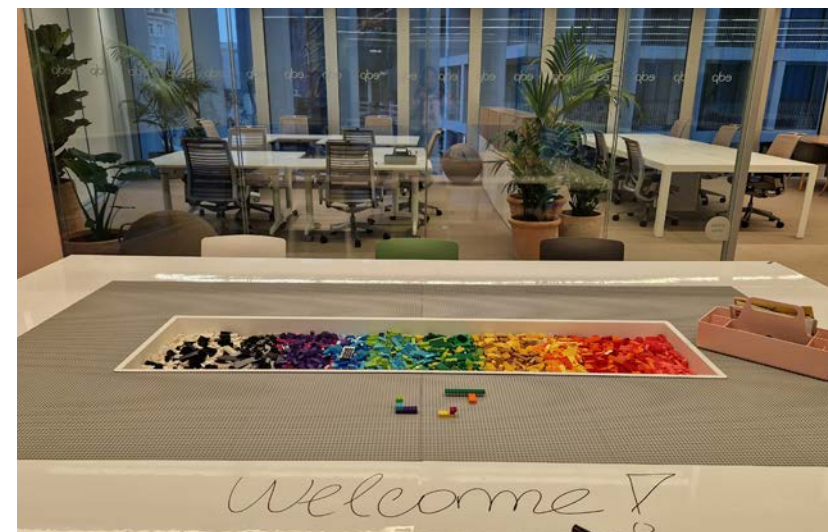
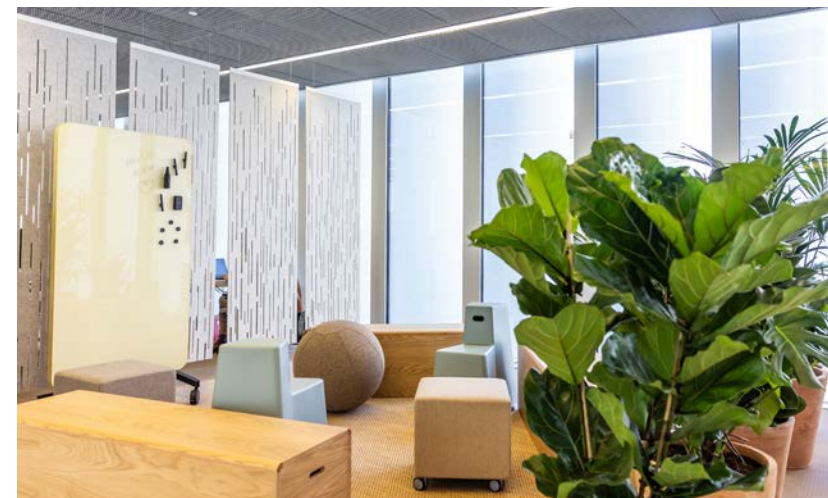
The Impact of the New Solutions

Interior spaces offer differentiated and innovative solutions, promoting spontaneity in the use of equipment, and options that integrate the hybrid model (particular concern with noise): individual workstations for work or meetings, collaborative spaces, several phonebooths per floor for greater confidentiality and focus, standing desks to work standing up, lounge areas with options for greater comfort, etc. “Despite there being greater integration of technology on the floors, it is essential

that this is common to options that enhance human proximity as a reflection of the value that socialization in workspaces has been gaining in recent times,” justifies Rita Almeida Martins.

As the increasing value of employees in the use of outdoor spaces, whenever possible, these areas in the buildings are promoted for multidisciplinary use, both as solutions for individual and team work, and for breaks.

Better and more diverse conditions to increase employee well-being in the workplace are also ensured through various dimensions such as physical, social, and mental well-being. Spaces are enhanced with greater humanization through natural elements (indoor landscaping) that inherently reduce the sensation of stress and anxiety levels, increased use of textiles and wood, significant increase in comfort in materials and implemented environments. In this context, also highlighting solutions that are increasingly inclusive of the diversity of users.



In some buildings, it is possible to find mindfulness spaces, breastfeeding areas, Health and Well-being areas, gyms, and locker areas for non-resident employees and visitors. Whenever possible, the integration of coworking areas will be done to increase the flexibility of the presence of non-resident employees and temporary work teams in proximity to the Business.

“Gradually, we will have available - whenever applicable - the new dining spaces that are aligned with the diversity of meal typologies of EDP employees, as well as allow for an inclusive solution for those who want to consume a meal prepared by the operator simultaneously with heating areas for meals brought from home or ordered through an app,” further reveals the responsible, adding that these new spaces will also reflect a common visual identity in all locations where they are implemented.



Administrative spaces

- Portugal
- Spain
- Romania
- Italy
- France
- Poland
- Greece
- UK
- Hungary
- Germany
- Netherlands
- Colombia
- Brazil
- Chile
- USA
- Canada
- Singapore
- Vietname
- China
- Indonesia
- Japan
- Korea
- Malaysia
- Taiwan

+ 23 Countries

~ 130 Localizations

~ 330.000 m² Administrative spaces

EDP Solidarity

The EDP Solidaria Program was created in 2004. Last year it evolved into EDP Energia Solidária (Energy Solidarity) and is designed to support social projects that promote a fair energy transition. The following pages highlight some of these initiatives.

The EDP Solidária Program was sponsored by the EDP Foundation between 2004 and 2021 to support projects aimed at improving the quality of life of socially disadvantaged people and the integration of communities at risk of social exclusion. During this period, it also supported the implementation or maintenance of over 415 projects in every district in the country, with an investment of around €18 million.

In 2023, the program took on the name EDP Energia Solidária, pivoting toward supporting social projects that promote a fair energy transition in Portugal, Spain, and Brazil. In that year alone, more than €2 million was invested in social projects. The program was launched in Spain in 2015 and

supported 174 projects in that country with an investment of more than €5 million.

In total, the 600 supported projects across Iberia have had a positive impact on the lives of around two million people. EDP thus reinforces its commitment to society through this program, which forms part of the action areas of the group's EDP YES (You Empower Society) global social impact plan.

In 2024, the EDP Energia Solidária Program will continue to support social projects, with applications open until May 31, by promoting a just energy transition and having a positive impact on vulnerable people and groups, social economy workers, students, and isolated communities.

Both for-profit and nonprofit entities can apply, with social projects in areas such as energy inclusion, protection of natural heritage and biodiversity, energy efficiency and renewable energy, or sustainable mobility.

The initiative seeks to strengthen the social ecosystem while creating innovative projects and driving fair energy transition. EDP Energia Solidária and a network of incubator partners will be available to support stakeholders in the creative process and preparation of applications. The winning organizations can also count on support during the project implementation phase from EDP group volunteers.



Nature, health, and inclusion

Developed by educational cooperative Cercipeniche, the Ecolive project's mission is to offer a program of innovative and sustainable therapies and social solidarity that is dedicated to the training and inclusion of people with disabilities, as well as the wider community.

Centered on the concept of Green or Natural Therapy, the Ecolive project aims to promote the full exercise of civil rights, focus on how humans interact with nature, and promote energy efficiency and environmental sustainability. It was supported by the EDP Foundation's program EDP Energia Solidária, which aims to improve people's quality of life, promote sustainable practices, and raise awareness in the community about the importance of the relationship between humans and nature.

"The idea for Ecolive came about because of an opportunity created by the EDP Foundation to address key needs that we had identified. For example, the high cost of maintaining spaces such as gardens and swimming pools, the advancing ages of the people supported, and the limited engagement with conventional therapies," explains João Gomes, from the Ecolive team. So the project was created, dedicated to connecting humans with nature.

Through Ecolive, Green or Natural Therapy will be implemented, focusing on the vegetable garden and therapeutic pool. How? Sustainability will be maximized in the garden with composting, rainwater harvesting, and natural fertilizer. There will also be guaranteed accessibility for people with reduced mobility.

