

# We Choose Earth

Our energy

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

and heart

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

drive a better

Reflects our ambition and leadership in making change happen

tomorrow

The reason why we work every day



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# Why we choose ocean

Moray East Offshore Wind Farm, Scotland



# Because We Choose Earth

# Our purpose

Paula Carneiro

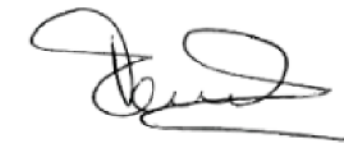
## Welcome message

Considering a dynamic energy sector and a competitive job market, it remains essential for EDP to evolve as a future-proof organisation, knowing that this adaptation requires a deep awareness of the needs of an increasingly diverse global workforce.

Starting from the groundwork laid with introducing a global purpose and integrating skills into the leading people management processes in the previous year, 2023 was marked by consolidating our People and Organization (P&O) strategy. This strategy progressively aligned EDP's people and business narrative, ensuring we have the necessary skills to achieve our strategic objectives. Throughout 2023, we were faced with various challenges and opportunities, which pushed us to:

- continue the transition to a platform management model, increase the efficiency of our processes, and adopt a more agile decision-making model
- foster collaboration and a positive, balanced, flexible, and inclusive working environment, clearly communicating our global people management strategy
- strengthen the attractiveness and onboarding of our people, consolidating the global model for the development and succession of our leaders.

The encouraging results of our active listening strategy act as a compass, guiding us toward areas of improvement and continued success. In 2024, I am confident that our collective commitment to delivering an even more engaging work experience to our people will continue to drive us towards a better tomorrow.



**Paula Carneiro**

Global Head of People and Organization of EDP Group

## Our people

The main events of 2023, which continue to transform the labour market globally, reinforce the importance of preparing EDP for future challenges while responding to its people's needs.

In 2023, there was a 1.3% decrease in the EDP group's overall population (-170 to a total of 13,041 employees), partly due to the sale of assets (e.g., Porto do Pecém Geração de Energia). On the other hand, three new markets and eight new headcount companies were added, representing 13 new nationalities compared to the previous year.



Markets with HC

28

+3 vs 2022



Companies with HC

101

+8 vs 2022



Nationalities

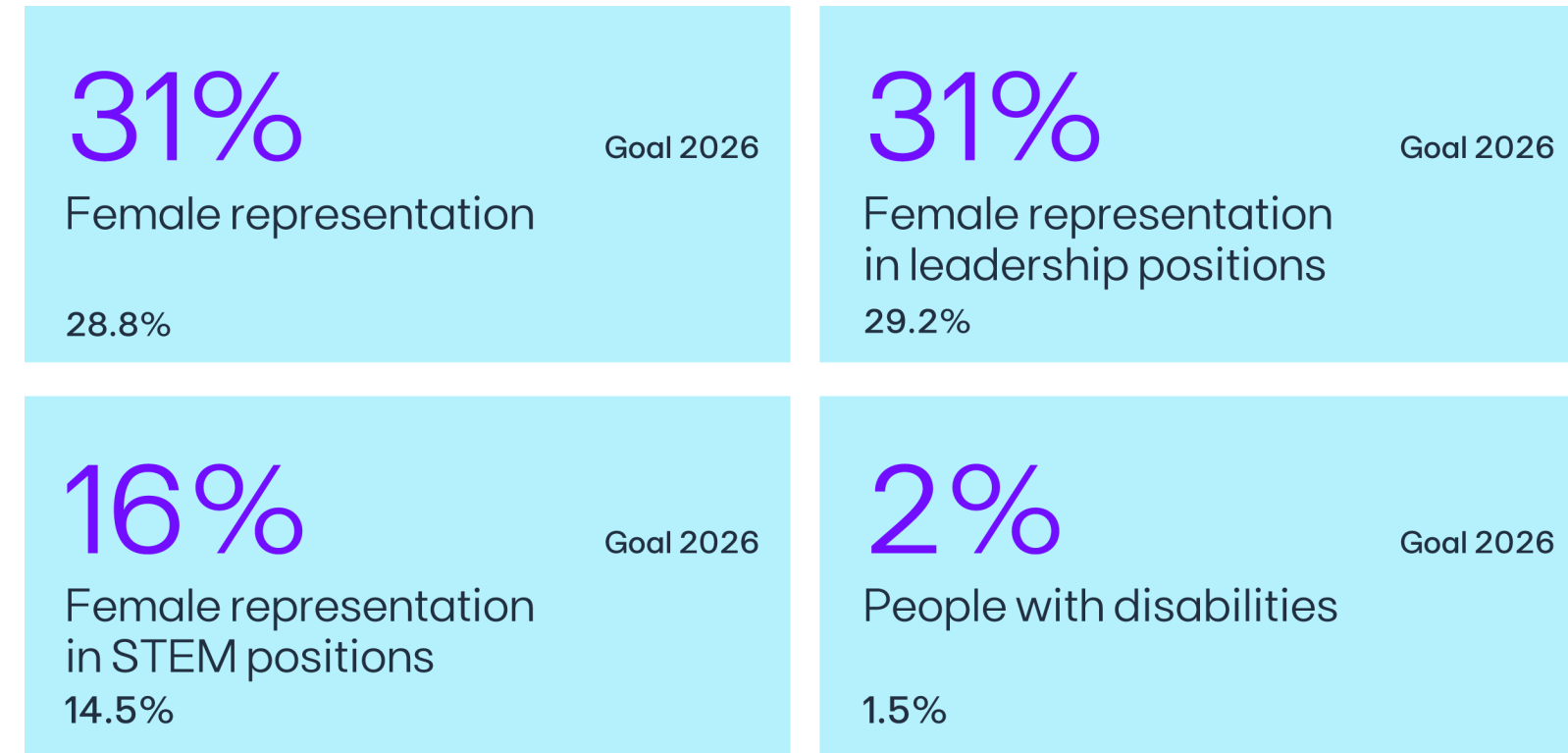
68

+13 vs 2022

Despite this reduction, the characterisation of the EDP group's population in 2023 continues to portray an increasingly global and diverse organisation:

- increase in overall female representation (+1.3 pp totalling 28.8%), in leadership positions (+0.9 pp totalling 29.2%), and in STEM positions (+1.1 pp totalling 14.5%)
- generations Y and Z already represent around 63% of the global population, with an increase of 1.5 pp for generation Y in leadership positions (43.6%)
- people with disabilities continue to represent 1.5% of the global population
- an increase of 0.2 pp in people working outside their country of origin (3.8%), in a reality where 62% of the global population continues to work in a hybrid model.

In addition to these figures reinforcing the [diversity within the EDP group](#), they also represent a closer approximation to the targets set by 2026:



In the dynamic landscape of the current labour market, marked by transformative phenomena such as The Great Resignation and other impactful trends, EDP also recorded a decrease in the number of entries (1,425), an increase in the number of exits (1,729) and a voluntary turnover of 5.8%. EDP continues strategically navigating these challenges, recognising the evolving nature of workforce dynamics and prioritising talent retention initiatives throughout the employee journey described in the following pages.

## A global purpose and skills

EDP's current strategy establishes ambitious commitments to a future-proof organisation that will provide a better tomorrow for current and future generations.

Considering EDP's global presence, the work on people management in 2023 was based on consolidating a new people narrative by integrating a global purpose into the leading people management processes, reinforcing employees' sense of belonging and pride.

## Purpose

Through a [common purpose](#), EDP aims to promote a sense of belonging to a single company and set clear guidelines for its people management processes and initiatives, providing a clear and engaging experience for all employees.

**Our energy and heart drive a better tomorrow.**

EDP's purpose defines the reason why its people work every day, what unites them, and the goal of providing an increasingly green future for current and future generations, driving a better tomorrow. This purpose is composed of three main axes:

- **Energy:** translates our strength, our legacy, and what motivates us to continuously deliver green energy
- **Heart:** highlights our people and their key role in delivering our commitments to our customers, partners, and communities
- **Drive:** manifests our ambition and leadership to make change a reality.

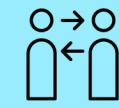
The aim is to foster a DNA shared by all the people who are part of EDP in all parts of the world, clearly reflecting who we are, how we perform, and what impact we want to have on the world.

## Human skills

Twelve global skills enable EDP employees to live their purpose in their daily lives, leveraging each individual's talent and the teams' capacity.

Through these skills, grouped by the three axes of purpose, we aim to positively influence everyone's experience, from attracting and recruiting them to how they live and develop at EDP.