The therapeutic pool will incorporate heating systems, air treatment, LED lighting, and photovoltaic panels, making the therapies more sustainable. "We will have aquatic therapy and physiotherapy activities for babies and adults, among others," explains João Gomes.

The aim is to have a positive impact on people of all ages, from the very youngest to the elderly. "It should benefit around 30 children, 90 adults, and employees of the educational cooperative Cercipeniche. It will also establish partnerships with local organizations, schools, and groups, totaling more than 300 people," he says.

The project is based on energy efficiency and environmental sustainability, addressing issues such as climate change, the circular economy, sustainable mobility, and effective water management. "The support of the Energia Solidária program is crucial. That's both financially, and through the fundamental support of its volunteers in the application, implementation and development phases, and in future support for project analysis reports."

Green therapies will promote collective well-being, fostering group activities and intergenerational knowledge sharing. On an individual level it will encourage healthy and sustainable lifestyles, linked to nature and physical activities. It's an idea that João Gomes hopes will become a regional example of good sustainable practices. "We hope, in the future, to be able to replicate some of the good practices that will be implemented through Ecolive, like the installation of photovoltaic panels."

This project champions inclusion and well-being, and inspires communities to embrace sustainable practices. Because of this, Cercipeniche is building not just a project, but a legacy of care, innovation, and respect for the environment.



Memories on wheels

A project that combines the excitement of riding an adapted bicycle with the discovery of iconic places in the city of Porto, thus promoting new learning.

In the heart of Porto an innovative project has transformed the way senior citizens and children with special educational needs interact with the city's historical heritage. Developed by the voluntary organization "Pedalar Sem Idade" (Cycling Without Age), Porto Senior Geocaching combines the excitement of touring an adapted bicycle with the discovery of iconic places in the city known as "Invicta." It also promotes new, lifelong learning and makes heritage accessible to all. It's a cycling game in which there is a pilot, a passport, and a tablet with an accessible geocaching application. This helps participants find hidden boxes in the most unexpected places around Porto.

The project originated in Denmark in 2012, and "Cycling Without Age" as it was known there was imported to Portugal in 2018. "Porto was the first location. It took us a year to implement the project and raise funds for the first vehicle," explains the Porto project's coordinator Sílvia Freitas. The main challenges were overcoming skepticism and lack of understanding about the project proposal. Also, picking up elderly people from their homes to take them for a bike ride around the city—an activity that many do not associate with this stage of life—required a great deal of effort and organization.

Since its implementation, Porto Senior Geocaching has provided experiences to around 8,000 people in the city. "The objective now is to extend this initiative to more municipalities in the metropolitan area, expanding the reach and impact of this project, which goes beyond a simple bike ride."

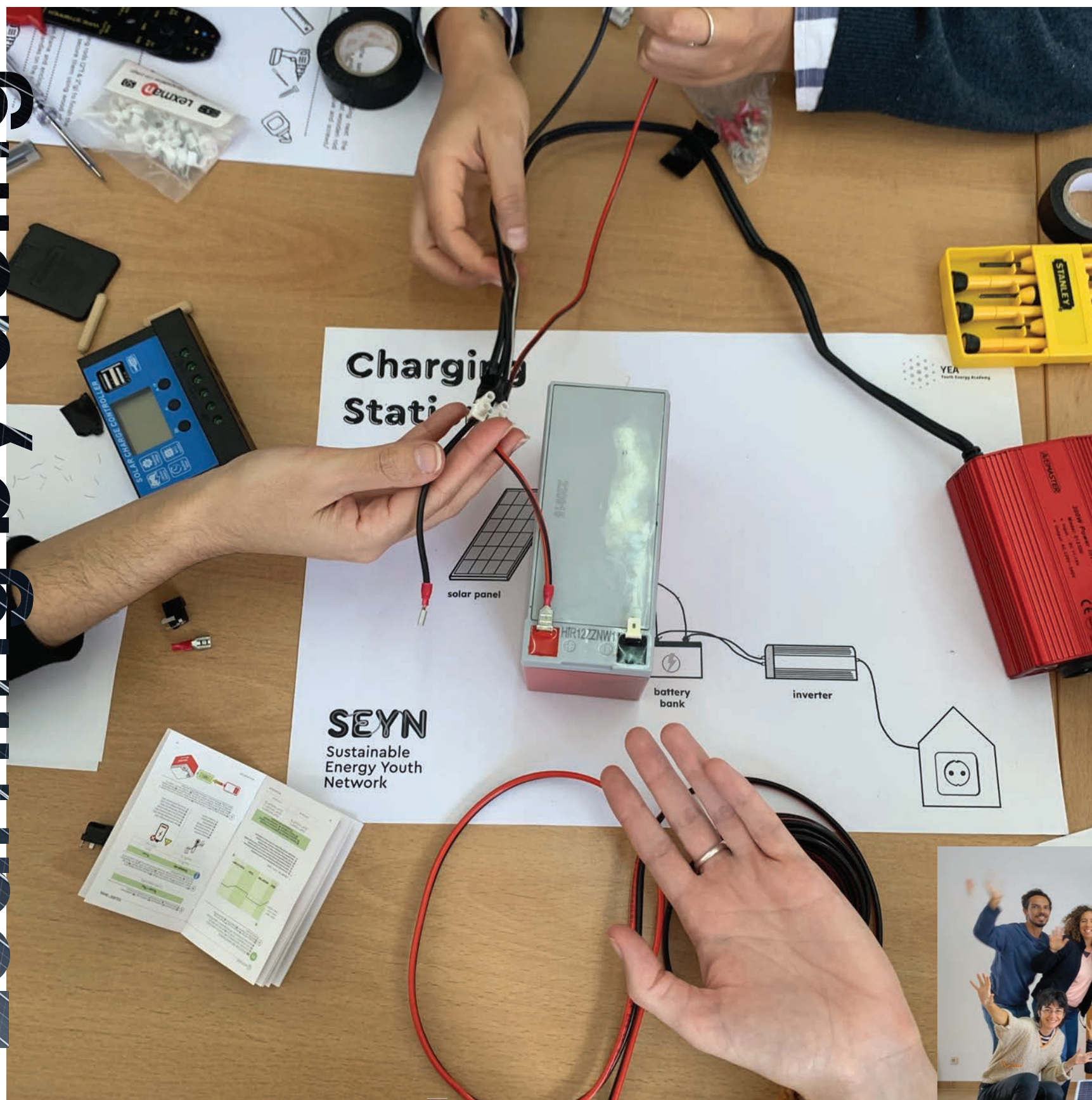
Recently, the project received the significant boost of support from the EDP Energia Solidária program. "This support will make it possible to charge bicycle batteries with energy from a renewable source, increasing the number of vehicles and expanding the cycle routes even further."

One of the most outstanding stories is that of Isabel, a passenger who always requests longer rides. "On one memorable occasion, I wanted to travel the city from one end to the other. Even when the rider warned that there wasn't enough charge in the battery, I knew that there were adapted bicycles placed throughout the city. So I said, 'We'll ride our bike to that point, and then take another one back.' And that's what we did," she says.

The cyclists, volunteers and real storytellers, carry out the tours to combat social isolation. "We cycle to get the wind in our hair, for the sake of culture and relationships, and to reconnect elderly people and others with their communities," Sílvia Freitas tells us.

She also wants to take the idea to other cities. "The essence of this project goes beyond providing simple bicycle tours; it's about creating memories, promoting inclusion, and celebrating the joy of learning and living together, regardless of age."