## Energy



**Trustworthiness:** We inspire trust, respect, and guide with integrity & ethics our behavior and our interaction with others.



**Problem solving:** We translate complex information into impactful actions, taking decisions despite uncertainty.



**Curious learning:** We pursue growth opportunities, acquire different skills, and demonstrate an urge to always learn more.



**Efficiency:** We produce the expected results with the adequate time & resources, acting quickly and working with agility.

## Heart



**Self-awareness:** We are capable of building on strengths and identifying improvement areas, leveraging feedback.



**Collaboration:** We proactively seek diverse contributions and work with others to achieve the proposed goals.



**Mindfulness:** We recognize the importance of safety, practicing sustainability, and social responsibility.

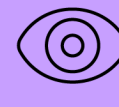


**Open-mindedness:** We are willing to seek and explore different perspectives, experiences, and diverse opinions.

## Drive



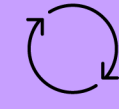
**Impact-orientation:** We define achievable goals and execute them with responsibility and reliability, taking actionable steps to deliver them.



**Forward thinking:** We capture future trends, innovative solutions and challenges, bringing competitive advantage.



**Courage:** We step up to address difficult issues and make tough decisions.



**Embracing change:** We promote and embrace change as a positive and necessary movement to evolve.





# Our energy

## Organisation

EDP remains committed to promoting simple and agile organisational practices, supported by digital tools suitable for achieving its goals. In this sense, in 2023, EDP continued to promote efforts to provide greater empowerment and autonomy to its people through improvements in the span of control and simplification of organisational layers in the different Business Units, enabling a growing decentralisation of decision-making and increased accountability.

To ensure the group's global alignment and efficiency in delivering its commitments, the key performance indicators (KPIs) for 2023 were established and communicated to the entire EDP global population, with the respective results being communicated at the end of each quarter. These KPIs were established in line with the organisational principles and based on EDP's organisational performance model, divided into three lines of action: Attractive Returns, ESG Excellence, and Future-Proof People & Organization.

This model involves the annual definition of specific KPIs for the EDP group, platforms, business units, and areas. These objectives are aligned throughout the company's structure in solidarity since the objectives defined for each area contribute to the objectives of the respective business units, which, in turn, will impact the objectives of the platforms

and the EDP group, reinforcing the importance of each employee's individual contribution to achieving the defined goals.

The employee's individual contribution is calculated using a four-point qualitative scale and weighted at 25%. In addition to the importance of individual contribution, this performance model also reflects the level of responsibility of each professional segment in the overall results.

## Efficiency and decision-making

In 2023, the importance of digital as a driver of change and efficiency in People and Organization (P&O) processes, systems, and decision-making was reinforced through the implementation of various improvements that enabled the reduction of more than 1,150 working hours.

These improvements are related to the follow-up of the 3-year digital roadmap, which aims to improve and standardise the employee experience globally, increase the efficiency and agility of processes, and ensure data-supported decision-making. Several initiatives have been completed to address the main priorities, such as the implementation of a new global tool to automate and standardise the workforce planning process, the launch of a new portal in EDP Renewables (EDPR) Europe, South America and North America to improve the experience and efficiency of teams by centralising P&O requests; automating the calculation of short-term incentives (STI) globally for the Top and Senior Management segments and for all employees in Portugal; standardising the global recruitment and onboarding process based on a single solution; improving the global learning experience; consolidating employee and process data through scorecards as a way of supporting decision-making. Within the scope of this digital roadmap, ten strategic priorities have been defined which will be worked on until 2025:

1. Strategic workforce management
2. Employee experience with single sign-on
3. Integrated employee database
4. Performance management with analytics and reporting
5. Onboarding and hiring experience
6. Consolidated organisational structure
7. Centralized learning experience
8. Competency framework

Professional Segment	Group	Platform	Business Unit	Area	Individual Contribution
<ul style="list-style-type: none"> <li>• Top Management</li> <li>• Top Consultants</li> </ul>	25%	20%	20%	10%	25%
<ul style="list-style-type: none"> <li>• Senior Management</li> <li>• Senior Consultants</li> </ul>	20%	10%	20%	25%	25%
<ul style="list-style-type: none"> <li>• Management</li> <li>• Consultants</li> </ul>	10%	10%	20%	35%	25%
<ul style="list-style-type: none"> <li>• Professionals</li> <li>• Technicians</li> <li>• Operationals</li> </ul>	10%	10%	15%	40%	25%



## 9. Recruitment and talent management

### 10. Capitalization on a single source of information.

As a result of the efforts promoted in 2023, the coverage of global process support tools across the group increased by 35 pp to a total coverage of 67%.

Speed and efficiency are keywords for any organisation prepared for the future. In 2023, a new global decision model was implemented for EDP to approve expenditure on third-party goods and services.

The main objective of this model is to improve the agility of decision-making processes, simplifying them and empowering employees. On the other hand, being a standard global model, it speeds up adaptation to an organisation structured by business platforms. Other measures being prepared to streamline decisions include concentrating the Executive Board of Directors (EBD) interventions at the strategic definition and planning level, increasing the Management Teams' approval autonomy in business situations, and giving greater autonomy in operational decisions to the other levels.

The pillars of this new delegation of powers are the empowerment and accountability of the teams, supported by a simpler, more transparent, auditable, and digital process.

## Collaboration

In this digital ecosystem, EDP continues taking advantage of new opportunities to unite its people through digital collaborative tools, such as virtual global communities. Each community is focused on a specific functional family and/or business platform.

EDP currently has eight global communities:

- **Finance Ahead**
- **ESG**
- **People & Organization**
- **Global Energy Management**
- **Brand & Communication**
- **Innovation**
- **Digital**
- **Generation.**

The aim of these global communities is to improve the employee experience and collaboration and sharing between different business units and markets, connecting more than 45% of the global population in 2023 and surpassing the target set for 2025 (30%).

In these communities, various customised initiatives are promoted for each audience, including live events and talks with experts, access to mobility opportunities and a training path tailored to the profiles involved, and the delivery of practical and informative content inherent to the topics covered in each community. In 2023, more than 135 live events and talks were held, which were rated very positively by the members of the communities (average score of 8.7 on a 10-point scale).

# Our heart

## Organisational climate

The organisational climate is a key indicator for EDP, reflecting its employees' feedback in terms of engagement and their perception of organisational support (empowerment), aspects that directly affect their well-being and productivity. The study of the organizational climate is carried out by launching an annual survey of the entire organization. Through a digital platform, the methodology enables analysis of the annual evolution of indicators, internal comparisons, and comparisons with the market in general, companies in the sector and high-performance companies.

The organisational climate is, therefore, a critical active listening tool for monitoring 17 dimensions of the employee experience, on a scale of 1 (strongly disagree) to 5 (strongly agree): engagement, empowerment, clarity of direction, collaboration, development opportunities, diversity and inclusion, ethics and integrity, flexibility (for compatible functions), direct management, compensation and benefits, performance management, quality and customer focus, resources and support, safety, social responsibility, well-being, action plan.

In 2023, this survey had 65 questions, to which 91% of the 12,976 employees invited to take part responded, a decrease of 2 pp compared to the previous study.