Learning by doing



The #SomosEnergia (WeAre Energy) project aims to develop technical and interpersonal skills in young NEETs (Not in Employment, Education, or Training), empowering them to play an active role in the energy transition of their communities.

Developed by the Sustainable Energy Youth Network (SEYN) Association, in collaboration with the University of Évora and Drive Impact CRL, #SomosEnergia aims to create a culture of change in communities near the Sines and Pego thermoelectric power plants. This project, one of the winners of the EDP Solidarity Energy Program, emerged as an extension of Just-YEA, an initiative aimed at young people in Alentejo, empowering them for the energy transition.

Susana Guerreiro, co-founder and director of SEYN, explains that the goal is to expand this work, covering more activities and geographical regions. The main objective is to empower

vulnerable audiences, including young NEETs, in three key areas: renewable energies, energy efficiency, and sustainable mobility.

#SomosEnergia began in November 2023 and is scheduled to last 12 months. "To adapt and scale the Just-YEA program to the needs of communities near the Sines and Pego thermoelectric power plants, adaptations were made to the contents and formats of activities, in collaboration with local partners," explains. Collaboration between SEYN, the University of Évora, and Drive Impact CRL is essential for success. According to Susana, "the University of Évora, through the Renewable Energy Chair, leads the quality of programmatic content and shares knowledge about photovoltaic solar energy, energy storage, with dynamic and very practical sessions that have been very positively evaluated by participants; while Drive Impact organizes active mobility activities, such as bicycle repair workshops and educational tours."

This program adopts a practical and disruptive approach, emphasizing learning by doing and promoting a collaborative and experimental environment. "SEYN tries to show that anyone can build a solar energy system, that they don't have to be experts or engineers, and that everyone has the ability to learn by doing." They embrace experimentation, courage to lead, and leave little room for fear of failure: "we welcome failure as the most valuable lessons. There are no

assessments or individualisms; we work together and give freedom for young people to choose which task to focus on at any given moment", concludes.

The impact assessment of these actions on various target audiences and communities will be carried out through various methodologies. As Susana Guerreiro explains, masterclasses (practical sessions focused on learning by doing) are being evaluated through the number of registrations and through an evaluation given by participants, responding to an online questionnaire after each session.

The application to the EDP Solidarity Energy program came naturally. "The theme was perfectly aligned, and furthermore, the areas of just transition identified by the European Commission in Portugal coincide with regions where EDP has historically been important for the social fabric," she says.

SEYN saw an opportunity to expand the project to areas not yet addressed, such as middle Tagus, and seized the challenge of diversifying to include the theme of sustainable mobility and energy efficiency, "topics that until now were addressed more superficially in our activities, but which we realized made sense to delve into," she concludes. After evaluating the impact of #SomosEnergia, SEYN plans to replicate the initiative in other cities, such as Matosinhos, identified as an area of just transition by the European Commission.

Project Terra

In a world where the urgency of sustainability becomes increasingly evident, Project TERRA has emerged as an initiative that aims to transform the way we view environmental education in schools.

Educate

to transform

There's no doubt that school and education play a crucial role in molding consciences and influencing future behavior. As Nelson Mandela said, "Education is the most powerful weapon which you can use to change the world." The TERRA Project—Energy Transition for the Recovery of Environmental Resources—is based on this premise, and it recognizes the role of education in building a

more aware and responsible society.

In the school garden at Escola Infanta D. Mafalda, Gondomar you can see one of TERRA's most notable initiatives, the organic and hydroponic cultivation of horticultural and floral species. "This practical experience not only teaches students about the diversity and life cycle of plants, but also highlights the

importance of preserving soil and water," explains Américo Sousa, professor and coordinator of the Department of Exact and Natural Sciences.

Furthermore, the garden allows you to either taste the produce straight from the ground or after it has been prepared in the school canteen. It also "uses water from the school's well, which features a pumping system

for watering the green spaces around the school," he continues.

The project's main aim is to contribute to an inclusive and sustainable energy transition through training. It teaches the school community to adopt affordable and efficient energy measures that improve the standard of living, while preserving natural resources and

reducing our carbon footprint. "By thinking globally and acting locally, we want to use the tools at our disposal to achieve Portugal's goal of decarbonization of the atmosphere and carbon neutrality by 2050," says Américo Sousa.

The planned installation of solar panels in the garden represents a significant step towards energy self-sufficiency. But this project

goes even further on the path to decarbonization when it comes to school transport, as TERRA is determined to reduce dependence on fossil fuels. This is achieved by encouraging more sustainable means of mobility through the short-term provision of electric scooters, promoting the use of public transport, and physical exercise.

The support from the EDP

Energia Solidária Program has been crucial to the success of this project. In addition to the necessary financial resources, the program provides essential technical support to ensure that the measures implemented are effective and appropriate to the needs of the educational community.

According to Américo Sousa, this program will provide financial resources for the

purchase of equipment that will drive the school's fair and sustainable energy transition and provide renewable energy solutions for the educational community. "It's also worth highlighting the fundamental role of the EDP volunteers within the TERRA project. They provide support by analyzing proposals presented by the companies involved and present ideas and suggestions for further development," he concludes.

“El Pueblo me alimenta”

Keeping the countryside alive

One of the main objectives of the “El Pueblo Me Alimenta” project is to support small farmers by creating a network and enabling them to take their products directly to consumers, which in turn has revitalized the rural economy in some of Aragon’s villages.



“The incalculable work of small producers deserves recognition for revitalizing the countryside, and this event gives them the opportunity to make themselves known.”

“Personally, it helped me establish a connection with producers and promote their product in my work as a chef and teacher.”

“The experience was very positive, both during the presentation and then in making contact with suppliers.” “It’s a good idea to carry out this type of activity to get products out to our customers.”

These were some of the reactions of participants in

the El Pueblo me Alimenta (“The Countryside Feeds Me”) initiative. It’s one of the projects supported by EDP Energia Solidária, which works for rural development within the agri-food sector in villages in Spain’s Aragon region.

The heart of the initiative focuses on the socioeconomic revitalization of rural territories through the promotion of local consumption. In turn, this creates a change in



consumer habits, leading to greater sustainability and stimulating the local economy. How? By supporting producers as the key elements in the region’s development and through enhancing its cultural, gastronomic, and social heritage.

Initiatives include direct interactions with consumers, marketing campaigns, a focus on energy efficiency, and the creation of a platform that enables producers within the network to exchange ideas and offer mutual support.

Project mentor Rosa Rived Calvo says the main challenge was “keeping the countryside alive!” “El Pueblo Me Alimenta” also faced the issue of getting local products to consumers in the capital. Half of Aragon’s population is in the capital, where access to locally farmed products has room for improvement.

“Local production systems that raise awareness of the product

origin and come direct from the producer, help to take care of the environment and minimize pollution from transport, both of raw materials and the final product,” says Rosa. She adds that energy efficiency and clean energy have also proved challenging.

Rosa tells us EDP’s support also improves knowledge and consumption of locally sourced products among urban customers, reducing costs for agri-food companies. But there is still more work to do.

Local action groups in Aragon continue to work for rural development within the sector. Rosa says they will actively strive to replicate the concept in new spaces among Aragon’s provincial capitals. “There’s still a lot to do, and there are always ways we can raise awareness of new products and support the profitability of fledgling businesses. We’ll continue to look for innovative processes that complement our day-to-day work in this area.”

De Molina Artesanas Alimentarias

Energy efficiency in business

De Molina is an artisanal company with two sisters at the helm, Concha and Antonia, that has embarked on an important journey towards more sustainable forms of production.



sustainable and efficient—replicated in other regions. Also, we're always available to share our experience with other small companies, which helps them to find efficient solutions for their water and electricity consumption."

One of the things De Molina's partners insist on is continued training in key areas. For example, the last company training course was on circular economy which helped employees to see how they are already putting this resource into practice without, perhaps, even knowing it. "One of our crops is chili pepper. The market only wants pickled green chilies, and the overripe red chilies were just discarded. At first, they were just left on the ground, like organic fertilizer. But after thinking about it, we decided to utilize them and create a vegetable pâté with extra virgin olive oil and wine vinegar. It's a far more economical outcome for a product that we previously threw away." This is now one of the company's hero products.

"Our company is a very small, family-owned business with just two people at the helm. But we look tirelessly for new products that we can develop from the raw materials we grow."

"When we were first informed of this program, we didn't hesitate to participate and improve our energy efficiency. It also helped us to improve our adaptability to periods of greater consumption or production," says one of the managers of De Molina Artesanas Alimentarias, an artisanal food company from Caspe in Zaragoza.

A non-linear energy consumption pattern has always been the company's biggest challenge. There are days when consumption peaks, and other times when little or nothing happens. This is because, as an artisanal company, activity depends on the pace of orders coming in at any given moment. "We resolved these peaks using a consumption map to tell us when we need more energy and when to adapt to

increased production," they explain.

Food artisans, they focus on local products, such as turmeric and capers, and also work to innovate with new products. They're very aware of the importance of sustainability and taking care of the natural environment. In fact, it's one of the company's key principles is integrated cultivation of raw materials, which are seasoned and preserved on its farms.

"We realized that we had great potential because of the many hours of sunlight. We felt it would be important for our store to champion sustainability by reducing grid electricity consumption and using self-consumption energy through photovoltaic panels," they tell us. The project was set up and

implemented in around three months.

To begin with, they made several upgrades to localized irrigation systems and introduced the use of biodegradable nets on their crops. This considerably reduced water consumption and improved efficiency. The next step was to reduce electricity use.

"One of our objectives as a company is to grow sustainably by making responsible use of the energy we have at our disposal. We also want to build a better and more sustainable future through a commitment to promoting water and energy efficiency, and encouraging rural development in our area.

We would like to see this concept—of being more

A new path to sustainability

Local energy communities are fast becoming a reality in this paradigm shift towards decentralized energy.

In recent years there has been real growth in self-consumption renewable energy—the production of renewable energy where consumers produce, consume, store, share, and even sell surplus energy. Decentralized energy production is based on renewable sources that aim to improve social and spatial cohesion through energy independence, resource allocation, and job creation in less developed regions of the country.

In this vein, the Local Energy Communities (Comunidades Energéticas Locais—CEL) came into play in Spain. They are much more than groups that simply share energy; they're also forums for dialogue that encourage participation, collaboration, development of commitments, trust, and a deep sense of belonging. This approach reflects the vision that renewable energy not only powers homes but also forges bonds across communities.

In 2019, Abidanza, a small village in Huesca, became aware of this paradigm shift. Locals started assessing the possibility of installing photovoltaic panels to pump water from the municipal supply network. The aim was to benefit residents and businesses in the area and create considerable savings in energy costs. With the endorsement of the mayor, Javier Labat, local residents came together to create a cooperative, marking the beginning of a common objective to develop sustainable projects.

As Javier Labat tells us, the ultimate objective is to “create lower-consumption habits, optimize panel production, raise awareness on the decarbonization of energy and reduce emissions.” He points out that “EDP’s program provided the necessary impetus for the creation of CEL, with excellent technical, legal, and administrative advice.”

As one of the first CELs in this community, the idea is to network with other, already-formed CELs in other areas. “We’re also willing to promote and help any others to embark on the path of a CEL,” he says.

But the journey hasn’t been easy. “We knew that many people were interested in the project, but there were also many neighbors who had doubts. But the majority finally decided to join the Cooperative in the buildup to its creation,” says the municipality official. “The acceptance of CEL in the area is very high. This means we have the necessary revenue to continue moving towards a greener and energy-sustainable municipality.”

Originally established in 2023, the focus is now to apply for subsidies in 2024 to carry out the necessary installations. Abidanza is on the right track.



Sustainable Schools Resilient Communities

The project “EDP Energia Viva: Integrating the SDGs in Schools” in São Paulo, Brazil, was conceived with the aim of promoting cross-cutting actions that address not only the energy issue but also the social and environmental dimensions, committing to the Sustainable Development Goals (SDGs) in schools where future generations are shaped.

Energia Viva's mission is to drive social, environmental, and energy transition initiatives at the Ernesto Quissak State School in São Paulo, an EDP concession area, with an emphasis on implementing renewable energy sources and gardens with rainwater reuse. “This project aims for the improvement of the quality of life in these communities, promoting a just energy transition and environmental sustainability,” explains Beatriz Ramos, Analyst of Technological Services at SENAI Institute of Chemical Technology and Environment.

According to Ramos, the inspiration for the project was influenced by the adoption of the SDGs by the international community, including Brazil, as a global agenda for sustainable development by 2030. The urgency to improve the quality of life in vulnerable communities, “such as public schools in Guaratinguetá, motivated the search for solutions that would provide access to clean energy, healthy food, and environmental education,” she indicates. This project aims not only to reduce social and

environmental disparities but also to promote more equitable and sustainable development, rooted in the principles of the SDGs. “One of the fundamental aspects of the project is the provision of workshops and training courses in the field of electrical energy, aiming not only at the implementation of sustainable technologies but also at creating employment opportunities, especially for women at risk, with the objective of promoting a more just and equitable society,” she explains. A project that expects to directly impact 532 people.

According to the project leader, Energia Viva will have an active impact on the local community, promoting not only environmental sustainability but also social, economic, and educational development in an inclusive and equitable manner.

In the local community, by implementing renewable energy sources and sustainable practices in public schools, the project will provide access to clean and sustainable energy. Additionally, the creation of community gardens and the promotion of environmental education will encourage

healthier eating habits, increase food security, and promote people's connection with the environment.

In this way, the project will empower students, teachers, and community members on energy, sustainability, and environmental topics, contributing to the development of skills and knowledge that can be applied within the school and in their daily lives and future careers. “Community involvement in voluntary activities and social impact projects will also strengthen community ties and promote a sense of belonging and shared responsibility for the well-being of the local environment.”

To achieve these objectives, the project relies on the partnership of SENAI São Paulo, the National Service for Industrial Learning, and possible alliances with NGOs, in addition to the support of the EDP Energia Solidária program. “The idea of the project is that we can develop it in other schools in São Paulo in the future, under the EDP concession area,” concludes Beatriz Ramos.





explore.

Marcos Piangers

Author, journalist, and speaker

“In teams, we need good people, people who like people, who are able to foster that feeling of a group.”



“Protagonism and Happiness: the Change You Make in the World” was the topic of a talk at EDP’s Lisbon headquarters. The auditorium was packed to hear renowned Brazilian author Marcos Piangers, who took the stage to talk about how we should engage with our family, our work colleagues, and our life’s purpose.



How do you define happiness at work, and what are the main challenges people face to find it these days?

We need first to define what happiness is before we can find our way to it. For some people, happiness is joy; for others, it's pleasure; and for others, some psychological studies suggest, it can even be suffering.

For science, happiness is long-term well-being. It's the natural genetic makeup, or the nurtured conditions that can be developed, so that we feel well-being throughout our lives. We need to find long-term reasons to look around and feel positive emotions. The father of happiness psychology, Martin Seligman, summarizes the pursuit of happiness in five steps, which he calls PERMA: Positive Emotions, Engagement, Relationships, Meaning, and Achievement.

When we look at the last 20 or 30 years of studies on human happiness, we begin to understand what happiness really is. It is having positive emotions throughout your life; being engaged in what you do; having good romantic relationships and friendships; finding meaning and impact in what you do at work and a sense of legacy in what you are leaving to the world; and, finally, feeling that you are actively overcoming your own limits.