EDP Group employee response rate

91%\*

\*-2 pp vs. 2022



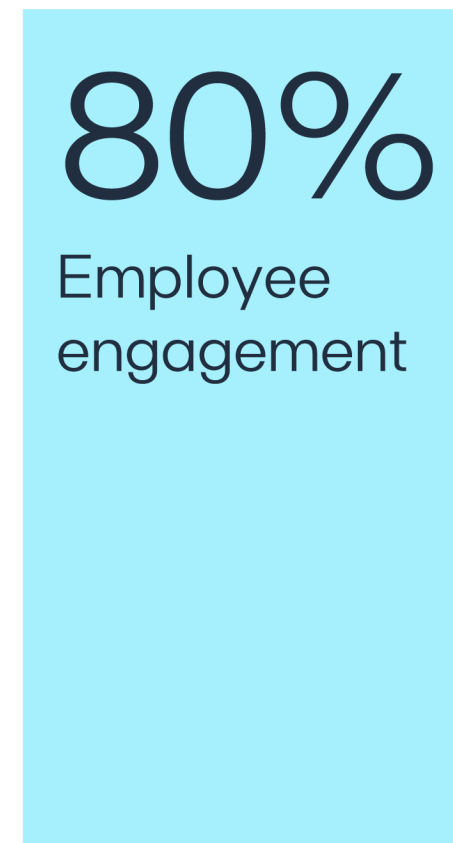
Questions

65

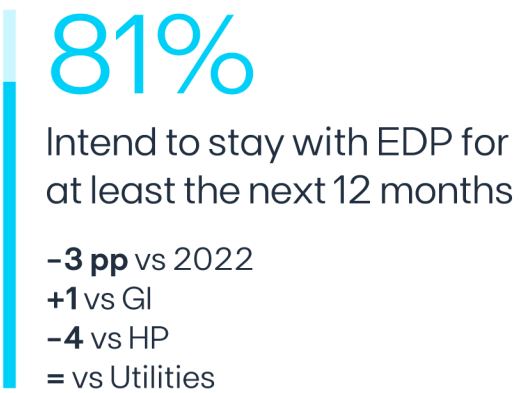
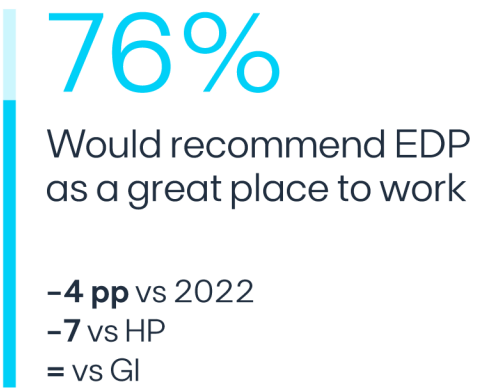
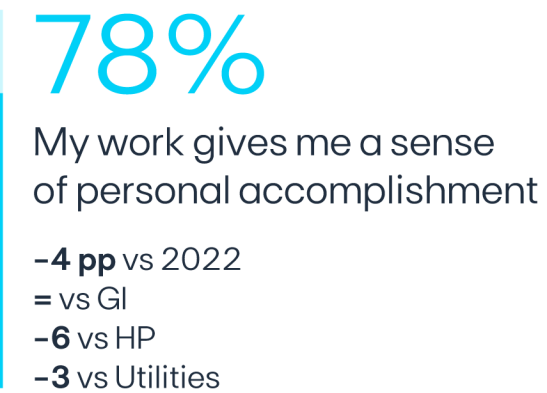
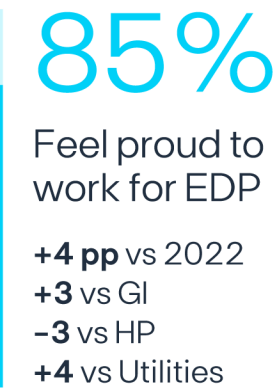


Employees invited

12,976



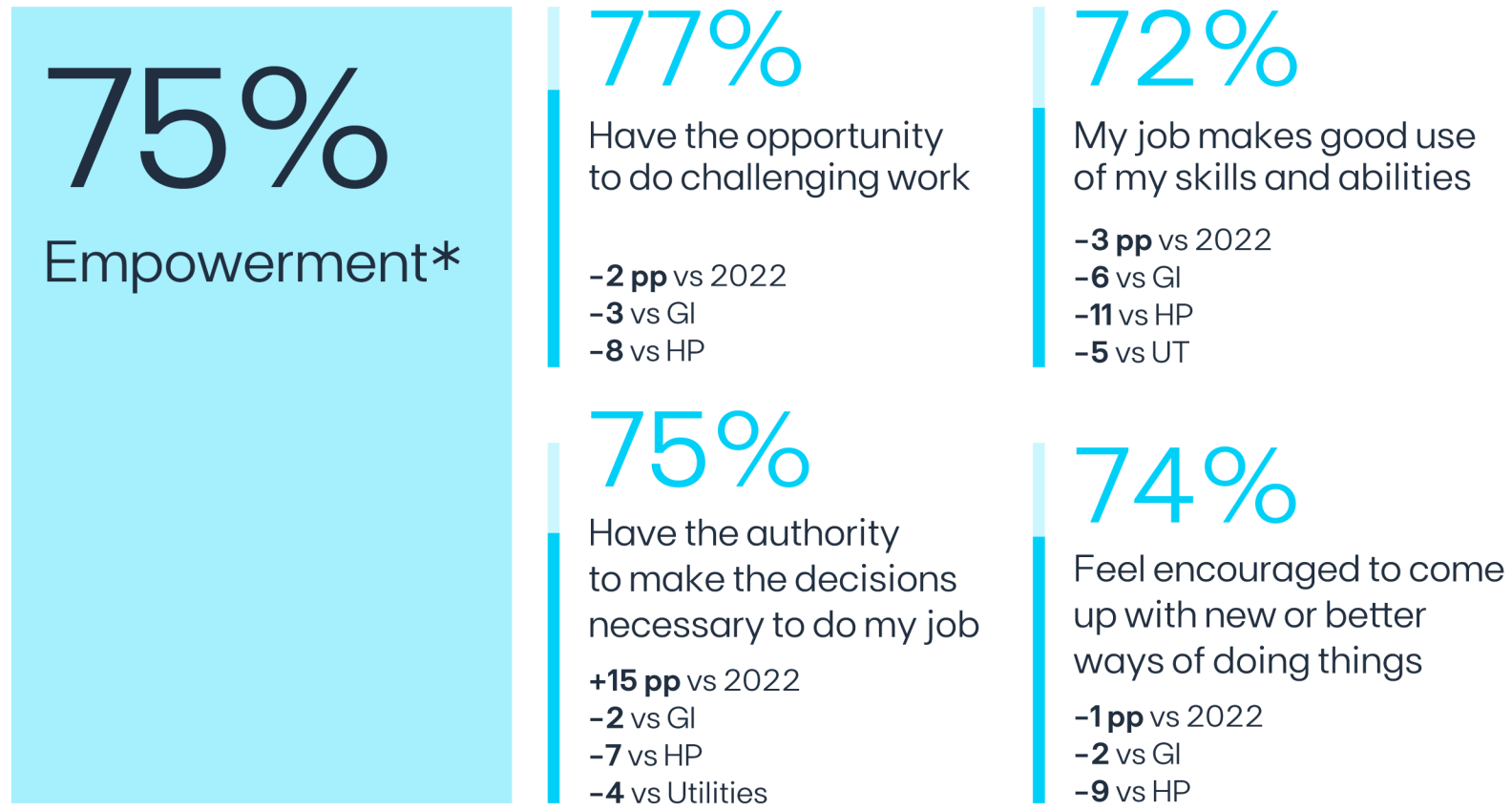
GI – General Industries  
HP – High Performing Companies



In terms of engagement, 80% of employees feel involved with the company, with the majority saying they are proud to work for EDP (85%). Of the total respondents, 78% also highlighted the feeling of accomplishment with their work, and 76% would recommend EDP as a great place to work.



Regarding empowerment, it was also concluded that 75% of employees have a high perception of organisational support, where 77% feel they can do challenging work and 72% believe that their skills and abilities are well used.



GI – General Industries  
 HP – High Performing Companies  
 \* Dimension reviewed in 2023

Overall, safety (89%), quality and customer focus (82%) and diversity and inclusion (81%) stand out as the dimensions with the best results in this study, confirming the priority given to safety, the concern to actively listening to customer needs and the promotion of an inclusive work environment by EDP. The results of the study also point to some opportunities for improvement, especially in the dimensions of resources and support for job performance (64%), development opportunities (62%) and compensation and benefits (53%).



Well-being continues to be one of EDP's main priorities and, in this regard, it is important to note that this dimension was also highly rated (73%) in this study by respondents, who consider that EDP provides job security (84%) and flexibility to manage the demands of work and personal life (81%).





## Flexibility and well-being

### Flexibility

In 2023, the global flexibility measures already implemented were consolidated, with positive feedback from employees, as evidenced by the organisational climate results: most employees claim to be satisfied with the hybrid work model (82%) and the Flex Fridays measure (83%) and feel productive in a hybrid work environment (95%).

EDP's current hybrid work model stipulates that all employees with roles compatible with remote work can work remotely up to two days a week. Flex Fridays, on the other hand, are a measure to make working hours more flexible. They enable employees with compatible functions to adapt their weekly schedule and not work on Friday afternoons. The implementation of this measure is subject to the legal specificities of each country in which EDP operates.