And the truth is that we can bring all of this into the workplace and be happy at work.

What are the signs that someone might not be happy at work?

There are a lot of studies, and they show that 98% of the workforce feel tired—and 48% are unhappy. Half of the people in the world's big companies today say they are unhappy. There are studies

“We can nurture positive emotions. It's just like any exercise we do in the gym to improve our bodies—but, in this case, to improve our emotions.”

undertaken by global consulting firms that suggest that much of the workforce is even thinking about quitting and looking for jobs with other companies.

Frances Frey, a researcher who has worked with Microsoft and Uber, realized that a lot of this unhappiness comes from a sense of indignity, the constant feeling of being made into a machine—and this creates disengagement. And disengagement is the enemy of productivity.

Today, we know of some practices that can make this workforce more engaged.

What behaviors or habits can people incorporate into their everyday lives to nurture a more positive mindset?

We can nurture positive emotions. It is just like any exercise we do in the gym to improve our bodies—but, in this case, to improve our emotions. People think that our emotions define our thoughts, but the opposite is true: our beliefs define our thoughts and these thoughts, in turn, define our emotions. If we want to have positive emotions, we have to work on improving our beliefs.

For example, if you believe that you are being exploited at work and that what you do makes no difference to the company, or that what the company builds has absolutely no impact on the world, this belief will hinder your focus and cause you to have negative emotions.

But we can also work on our positive emotions by focusing on purpose, meaning, and gratitude. Gratitude is one of the most powerful emotions there is, because it leaves no room for unhappiness or bitterness—and it can be exercised like we exercise our muscles. Every night before bed, we can take note of at least three things for which we are grateful. By doing that, we are exercising a more grateful outlook, moving our focus closer to a positive emotion and, as a result, steering our own emotions.

In addition, we also know that, as a company, we can nurture the communication of the positive things we do in society, of the positive impact we have on the world, in order to raise our people's “purpose index.”

Surprisingly, one of the biggest drivers of day-to-day engagement at work is relationships. We know from scientific research that a boss who is also a partner has more motivated teams. And motivated teams are teams that deliver better results. In teams, we need good

people, people who like people, who are able to foster that feeling of a group, of a partnership. Gallup is very clear in its latest studies: having a good friend at work is one of the biggest factors in increasing people's engagement and, as a result, their happiness.

How can connecting with our “inner child” influence job satisfaction? To what extent can the spontaneity and creativity associated with this “inner child” be applied to the workplace?

José Saramago said that children are the best of what remains of our lives. And we know from scientific research that five-year-olds are more communicative, collaborative, and creative than adults. We also know that children connect in a less complex way—they are very good at that R for Relationships.

Engagement is also typical of children. Whenever they are doing something, whether it's drawing on a piece of paper or walking on a sidewalk without stepping on the cracks, they do it with complete commitment. And they will also do anything to challenge their limits. Children generally display such positive emotions, they can believe that the world will be better, that they can do things for themselves, and that other people are good and will help them. In other words, out of the five aspects described by Martin



In recent years, one of the most important machines in any company has broken down: its people. Companies are beginning to wonder whether the whole idea of treating people as if we're machines wasn't a mistake."

Seligman in his analysis of human happiness, at least four are well-established in children. That's another clue in and of itself: we can tap into that side of ourselves that was already happy once and reconnect with our inner child.

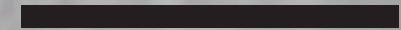
How can organizational culture have a positive impact on expressing your "inner child" in the workplace?

Over the last few decades, we have generally seen companies treating their employees as if they're robots. We thought that companies that had a good hierarchy, a good organizational structure, and well-defined targets and schedules would deliver better results. In recent years, however, one of the most important machines in any company has broken down: its people. We now see a significant portion of the workforce depressed, anxious, disengaged, and unhappy. Companies are beginning to wonder whether the whole idea of treating people as if we're machines wasn't a mistake. And I think it was. We can have companies that value results, but also value relationships; that value innovation, but also listen to their employees' complaints. We can build better companies that put the mental and physical health and happiness of their employees above all else.

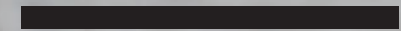
Do you think that seeking a purpose at work is directly linked to professional happiness? How can people discover and cultivate this purpose in their careers?

I always say that purpose is the last thing we're going to achieve. Because, as a rule, purpose comes after something we have discovered we do well. We usually start to work to pay the bills, to get out of our parents' home, to be self-reliant. Then, we find out what we're really good at and how we can make a career out of it. The idea of purpose comes into play when we realize that we can leave a legacy through what we do well. Purpose has to do with our future,

with what we want to do; legacy has to do with our past and what we want to leave the world, whether it's something specific or something more general. A good way to think about your purpose is to imagine yourself in the future, when you're old, looking back and saying, "Look at what I've done, this is what I'm leaving behind." For companies, the most important thing is to do a good job of communicating the positive impact that they have on society, getting everyone involved. Employees often don't feel part of the team that creates those results, and this leads to disengagement and lack of team spirit. People need to feel that they are an important part of a team that's building a meaningful future. ▶



“It’s important not to bring technology to the dinner table, and to pay attention to what our children and our wives or husbands say and do.”



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One word that’s important to you is creativity, which you also use in the context of how we can incorporate it to make parenthood a more engaging and meaningful experience. What are some everyday actions or attitudes that parents can adopt to strengthen their connection with their children?

One of today’s biggest problems is a lack of time. We don’t have time for our children and we still fight over what little time we have with our phones, always connected to social media or to breaking news stories that steal our attention. There are scientific studies that suggest that social media and negative news are major causes of unhappiness and family problems. One of the most important steps, therefore, is to make the most of your time and leave your cell phone on silent mode the whole time you’re with your family.

It’s important not to bring technology to the dinner table, and to pay attention to our families, to what our children and our wives or husbands say and do. That’s how we nurture a feeling of closeness and connection with our families. This is crucial for assuaging our children’s anxieties and meeting their emotional needs. It’s important to be able to convey love not just through words, but through actions.

How do you think technology can be used in a positive way to bring parents and children closer together instead of driving them apart?

Here at home, we break down our use of technology into three Cs. If you’re going to use it for consumption, like watching videos on TikTok or other social media sites, be very careful, because it’s very dangerous and just as addictive as sugar. You have to set time limits, and specific times and places to do it.

Some families have a day without technology, but I prefer those who have a day *with* technology, because their default is not to have technology. I think it’s great when we manage to get technology out of the home, because children learn more from the analog interaction of socializing and talking than from digital interaction.

But there are two other Cs that I think are very healthy: Connection and Creation. When you use technology to learn or to connect with the people you love, then it’s being put to good use.





The coolest dad on the internet

Marcos Piangers has been a keynote speaker at major events and companies in Brazil, as well as on stages in Portugal and England—not to mention five appearances at TEDx, the world's largest ideas forum. His videos have garnered 500 million views and his talk is among the best-rated in Brazil. He wrote the best-selling book "Dad Rocks," which has sold over a million copies in Brazil, Portugal, Spain, England, and the United States, and has been called "the coolest dad in Brazil" by Portuguese magazines. His story has even reached the silver screen, and is available on Amazon Prime Video. He is considered Brazil's number one producer of content on fatherhood, with more than 6 million fans on social media and countless videos on the internet. Above all, he is father to Anita and Aurora, the daughters who give meaning to everything he does.

How can we deal with the fast pace of life and the lack of time due to professional commitments, while still prioritizing our families?