### Additional days off

EDP also has other initiatives that promote flexibility in the different regions where it operates, such as the days when employees are excused from working, for example:

- **Birth day** (an initiative implemented in most of the markets in which EDP operates; in EDP Spain, this day is part of the vacation days)
- **Festive days at Christmas and/or New Year** (initiative implemented in most of EDP's markets, according to their culture)
- **Leave of absence for pregnant women 15 days before delivery** (initiative implemented in most EDP markets, reinforced with other parental support measures)
- **Time off for fertility treatments** (initiative available in most EDP Renewables markets)
- **First day of school for children and/or grandchildren** (initiative implemented for employees in Portugal)
- **Carnival** (in Portugal, it is considered an official holiday, and in Brazil, it is an optional day off)
- **Energy Day** (celebrated on May 29th and the first Monday in June at EDP Spain and EDP Renewables)

- **Additional days of vacation** (in Portugal, employees are entitled to 24 working days of vacation, i.e., two days more than the legal regime; at EDP Spain, employees are entitled to 25 working days of vacation, i.e., three days more than the legal regime)
- **Holidays** (in Portugal, Carnival Day and the Municipal Holiday are considered mandatory holidays; at EDP Renewables North America, employees are entitled to two floating holidays).

### Well-being

Throughout 2023, EDP's [global well-being strategy](#) was also continued, based on five dimensions (physical, social, professional, financial, and emotional) and based on the following strategic objectives:

- Promote a global well-being experience through a holistic approach, clear responsibilities, and a well-being ecosystem
- Lead by example, generating business results through empathetic, authentic leadership and awareness of the well-being of its people
- Focus on and promote physical and mental well-being as the key to a healthy and productive workplace (post-pandemic)
- Ensure a useful, balanced and easily accessible well-being offer, adapted to the needs of our people in the five pillars of well-being
- Communicating a lively and engaging story, aligned with the business, brand and people narrative.

In this sense, by 2025, the aim is to promote a healthy, energised, and prosperous work environment fostered by a people-centred experience that allows all employees to give their best.

In 2023, global awareness campaigns were developed (e.g., Diversity & Well-being Moments; Mind Your Mind) to encourage the adoption of healthy behaviours, promote the accountability of the organisation's leaders, and remind all available channels and helplines.

EDP believes that balancing personal and professional life is fundamental to building more competitive companies and a fairer society based on flexibility, respect and equal opportunities. EDP has once again been certified by the *Fundación Másfamilia* as a family-responsible company (efr), a recognition awarded this year for the first time to the entire group. This certification, which the company has received since 2013, took on a global dimension this year, reinforcing the excellence of the various measures to balance personal



and professional life that the EDP Group promotes among its employees in all the markets in which it operates.

### Social support

EDP provides all employees with a psychosocial monitoring service that makes a social diagnosis of critical situations and proposes an individual action plan that may include the application of various EDP and/or community responses. These social responses can be of multiple scopes (social support, psychological support, financial and/or legal advice), and their purpose is to improve situations that impact the personal, social and/or professional lives of employees through empowerment and the promotion of autonomy. This social support and monitoring are carried out with total confidentiality and secrecy by specialised professionals.

### Compensation and benefits

#### Compensation

As a global, people-centred company, one of EDP's priorities is to promote fairness, meritocracy, and recognition of its people throughout their career.

EDP's global compensation model has, therefore, been implemented and communicated to the entire population through different internal channels, contributing to a better understanding of how remuneration is determined, as evidenced by the 2 pp increase in the latest organisational climate results compared to the previous year.

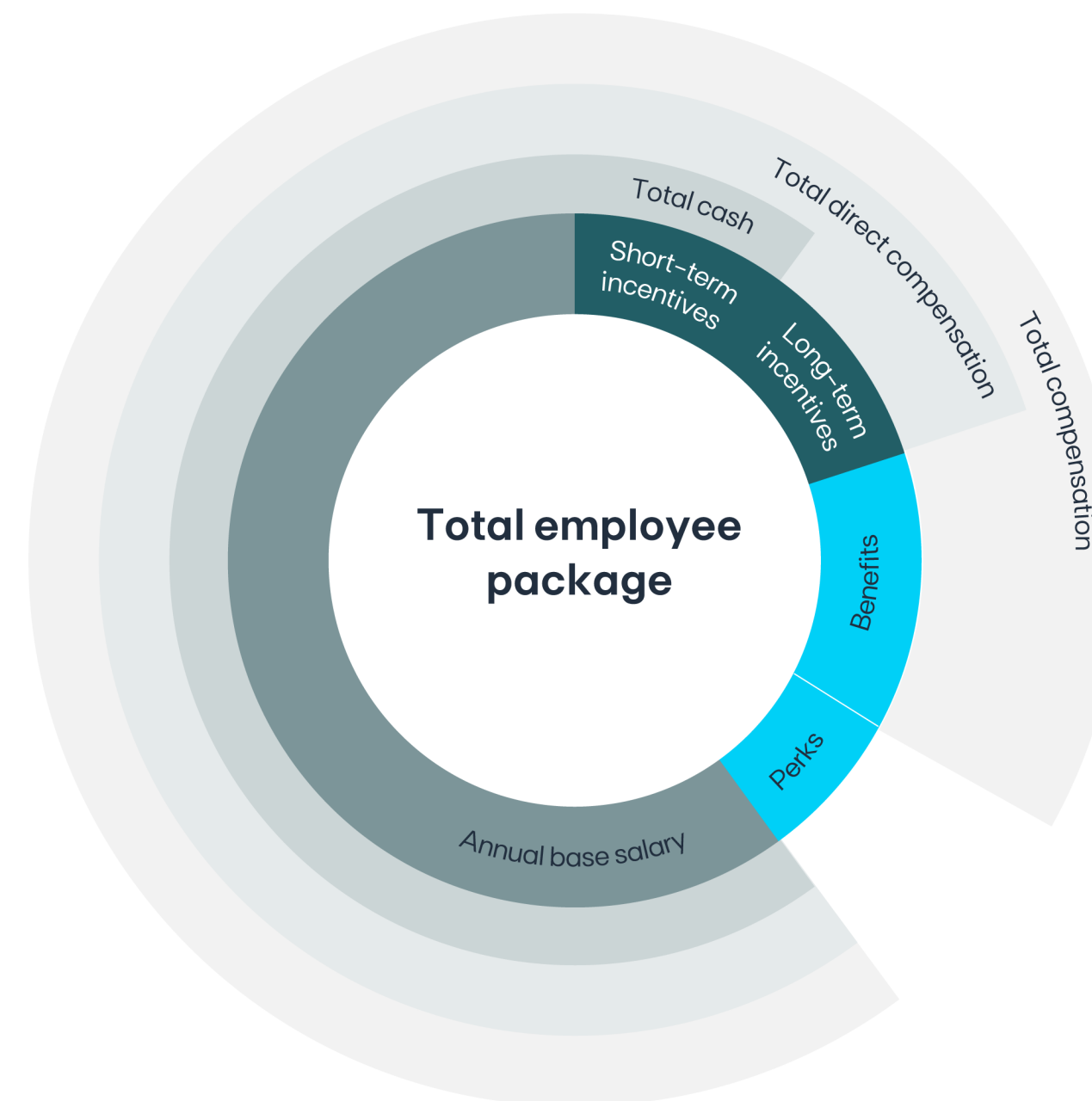
Recognition policies play a fundamental role in attracting and retaining talent. Therefore, to meet EDP's needs and in line with best market practices, a global compensation structure has been reinforced, seeking to respond not only to the fixed remuneration component but also to work consistently and competitively on total compensation through its variable remuneration mechanisms (short and long term) and benefits, directly related to the individual performance of employees and EDP's results.

According to EDP's annual results and the individual contribution of each employee to achieving organisational goals, every year, EDP rewards its employees for their performance through short-term incentives, such as the annual bonus. The amount of this bonus varies according to two factors: the results achieved by the company, which will have an impact on the total amount of the budget available, and the individual result of the

employee, calculated through the results of the KPIs and the individual assessment of the employee's contribution through the holistic assessment process.

EDP has also globally assigned long-term incentive plans (e.g. cash, cash & shares, cash & phantom shares) to the Top Management segment and to strategic positions in the Senior Management segment identified by the EBD in line with the achievement of results and the fulfilment of the business plan in the 2021-2023 period.

This global compensation model makes it possible to clarify and standardise compensation concepts (annual base salary, short- and long-term incentives and package of benefits and perks) in all the markets where EDP is present, as well as the organisational segments and their relationship with an organisational matrix, which provides global alignment and makes it possible to ensure internal equity and define clear career paths within EDP.





This matrix was built considering the evaluation of each function, in order to clarify the differentiation between functional families, functions and competencies and is a global reference in people management, since it allows a broader view of the distribution of resources across areas.

Considering the motivation and expectations of its employees, as well as EDP's needs, the implementation of this global compensation model also makes it possible to renew the career management model since this model foresees that the employee can evolve in the company in technical roles and not just team management, promoting greater autonomy and recognition and, consequently, a better match between their profile and the performance of their duties (Y-career).

Also, within the scope of this model and in line with EDP's commitment to promoting diversity and inclusion, issues relating to pay equity continue to be worked on. This is a global effort, the aim of which will be to respond not only to the challenges inherent in each legislation, but above all to ensure the monitoring of performance assessments, promotions, salary reviews and voluntary departures, to ensure the correct management of equality and non-discrimination processes.

## Benefits

EDP also provides all its employees with a set of benefits aligned with their needs and the needs of their families throughout the employee's life cycle in the company, namely access to health protection and care systems complementary to the public health services in each country, complementary retirement plans and personal accident and life insurance.

It should be noted that there are also benefits indexed to collective labour regulations or flexible plans adapted according to the legislation of each country.

MEASURES	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPA	ASIA-PACIFIC
Pension plan	✓	✓	✓ <sup>1</sup>	✓ <sup>2</sup>	✓ <sup>3</sup>	
Life and work accident insurance	✓	✓	✓	✓	✓	✓
Health care plan	✓	✓	✓	✓	✓	✓ <sup>4</sup>
Flexible compensation plan	✓	✓				✓ <sup>5</sup>

<sup>1</sup>Excluding Chile and Colombia (under study/implementation).

<sup>2</sup>Excluding Mexico (under study/implementation).

<sup>3</sup>Excluding Germany, Greece, Hungary, Italy, the Netherlands, and Romania (understudy/implementation).

<sup>4</sup>Excluding Thailand (understudy/implementation).

<sup>5</sup>Granted in Singapore.



An analysis of the different benefits and perks granted to employees in the different markets where EDP is present was also started in 2023 to define a common global minimum offer complemented by local benefits. This global framework of benefits and perks was designed in 2023 and should be implemented in 2024.

## Labor rights

EDP fully complies with the labour legislation and collective regulations in force in each market in which it is present, maintaining a constructive and collaborative relationship with official entities and employee representatives – workers' committees and unions – to intensify the transmission of information and cooperation.

This relationship is operated in each market by local teams that ensure contact and proximity with the entities, communicating, among other things, organisational changes with an impact on employees, both to the employees themselves and to their representative structures.

Historically, it is important to note that EDP has not received any judicial or administrative condemnation for several decades regarding fundamental labour principles, such as discrimination based on gender, parenthood, disability, moral harassment, or other aspects related to reconciling personal and professional life, and no collective dismissal or restructuring process has been promoted, with any reduction or limitation of labour rights.

In 2023, despite the social and economic context, it was possible to maintain a climate of agreement and social peace in all of EDP's markets, and initiatives were promoted to adapt collective regulations to the needs and aspects identified by employees and representative structures as essential to a labour framework in line with the best market practices.

Also noteworthy was the negotiation, in Portugal, Spain, and Brazil, of salary tables applicable to employees, Equality Plans, Collective Bargaining Agreements, Teleworking Regulations, and rules on profit-sharing.

At the end of 2023, 27% of the EDP group's employees were union members, as shown in the table below.

UNIONISED EMPLOYEES	TOTAL	%*
Portugal	1,782	31
Spain	368	18
South America	1,331	43
Rest of Europe	7	1
<b>TOTAL</b>	<b>3,488</b>	<b>27</b>

\* Percentage of unionised employees of the total number of employees in each market.

## Diversity, equity, inclusion, and belonging

By ensuring fairness and inclusion of its people, EDP is also promoting a more diverse working environment, and according to the results of the organisational climate, 85% of respondents believe that all employees, regardless of their differences (age, gender, ethnicity, colour, disability, sexual orientation, religion), are treated fairly.

To reflect the group's maturity in these matters, EDP uses the acronym DEIB – Diversity, Equity, Inclusion and Belonging – in its [global policy](#), which defines a set of responsibilities and mechanisms to promote a more humane and innovative company. To ensure that this policy is reflected in the reality of day-to-day work, there are three mechanisms:

- **Global DEIB Council:** annual meeting with the EBD and Top Managers responsible for people and organisation topics to reflect on and discuss the implementation of the DEIB strategy in the EDP group
- **P&O Global Community:** a D&I channel comprising the DEIB topic pivots of the corporate centre, business units, and markets, which works collaboratively to guarantee global alignment in the implementation of the DEIB strategy throughout the EDP group
- **Inclusion Office:** a global network that brings together all employees who seek to actively contribute to projects, events, and initiatives that promote a more diverse, equitable, and inclusive workplace where everyone feels part of a single company.



In addition to various awareness-raising initiatives and continued efforts to promote increasingly inclusive recruitment, the second Global DEIB Council was held in 2023, focusing on the inclusion of people with disabilities, and the [2023-2024 Gender Equality Plan](#) was launched.

This plan, developed annually, presents a set of measures (policies, programs, incentives and benefits, initiatives or projects) framed in the following dimensions: strategy, mission statement and values, equal opportunities, awareness and training, work-life balance and partnerships for progress.

EDP's continued efforts to promote gender equality and professional opportunities for men and women led to it being selected for the third consecutive year in 2023 to be included in the [Bloomberg Gender Equality Index](#), a list of 484 listed companies from 45 countries and 11 sectors of activity.

EDP's recognition by this benchmark index, which selects the listed companies most involved in the development of gender parity in the world, thus highlights its good practices in terms of development, representation, and transparency. EDP Renewables was also selected for the fourth consecutive year to be part of the Bloomberg index, reflecting the group's commitment to diversity on a global scale.



# Our drive

## Talent attraction

### Attractiveness strategy

For EDP, it is essential to develop a strong employer branding strategy that is increasingly global and attractive, which in 2023 meant continuing to revise its employee value proposition (EVP) to reflect the company's global positioning, its purpose and its flexible, balanced, inclusive and development-oriented culture. This EVP, aimed at students and recent graduates, experienced professionals and also science, technology, engineering and mathematics (STEM) profiles, technical profiles, women and people with disabilities, has the following main foundations:

- Constantly developing and implementing new, often disruptive technologies, with an open approach to innovation: individual and collaborative initiatives are EDP's driving force
- Creating an inclusive and supportive working environment: EDP's flexible working conditions adapt to the demands of life beyond the workplace, ensuring the well-being of its people
- Empowering employees to shape their own journey: every task is an opportunity that contributes to personal success, raising the organisation's own success.

Globally, in 2023, the EDP group impacted more than 32 thousand people through more than 140 initiatives and a strong positioning on its main social networks, which resulted in more than 400 people-related content.

This attractiveness strategy gave rise to more than 50,000 applications in EDP's different markets, resulting in 1,425 new hires and 677 internships, through an increasingly global, standardized and digital recruitment process, which has been characterized by a strong investment in the training of all stakeholders involved to ensure a competitive positioning in the market, namely in the energy market.

## Onboarding

In 2023, the first global onboarding experience was also implemented, which provides new employees with a structured learning path that promotes a greater understanding of EDP's business, brand and people narratives while strengthening their contact networks. This new global experience includes:

- A structured set of communications
- A kit to welcome new employees
- A more agile process for assigning access and necessary equipment
- A learning path consisting of mandatory e-learnings
- A global welcome week consisting of live sessions with the participation of different key stakeholders
- A set of feedback questionnaires to monitor the experience and promote continuous improvement.

With this new experience, evaluated very positively by new employees (average score of 8 on a 10-point scale), the aim is to ensure that new employees have a unique vision of the company, business, goals and work experience at EDP, fostering a sense of belonging to one company from day one.

## Mobility

In 2023, a new global internal mobility experience was also promoted in the EDP group, following the revision of its policy in the previous year to foster the importance of the internal market of existing mobility opportunities, which is fundamental for attracting and retaining employees.

As a result, there are currently three types of mobility opportunities at EDP to meet the expectations and needs of employees, with clear eligibility criteria:

- **Definitive mobility:** a definitive internal movement (internal recruitment) for employees with a permanent contract from all professional segments, with the requirements of seniority equal to or greater than two years in their current position and a performance evaluation equal to or greater than "you're on the right track"
- **Temporary mobility:** a project or management role that takes place over a short period of time (up to one year) for employees with a permanent contract from all professional





segments, with the requirements of seniority of 2 years or more in their current role, a performance evaluation equal to or higher than "you're on the right track" and not having carried out any mobility in the last 12 months

- **Project:** an initiative in which the employee participates simultaneously with the performance of their original role, allocating a maximum of 20% of their time (up to 9 months part-time) and for which they are eligible if they have already completed their probationary period.