Family will always require compromise. The husband, wife, and children will have to sit down from time to time and come to an agreement, talk through their grievances, understand whether they're happy, and agree on formats so that everyone feels good. For some families, the fact that a mother works a lot may not be a problem if it's agreed in advance—the expectation won't be there, because it was already discussed. But it is important that this discussion is honest and in-depth, that it gets to the bottom of everyone's emotions. These compromises will help the family understand how they can deal with this fast-paced life. If at any point the children are unhappy because their parents are working too much, then the family should get together and figure out how to readjust their lifestyle. When those commitments are well established, families are able to cope with the demands of today's fast-paced life.

You share a lot of personal stories in your book, "Dad Rocks." How can vulnerability and authenticity help strengthen familial bonds?

We're all human, and it's important that our children know that one of our most beautiful characteristics is imperfection—and that everything in life is imperfect. At some point, children will realize that their father and mother are imperfect. And it's good for children to discover their parents' imperfections, because then they won't demand perfection of themselves. They will realize

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// interview

that their father and mother are also afraid, angry, and sad, so they won't have to censure themselves when they feel those emotions. That human imperfection is what makes everything perfect. Embracing imperfection is one of life's greatest lessons: embracing promotions and layoffs; embracing marriages and divorces; embracing births and goodbyes. It's one of the greatest lessons we can incorporate into our lives. //

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"We are all human and it's important that our children know that everything in life is imperfect. Embracing imperfection is one of life's greatest lessons."



inspire.

New hybrid power plants come into operation

EDPR recently inaugurated another hybrid power plant in Portugal. Located in Penela and Ansião, in the country's Central Region, the project combines wind and solar power generation on one site—the second of its kind to come into operation in Portugal.



Following last year's inauguration of the company's first hybrid power plant—and the first of its kind in the Iberian Peninsula—in Sabugal, EDP has now officially inaugurated a second hybrid project in Portugal. Located next to the 22.8 MW São João Wind Farm, in operation since 2008, the facility now includes the Monte de Vez Solar PV Power Plant, with an installed capacity of 21 MWp and an estimated annual output of 31.4 GWh. The combination of these technologies now gives the complex a total annual capacity of 79 GWh, enough to supply around 23,000 families in the region each year.

Made up of 36,000 bifacial panels installed alongside 13 wind turbines, the new system optimizes the existing electricity grid, ensuring a more constant supply of electricity thanks to the complementary nature of wind and solar power generation. In addition, the project is estimated to prevent the emission of 40,000 metric tons of CO₂ per year, contributing significantly to decarbonization in the region.

Straddling the municipalities of Penela (Coimbra District) and Ansião (Leiria District), the project underscores EDP's investment in Portugal's Central Region, where it already operates more than 280 MW of wind power. The new hybrid power plant is part of EDP's strategy to accelerate the country's energy transition by investing in new renewable energy projects or optimizing existing ones.

"We are proud to once again be pioneers in Portugal by putting into operation the country's second hybrid power plant and taking advantage of the wind and sun of this region to increase the use of renewable energy," says Hugo Costa, Country Manager at EDP Portugal. "This project is part of EDP's strategy to continue accelerating the national energy transition, whether by investing in new renewable units or optimizing those already serving their respective regions. We will continue to develop hybrid projects in Portugal and hope to implement another 700 MW in similar projects over the next few years."

The hybridization of existing generation assets—combining technologies such as wind, solar, and hydroelectric power and/or adding batteries for energy storage—is emerging as a key strategy to drive the growth of renewable energy.



The plant is made up of 36,000 bifacial panels installed alongside 13 wind turbines

The hybrid power plant, located in Penela, is the second of its kind to be inaugurated in Portugal.

Leveraging the existing electrical infrastructure between two or more different technologies not only increases the efficiency of these projects, but also promotes cost stability and reduces their impact on the environment and landscape.

Portugal provides clear evidence of the success of renewable energy: between January 1 and March 12, renewables supplied 88% of the country's consumption. According to data published by REN, Portugal's national transmission system operator, renewable power generation in the country reached unprecedented levels in early 2024, with record figures for both hydroelectric and solar power. "There was a new peak in solar power generation, with 1,976 MW," says REN. "There was also a new all-time high in hydroelectric power generation of 7,280 MW on March 11—surpassing the previous high of 6,907 MW." Nevertheless, there are challenges to sustaining this path to decarbonization: lengthy licensing procedures, red tape, and limited resources—particularly manpower and raw materials—are all obstacles that must be overcome.

Despite these obstacles, EDP is making strides on several fronts, in line with the country's energy transition commitment. An investment of more than €850 million is planned for the next three years to boost that transition to cleaner energies, consolidating the company's position as one of the driving forces of decarbonization.

EDP Group has been a key player in innovative projects, such as the decommissioning of the Sines Power Plant, where we are now developing hydrogen projects with an ambitious target of 1.5 GW of electrolysis capacity by 2030. We are trailblazers in the offshore wind sector with the 25 MW WindFloat Atlantic (WFA) floating wind farm. Then there's the Alqueva, a pioneering hybridization project in Portugal that was key to recognizing the potential of this approach to balancing energy prices, optimizing infrastructures, and reducing the environmental footprint.

At EDP, we are leaders in hybrid projects: we were the first company to operate a solar-wind hybrid project in Portugal, and we have taken this innovation to countries such as Spain, Romania, and Poland.

The state of hybridization

PORTUGAL A year of success

EDPR is celebrating a year of success, with its first hybrid power plant in the Iberian Peninsula, located in Sabugal, hitting milestones in sustainable power generation. Over the past year, the project has performed well, generating 37.4 GWh of electricity—enough to supply around 11,000 homes.

One of the biggest strengths is the significant increase in generation efficiency when compared to a conventional wind farm. The hybrid project exceeded the 23 GWh that the wind farm was producing each year without the addition of solar power. It also prevented the emission of 19,000 metric tons of CO₂ during its first year in operation. August was when the hybrid project generated the most electricity, reaching 3.9 GWh. In July, the solar module reached its peak output, contributing 1.8 GWh, while January saw the wind module lead the way with an output of 3.1 GWh.

A key milestone was the significant increase in grid utilization: with the introduction of the 17,000 solar panels, this indicator rose from an average of between 20% and 40% to a consistent rate of over 40%—even reaching 60% in some months.

The success of this first year reaffirms the company's ongoing commitment to promoting hybrid projects as an efficient solution. This trailblazing project points the way to a greener future and underscores the vital role of hybrid plants in power generation from renewable sources.



The hybrid power plants in Sabugal (above) and Ávila (below) are a testament to EDP's commitment to promoting hybrid projects as an efficient and sustainable solution

SPAIN First wind-solar hybrid project already in operation

With the launch of the first hybrid project in Spain in February, EDPR took a crucial step to diversify and step up renewable power generation in the country. The Cruz de Hierro project, located in Ávila, celebrated a milestone when it was connected to the grid earlier this year. "The country's first wind-solar hybrid power plant exemplifies EDPR's pioneering spirit, as we were the first company to be authorized to operate such projects in Spain and Portugal. With this hybrid project, the company maximizes the power generation capacity of both technologies, increasing grid stability and ensuring a constant supply of electricity. We are going to keep developing sustainable solutions that optimize the use of Spain's valuable natural resources," says Miguel Stilwell

d'Andrade, CEO of EDP. It's an ambitious project consisting of 22 wind turbines (with a total installed capacity of 14.5 MW) and a 14.25 MWp solar power plant. Now, with more than 25,000 bifacial photovoltaic solar panels installed on the same site, the complex will significantly increase the site's output from renewable sources, with a total installed capacity of 28.75 MW. Together, they will generate 58 GWh—enough to supply around 17,000 homes—and prevent the emission of more than 24,000 metric tons of CO₂ per year, equivalent to the carbon capture of more than 40,000 mature trees. "Putting Spain's first hybrid project into operation underscores our commitment to the efficient and sustainable development of pioneering clean energy projects in a

key market for EDPR. After implementing similar projects in Portugal and Poland, we are pleased to be able to bring differentiating solutions to the Spanish energy transition," says Miguel Stilwell d'Andrade. EDPR expects to put two more hybrid power plants into operation in Spain in the coming months, with more than 15 other wind-solar hybrid projects under development. In total, they should add more than 230 MW of renewable capacity to Spain in the coming years. The country remains a strategic market for EDP, where we have nearly 2 GW of solar and wind power and 444 MW of hydroelectric capacity installed—and where we are also developing green hydrogen projects.