The launch of this new experiment resulted in 775 mobilities across the EDP group in 2023, of which 646 represent definitive mobilities, 36 temporary mobilities and 93 project mobilities.

### Employer of first choice

The efforts made in 2023 resulted in several distinctions, such as a new recognition by the Top Employers Institute, a global entity that evaluates and recognizes the best human resources management policies, highlighting the EDP group's strong positioning with candidates and employees and its dedication and commitment to attracting and retaining the best talent.

Following a demanding and extensive certification process, EDP was recognised for the third consecutive year as one of the best companies to work for in Portugal. In the case of EDP Renewables, this recognition is the result of individual certifications in nine countries where the company operates: Portugal, Spain, France, Italy, Poland, Romania, Brazil, and, for the first time, Greece and Colombia – positioning the company as a Top Employer in Europe for the fifth consecutive year.

### Development

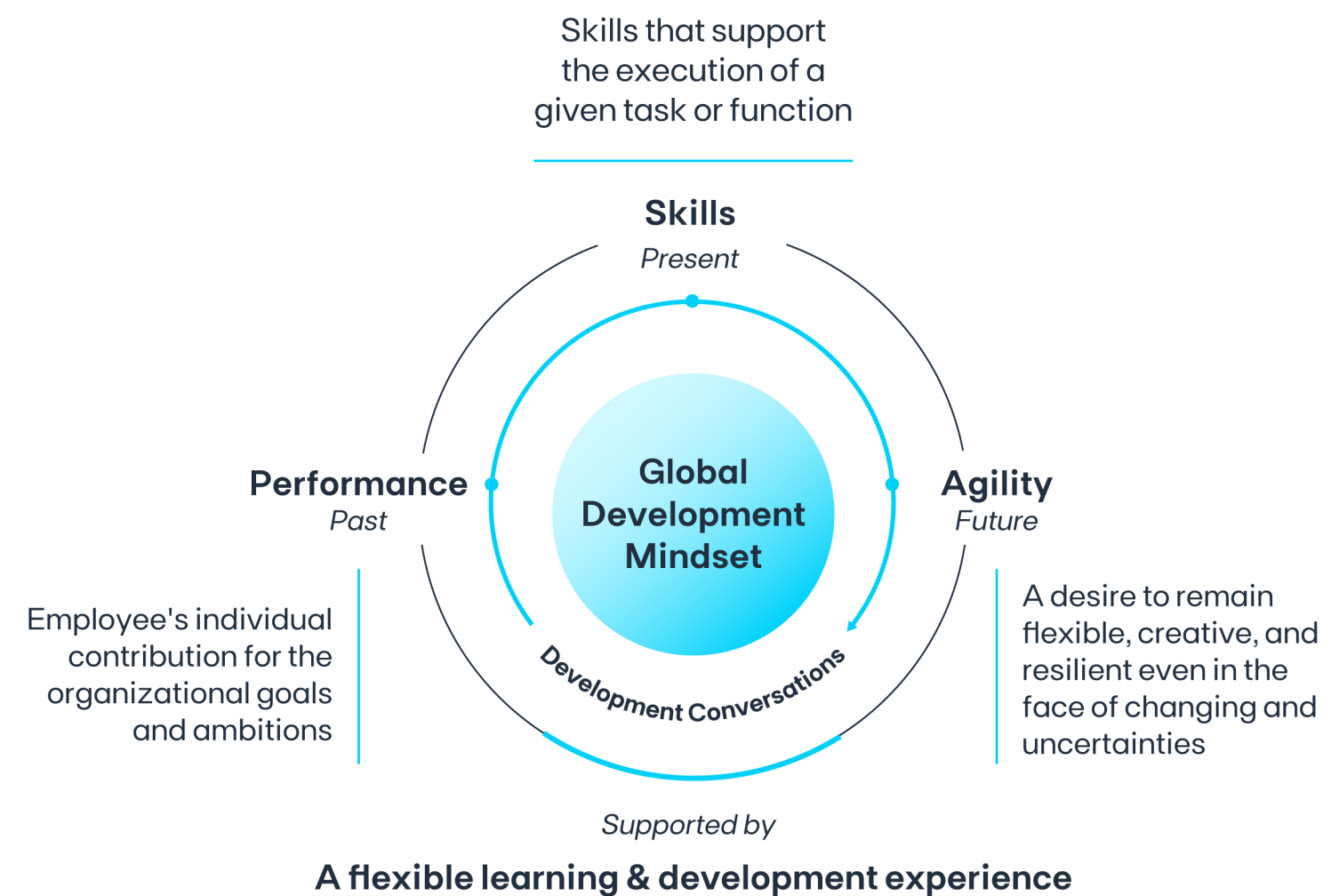
#### Global development mindset

EDP's global development mindset is based on a holistic assessment of the employee, considering their past individual performance, their present skills, and their agility to face future challenges.

- **Performance:** reflecting on this dimension involves looking back at the past, assessing the level of execution of the defined objectives and the individual contribution to achieving them. Each year, the individual performance result is calculated based on the

weight of four dimensions: three collaborative (group, platform/business unit, area) and one individual, according to the employee's professional segment. The assessment of the individual contribution begins with a reflection by the hierarchy and the employee, based on four objective questions that help to put into perspective how much and how they have contributed to achieving the objectives. This assessment places the employee on a qualitative performance scale ("you are not there"; "you are on the right track"; "you are going the extra mile"; "you are leading the way"), geared towards development. To guarantee a culture of meritocracy, it is essential to distinguish different levels of performance and ensure that all employees know their level of contribution. In this sense, and in line with EDP's ambitious strategic objectives, "you are on the right track" is considered a good performance, where most employees should position themselves. Employees can go against this trend, with those who still have room to improve and live up to what is expected of them and those who have demonstrated higher-than-expected levels of contribution. This differentiation allows for more consistent, fair, and transparent performance management, reflected in the employee's career path and recognition

- **Skills:** EDP's purpose is embodied in 12 human skills, and it is essential that each employee at EDP can map their most and least developed skills to identify individual and business development opportunities, ensuring that they have the necessary tools to meet EDP's ambition. This skills assessment is qualitative and is based on the feedback and perception of different people – the employees themselves, direct manager, colleagues and direct reports (where applicable) – allowing each employee to identify up to three strengths and areas for improvement that will guide their development
- **Agility:** the best way to be prepared for the future is to ensure agile and continuous learning, which translates into a daily effort to adapt and which allows us to develop the skills we need for tomorrow. In this sense, agility represents the combination of different transversal dimensions that bring value to the organization and prepare us to face the challenges of the future, such as learning, growth, impact and influence.



For there to be a real culture of learning and development in the organisation, there needs to be an environment that stimulates curiosity, autonomy, and sharing among employees in different ways:

- **Experience**, the most frequent component of learning that takes place on a day-to-day basis and which, in 2023, resulted in, for example, more than 770 mobilities and other initiatives, such as the Your Board program, the third edition of which has 22 participants from 7 different nationalities and 13 EDP group companies
- **Sharing**, where collaboration plays a key role and which, in 2023, was seen in the activity developed in the eight global communities created, each with its own development hub
- **Training**, with a total volume in the EDP group in 2023 of more than 300,000 hours of training, reinforced by global access to on-demand content via Udemy, currently with 72% coverage.

According to the results of the organizational climate, 76% of employees consider that EDP provides learning opportunities, experiences and tools to perform their job in the best possible way.

### Leadership development

Throughout 2023, efforts also continued to ensure the global development of EDP's leadership through an approach characterised by a focus on topics related to leadership, people management, culture, digital, innovation, safety, ethics and compliance:

- **Leadership, People & Culture:** the training activities carried out in this area resulted in more than 9,600 hours of training through programs such as Exponential Journey or Managers Accelerators
- **Digital & Innovation:** this training area had a training volume of around 2,700 hours in 2023 in training activities related to digital and innovation
- **Business Fundamentals:** safety, ethics and compliance are priority areas for EDP, which also invested in leadership training in 2023, resulting in more than 4,500 hours of training volume, with more than 1,800 participations in safety-related training through the Playitsafe program and more than 3,300 participations in training on ethics and compliance issues.

This mindset is supported by regular development conversations between managers and employees, whose completion, usefulness, and agility are monitored internally to promote a culture of feedback, proximity, and trust, as well as by a new learning and development experience led by each person according to their needs and which enables access to thousands of on-demand content.

In 2023, the first cycle of holistic assessment was completed, with very high participation results, proving its importance for the development of each employee: 86% chose their peers, 88% carried out their self-assessment, 91% carried out their assessment as managers and 95% of employees confirmed that they had had their development conversation. At the end of this year, a new evaluation cycle began, with an improved user experience.



The year 2023 was also characterised by different immersive training solutions fundamental to fostering greater proximity and networking between the different leaders in the EDP group, including:

- **Leadership Retreat:** a global initiative that brought together all Top Management segment employees, allowing them to strengthen relationships, gain inspiration and lead to actionable business plans
- **Leading Through Others:** an immersive program aimed at employees of the Senior Management segment with the aim of developing EDP's human skills applied to leadership, which enabled the 33 participants in the last edition to undergo a process of social and personal transformation
- **Innovation Immersion Program:** Singapore was the destination chosen to provide 17 participants from different EDP group companies with an environment for sharing and learning about the solutions that will revolutionise the energy sector
- **Leadership Vanguard:** an acceleration and leadership development program that brings together senior leaders from EDP and around the world to collaborate on influencing systems and accelerating future-fit business models.

Besides these programs, it is also worth mentioning the continuity of the development program for employees taking on management roles for the first time (**Lead Now Program**), which, in 2023, began its 11th edition with 57 employees from different business units in Portugal.

## Talent management

### Succession planning

Succession planning at EDP is also crucial to ensure business continuity, acting as an important people management tool to promote and build an agile and future-proof organization, capable of thriving in a constantly changing business.

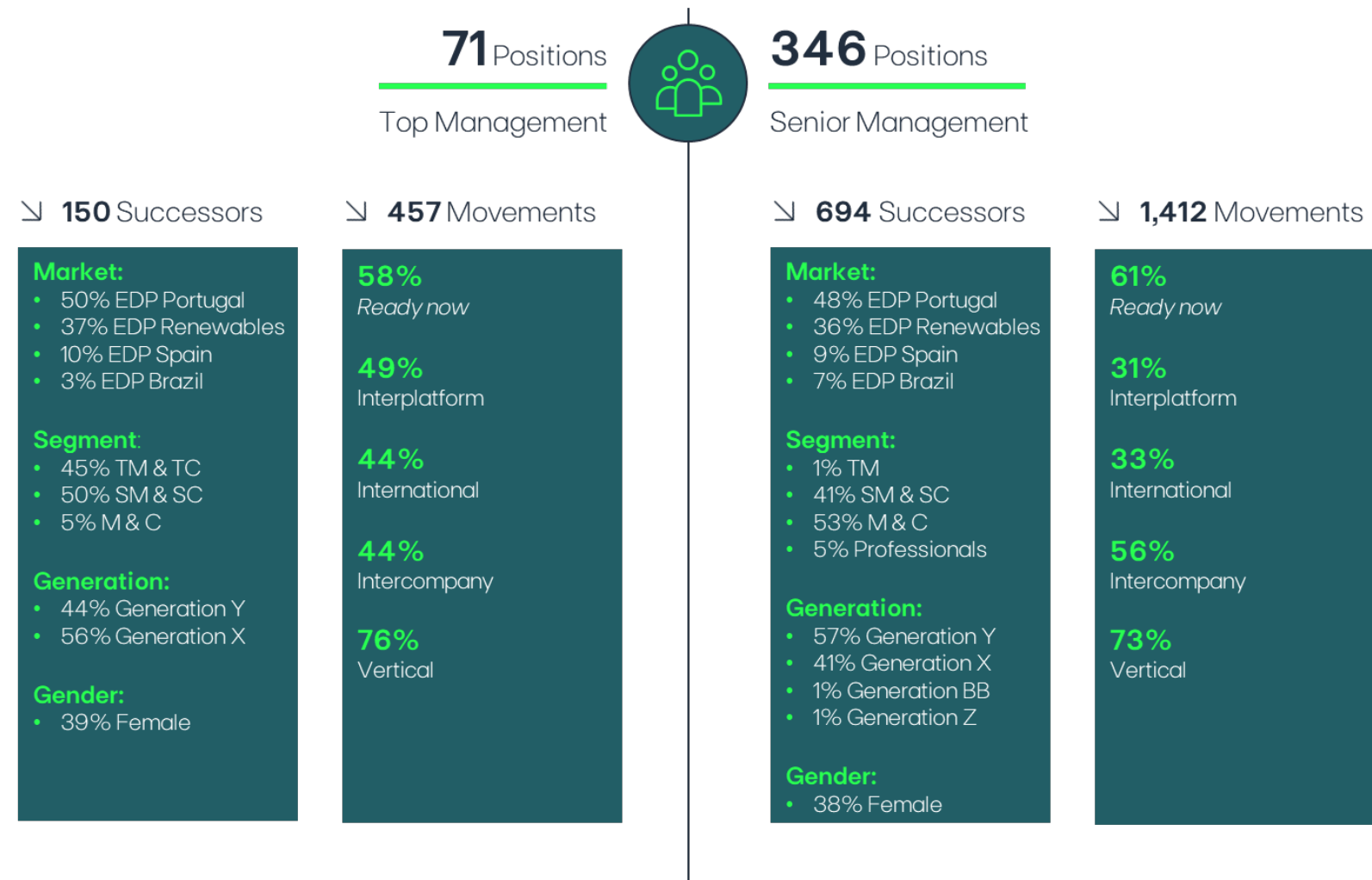
To continue building a global and diverse leadership pool, in 2023 the succession exercise was focused on the positions of the Top and Senior Management segments and a more global and strategic positioning.

To this end, the execution of this exercise was based on a set of guidelines between all the stakeholders involved:

- To base the results of the holistic assessment on performance and agility in order to identify the most suitable candidates for succession
- Consider diverse profiles, including gender, nationality and individual background, in order to achieve a more inclusive and representative pipeline
- Promote greater rotation in the Top and Senior Management segments to encourage multidisciplinary development and broadening of perspectives
- Look for successors aligned with the organisation's strategic direction, going beyond more intuitive moves and considering less obvious paths
- Include a wider range of stakeholders to ensure different perspectives and visions.

According to the criteria defined, 150 successors and 457 potential career moves were mapped for 71 Top Management positions, as well as 694 successors and 1,412 potential career moves for 346 Senior Management and Senior Consultant positions.

Considering EDP's growth, the competitiveness of the market and the scarcity of talent, several personalised development actions were also carried out throughout the year, ensuring that the majority (80%) of the priority top successors were involved in learning and development opportunities, such as leadership programs or executive coaching. As well as contributing to the retention of more than 90% of successors and preparing them to take on future roles, this exercise once again demonstrated consistent management, in line with the figures recorded for 2022, where the same successor retention figure was achieved.



# A better tomorrow

## A future-proof organisation

EDP's current strategy sets out ambitious commitments for the coming years, enabling it to become a future-proof organisation focused on providing a better tomorrow for current and future generations.

To this end, EDP's P&O strategy will continue to focus on meeting the challenges of attracting, developing, and retaining the skills needed to meet the challenges of the future, ensuring:

- a global organisational design strategy that reflects its global presence
- greater digital maturity and process efficiency
- greater collaboration by strengthening global communities
- an inclusive and flexible work environment that promotes meritocracy
- a strong employer branding strategy to attract the best talent
- a learning and development-oriented culture that promotes accountability.

With people at the heart of its strategy, EDP will continue to work towards an increasingly attractive, human and meaningful experience for all its candidates and employees so that it can continue to drive a better tomorrow.

## Organisational design

In 2024, efforts will be made to simplify the organisation further and strengthen alignment between business platforms and regions. The main objective is based on an organisation with a clearer and more efficient structure, well-defined responsibilities, a unified go-to-market approach, increasingly agile decision-making, and the creation of the synergies needed to lead the energy transition and be truly one-company.

## Smart and digital ecosystem

Taking advantage of the initiatives planned under the digital roadmap defined until 2025, new goals will be achieved throughout 2024 to promote greater digital maturity and efficiency in P&O systems and processes.

## Global compensation and benefits

In order to ensure that topics such as pay equity or the link between performance and compensation are clear to the EDP population, clear communication of the global compensation model will continue throughout 2024. On the other hand, a strategy for the global and local offer of EDP benefits will be implemented, and the pay equity project will be continued, diagnosing gaps that may exist and identifying areas of focus.