POLAND The third hybrid project installed worldwide

The Konary Solar PV Power Plant is the fourth largest in Poland and the first in Central and Eastern Europe to combine two sources of renewable energy on the same site. The installation was added, in August 2023, to the existing Pawłowo Wind Farm. This marked the beginning of a new era for Poland in terms of electricity generation.

With an installed capacity of 79.5 MW, the wind farm seamlessly integrates with approximately 70,000 photovoltaic panels spread over more than 55 hectares of the 45 MWp Konary solar project, creating a powerful and efficient hybrid model.

This hybrid project's potential is reflected in its estimated annual output, capable of supplying enough electricity for approximately 20,000 homes. Over the course of its 25-year-minimum service life, the Konary Solar PV Power Plant is expected to replace the use of around 350,000 metric tons of coal for power generation, as well as preventing the emission of around 840,000 metric tons of CO₂ into the atmosphere.

With this first hybrid project in Poland, EDPR proves that it is firmly invested in innovation and the use of cutting edge technologies to meet the challenges of the energy transition. It not only puts Poland on the map of renewable energies, but also serves as an inspiration for other countries looking to diversify their power sources.

Since 2008, when EDPR began operations in Poland, the company has completed projects with a total combined capacity of nearly 900 MW, demonstrating a strong commitment to accelerating the country's energy transition. With a presence that spans almost the entire world—in Europe, Asia, North and Latin America, and Australia—EDP Group intends to invest €25 billion in the development and implementation of renewable energy by 2026. Around 40% of this is earmarked for onshore wind power—with another 40% for utility-scale solar. //

Rondo and EDP open doors to a new market



The production of industrial heat with renewable energy, on global level, is one of the greatest ways of combat climate change on a large scale. And a unique opportunity to further accelerate decarbonisation.



announced during the 3rd EDP Business Summit on 7 March, this partnership between EDP and Rondo Energy aims to establish a new market: the supply of clean, affordable industrial heat on a large scale from wind and solar energy. EDP plans to develop up to 400 MW of wind and solar projects to feed up to 2 GWh of Rondo's thermal batteries.

EDP's decentralised solar projects will be installed next to Rondo's Thermal Batteries, in a combustion-free and safe solution to decarbonise companies that use heat, from food and chemical industries to large industrial complexes.

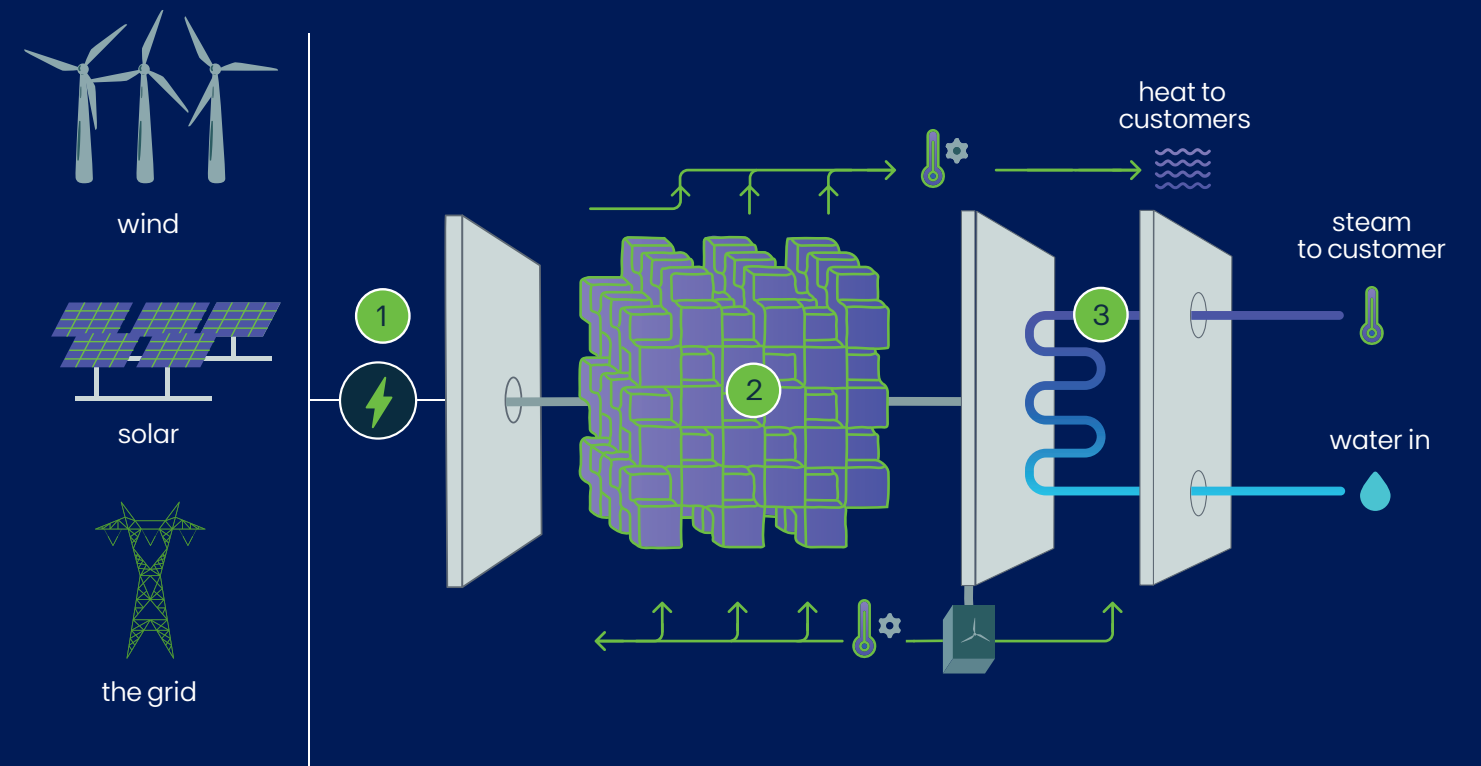
This partnership unlocks a new market by progressively replacing fossil fuels burned to produce industrial heat, which currently releases 15% of the world's CO₂. Just to get an idea, the implementation of thermal batteries could reduce global CO₂ emissions by 20 per cent and eliminate fossil gas combustion by up to 40 per cent, according to SystemIQ's latest study on industrial heat.

How batteries work

Rondo's thermal batteries capture intermittent electrical energy and convert it into continuous high-temperature heat, with the option of also providing continuous energy through a cogeneration configuration. A revolutionary technology explained by Rondo's founder, John O'Donnell, CEO of Rondo Energy (read the interview).

The first projects in this partnership are due to come on stream in 2025, marking a significant step towards a more sustainable and carbon-free future.

How does the Rondo Heat Battery work?



1 Electricity conversion: low cost, intermittent electricity turns into heat

- Zero-carbon wind and solar electricity are converted into high-temperature heat efficiently using electric heating elements.
- Electrical heaters in the Rondo Heat Battery operate at 100% efficiency, seamlessly integrating with various power sources.

2 Heat storage efficient, 24/7

- Thermal radiation heats the bricks up to 1,100°C, storing energy for hours with minimal loss.
- The bricks store heat through thermal radiation, similar to traditional methods used for centuries worldwide.

3 Heat delivery on demand as heated air or steam

- The Rondo Heat Battery delivers heated air or steam tailored to the facility's needs.
- The Rondo Heat Battery can be easily integrated into existing infrastructure as a drop-in, zero-emission boiler replacement.



John O'Donnell
CEO of Rondo

In this interview, Rondo's CEO explains the basis of this innovative heat storage technology and what we can expect in the near future in this area.

What does it mean Rondo?

A Rondo is a 17th-century musical form where the same melody comes back again and again. My wife is a musician, and when we were putting the company together, a group of us had previously been working on clean, renewable energy for a long time. With another technology, we previously delivered more than half of all the solar industrial heat in the world, and we were getting the band back together to do it this new way.

Can you present Rondo Energy, the company and technology?

Rondo Energy is building infrastructure for industry in the 21st century. The industry needs huge amounts of energy, and in lots of industries, the cost of energy is a huge portion of the cost of producing commodities, whether that's making fabric plastic baby food or steel. In the 21st century, the industry urgently needs zero-carbon energy, and it needs to be affordable. For decades, we've looked for ways

to get zero-carbon energy, and for industry, and people have said, it's the hard-to-decarbonize sector. It's never going to happen. It's decades away.

The wind and solar industries crashed the cost of intermittent electricity. Solar electricity is now the cheapest form of energy humans have ever had since we were a species, and if we had an energy storage technology that was cheap enough, we could repower industry, and meet that cost requirement. Well, three-quarters of the energy used by industry is heat, not

“The world needs decarbonized heat, and that’s a revolution.”

electricity. We've been doing a lot of stuff for electricity storage, but industrial heat alone is a quarter of all the coal, oil, and natural gas we burn in the world, and so we need storage for heat, not electricity, to replace that. That's what we're doing at Rondo, building energy storage that is delivering heat from electricity.

It turns out that's a lot cheaper and simpler than storing electricity for electricity. All the technologies we have for storing electricity use chemistry, and they use critical materials. Storing heat, you know, put a brick in your oven. When it's hot, put it in your oven. Put it in your bed.

You can store heat and keep your feet warm all night. We're in this new era where intermittent electricity is cheap, and there are now dozens of companies working on building heat batteries. Tesla wrote a report recently that said that the world is going to have twice as much heat battery capacity as grid batteries of all kinds because they are the cheapest solution for decarbonizing energy.

At Rondo, we're the folks who have been working on industrial heat the longest, and we were looking for the thing that could go the fastest. And Rondo found a way to use a 200-year-old technology with one new insight to build this infrastructure for the 21st century. We store electricity, as heat, using brick. And we build industrial energy equipment. We build industrial boilers that sit in large factories, giant refineries, and little dairies that are powered by intermittent electricity. We're excited to be working with EDP as one of the world leaders in building renewable electricity and taking this tool that we've built and putting it to work for customers.

Why is so revolutionary?

Yeah, the world needs decarbonized heat, and this is a revolution. All these other pathways that the world's been working on for years all would mean that decarbonized heat would be more expensive than heat today. Capturing carbon, which is one of the ideas that's always been out there, is always 30 to 50 per cent more expensive than just burning fuel and not capturing the carbon. Processes like making hydrogen from electric power are 50 per cent efficient. It's two units of electricity for one unit of heat. So there are a lot of ways to do it to provide decarbonized heat that are more expensive than today. And, you know, one of the things people talk about is what the decarbonized world looks like? Is it more expensive for the least wealthy in our communities to buy food and diapers and everything? Or is it less expensive? Is the energy transition going to make the world more unjust or more just? And we have intermittent wind and solar that are cheaper than fuel today. If we can harness them, we can

build a world that's clean but also more just and safer. And that's one of the things that we're most excited about because the missing link for doing that is an energy storage technology that we can manufacture at a large scale, that we know works so that it can be financed by customers and by companies who plan to put it to work for decades. And that's what we've done. And also, that you can just use it without having to change infrastructure. People change their factories every 30 years. We need to do things right now. We need drop-in solutions that we can connect to the factories that we have right now. And that's what's important about what we're doing. Other pathways require completely changing how we manufacture something. Many of those will be decades in the future. This is something that seems kind of boring, just using this brick material to store heat. But it turns out to unlock very rapid action at scale.

What makes Rondo in the EDP partnership?

EDP, if I understand correctly, is the world's largest builder of commercial and industrial solar energy. EDP is a trusted partner for industries around the world building decarbonizing facilities for them. And EDP takes solar technologies, other kinds of storage technologies, and puts them to work so customers can buy clean energy as a service. If you're in the business of making baby food, you don't need to know about how solar panels work. And ▶

you can put your capital to work in your own business.

Rondo has built this fundamentally new kind of energy storage. And our focus is delivering these heat batteries. But it's a tool. And again, the customer who's making baby food doesn't want to own heat batteries any more than they want to own solar panels. They want someone to deliver them a reliable, guaranteed source of energy as a service.

And so from our standpoint, we see EDP as a super technical group that we can focus on working with, we can learn to work together, and we can go big and go fast putting this tool in the hands of customers and having them use it. I mean, I could not be more excited.

What are the main functions of the Rondo heat battery, and how it achieves each of these functions?

The Rondo heat battery does what any heat battery has to do. It has to do three things. It has to capture electricity from the grid when the wind is blowing when the sun is shining. So we have to capture electricity intermittently. And the faster we can get it and capture that energy, the cheaper that energy can be, the more valuable the battery can be. So step one, capture energy.

Step two, store energy long enough for many hours so that the energy that we captured briefly during the day is enough so that we can do step three, deliver energy continuously.

We designed the Rondo heat battery to be the best once a year for inspection. So that means we're taking intermittent energy and we must deliver energy continuously. So those three things, the Rondo

heat battery takes electricity and uses the same heating element material that is on your kitchen counter in your toaster. Those heating element wires; electricity heats those wires with resistance. Those wires give off energy and they give off light. They give off infrared and visible light and the way your toaster heats bread, that light warms the bread uniformly. A small amount of heating element wire warms the whole surface of the bread uniformly.

Inside the Rondo heat battery, that's exactly the way we store energy. A small amount of heating element wire inside a 3D checkerboard of thousands of tons of brick stores huge amounts of electricity as heat and heats that brick to over a thousand C. So it's glowing, it's not even glowing red hot, it's glowing yellow hot inside. So that's surrounded by insulation so we can store energy for days. We build our heat batteries with enough energy storage so that they can do energy continuously.

The way they do that, is we circulate inside the heat battery, we circulate air through that super-hot brick.

Superheated air comes out that now flows across a boiler. The boilers at industrial facilities, many of them, most of them, run on superheated air. Some pipes carry water that makes superheated steam from the heat in the air. So a Rondo heat battery has electrical heaters inside brick and next to it a boiler where circulating air pulls heat out as superheated air makes steam and is returned so that it's a single box with a connection to the electricity substation on the other. //

Over 30 years of innovative solutions

John has over 30 years of experience taking novel solutions from conception to reality across the energy, semiconductor and supercomputer industries. Prior to founding Rondo, John served as co-founder and vice president of development for GlassPoint Solar, which delivered solar industrial heat worldwide. He previously cofounded and led Ausra, a pioneer in solar thermal electric systems. John served as a lead engineer for Princeton Plasma Physics Laboratory, where he designed award-winning technology to support fusion experiments. He is a published author of numerous technical papers and holds more than 20 patents in the U.S. and internationally. John earned a B.Sc. with Special Distinction in Computer Science from Yale University.