## Talent attraction

Considering an increasingly competitive job market, EDP's employer branding strategy will be another priority next year, reinforcing the attractiveness of the EDP group by communicating a clear value proposition and launching targeted campaigns that ensure the attraction and retention of the skills needed to meet the challenges of the future. In addition to this, efforts are already underway to ensure a more agile global recruitment process that provides a better experience for all candidates.

## Development

Through its global development mindset, in 2024 EDP will also continue to promote its holistic assessment process, fostering a culture of feedback and development, ensuring that regular development conversations take place and that employees take responsibility for their own development, using the different development tools and opportunities available in the group (e.g. on-demand content, training, internal mobility, global communities).

In 2024, along with continued investment in the development of skills critical to EDP's business, efforts will also continue to be made among leaders, in line with the P&O strategy, for greater empowerment and accountability so that they increasingly play an active role in attracting, developing and retaining the skills needed to continue driving a better tomorrow.

# Indicators

## ESG and operational indicators

PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
EMPLOYEES					
Data including EDP Comercial Internacional companies acquired in 2023 <sup>1</sup>					
<b>Employees</b>	<b>#</b>	<b>13 041</b>	<b>13 211</b>	<b>12 236</b>	<b>12180</b>
Female	%	28,8	27,5	26,7	25,2
Male	%	70,8	72,1	73,3	74,8
Not declared	%	0,4	0,4	n.d.	n.d.
Data excluding EDP Comercial Internacional companies acquired in 2023					
<b>Employees</b>	<b>#</b>	<b>12 907</b>	<b>13 211</b>	<b>12 236</b>	<b>12 180</b>
Female	%	28,7	27,5	26,7	25,2
Male	%	70,9	72,1	73,3	74,8
Not declared	%	0,4	0,4	n.d.	n.d.
EMPLOYEES DISTRIBUTION BY PROFESSIONAL CATEGORY					
<b>EBD</b>	<b>#</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>9</b>
Female	#	2	2	2	2
Male	#	3	3	3	7
Not declared	#	0	0	n.d.	n.d.





PEOPLE EXPERIENCE		UN	2023	2022	2021	2020
<b>Senior Management</b>		#	391	386	962	861
Female		#	104	104	265	215
Male		#	287	281	697	646
Not declared		#	0	1	n.d.	n.d.
<b>Supervisors</b>		#	1198	1323	865	777
Female		#	360	380	218	188
Male		#	835	939	647	589
Not declared		#	3	4	n.d.	n.d.
<b>Specialists</b>		#	6 573	6 469	5 276	4 717
Female		#	2 570	2 417	2 010	1 773
Male		#	3 981	4 027	3 266	2 944
Not declared		#	22	25	n.d.	n.d.
<b>Technicians</b>		#	4 740	5 028	5 128	5 246
Female		#	674	728	767	790
Male		#	4 040	4 277	4 361	4 456
Not declared		#	26	23	n.d.	n.d.
<b>EMPLOYEES DISTRIBUTION BY AGE GROUP</b>						
<b>≥ 50</b>		#	2 994	2 910	2 971	3 117
Female		#	727	646	649	652



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
Male	#	2 264	2 261	2 322	2 465
Not declared	#	3	3	n.d.	n.d.
<b>[30-50[</b>	<b>#</b>	<b>8 019</b>	<b>7 973</b>	<b>7 213</b>	<b>6 556</b>
Female	#	2 350	2 239	1 973	1 750
Male	#	5 635	5 712	5 240	4 806
Not declared	#	34	22	n.d.	n.d.
<b>&lt; 30</b>	<b>#</b>	<b>1 894</b>	<b>2 328</b>	<b>2 052</b>	<b>1 937</b>
Female	#	633	746	640	566
Male	#	1 247	1 554	1 412	1 371
Not declared	#	14	28	n.d.	n.d.

PERCENTUAL DISTRIBUTION OF EMPLOYEES

Age Group					
≥50	%	23	22	24	27
[30-50[	%	62	60	59	56
<30	%	15	18	17	17
Geography					
Portugal	%	43	43	47	50
Spain	%	16	16	17	13
South America	%	26	25	26	28



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
North America	%	8	8	7	7
Rest of Europe	%	4	4	3	2
APAC	%	3	4	0	0
<b>Employees with disabilities</b>	<b>%</b>	<b>1,53</b>	<b>1,45</b>	<b>1,46</b>	<b>1,20</b>
FEMALE EMPLOYEES IN MANAGEMENT POSITIONS					
In the total workforce	%	29,2	28,4	26,5	24,6
In EBD and Senior Management positions	%	26,8	27,1	27,6	23,5
In Supervisory positions	%	30,1	28,7	25,2	24,2
In revenue-generating positions	%	43,7	16,7	15,8	14,5
In STEM positions <sup>2</sup>	%	32,5	33,3	31,1	32,7
ELIGIBLE EMPLOYEES FOR RETIREMENT					
<b>EBD</b>					
next to 5 years	#	0	0	0	3
next to 10 years	#	0	0	0	5
<b>Senior Management</b>					
next to 5 years	#	31	32	85	88
next to 10 years	#	70	47	146	162
<b>Supervisors</b>					
next to 5 years	#	71	84	39	42



**PEOPLE EXPERIENCE** **UN** **2023** **2022** **2021** **2020**

next to 10 years	#	139	114	90	84
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**Specialists**

next to 5 years	#	304	298	292	326
next to 10 years	#	589	478	476	518

**Technicians**

next to 5 years	#	478	812	967	1188
next to 10 years	#	950	992	1258	1450

**RATIO EDP MINIMUM WAGE/NATIONAL MINIMUM WAGE**

Portugal	x	1,43	1,47	1,79	1,84
Spain	x	1,43	1,55	1,17	1,19
South America	x	1,47	1,49	1,09	1,15
North America	x	2,25	1,39	2,21	2,21
Rest of Europe	x	1,44	1,37	0,00	0,00
APAC	x	1,08	1,01	n.a.	n.a.

Ratio of the annual total compensation for the organization's highest-paid individual to the average annual total compensation for all employees (excluding the highest-paid individual)	x	0,20	2,16	1,00	1,07
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**TYPES OF ENTRIES**

<b>New entries</b>	<b>#</b>	<b>1425</b>	<b>2 064</b>	<b>1599</b>	<b>1282</b>
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Gender					
Male	#	818	1216	1047	885



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
Female	#	451	642	552	397
Not declared	#	156	206	n.d.	n.d.
Age Group					
<30	#	633	854	749	598
[30-50[	#	740	1069	777	633
≥50	#	52	141	73	51
Professional category					
Technicians	#	368	596	443	403
Specialists	#	963	1327	1104	809
Supervisors	#	80	91	18	30
Senior Management	#	14	50	34	40
Geography					
Portugal	#	398	521	471	432
Spain	#	188	272	229	185
South America	#	345	595	434	366
North America	#	247	381	316	229
Rest of Europe	#	165	161	137	84
APAC	#	82	134	12	0
Employees with disabilities (new entries)	#	21	18	25	0



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
<b>Vacancies filled by internal candidates</b>	#	864	809	947	1186
Gender					
Male	#	519	555	690	850
Female	#	345	254	257	336
Not declared	#	0	0	n.d.	n.d.
Age Group					
<30	#	240	286	130	159
[30-50[	#	537	444	564	625
≥50	#	87	79	253	402
Professional category					
Technicians	#	94	123	341	413
Specialists	#	622	566	381	472
Supervisors	#	117	65	115	149
Senior Management	#	31	55	110	152
Geography					
Portugal	#	394	382	280	973
Spain	#	91	74	329	77
South America	#	245	281	168	100
North America	#	84	52	168	30
Rest of Europe	#	21	6	2	6



PEOPLE EXPERIENCE		UN	2023	2022	2021	2020
APAC	#		29	14	0	0
Employees with disabilities	#		4	9	0	0
REASONS FOR LEAVING						
End of fixed-term contracts	%		4	3	2	2
Terminated by mutual agreement	%		2	1	9	4
Terminated by employee	%		44	48	34	20
Dismissals	%		16	20	24	14
Early retirements	%		5	7	21	21
Age/invalidity retirement	%		7	8	7	5
Other reasons for leaving	%		23	14	4	35
SALARY RATIO F/M BY PROFESSIONAL CATEGORY						
Technicians						
Portugal	x		1,32	1,29	1,29	1,25
Spain	x		0,91	0,92	0,87	0,83
South America	x		0,69	0,93	0,97	0,96
North America	x		0,99	0,88	1,00	1,04
Rest of Europe	x		0,75	0,98	0,00	1,70
APAC	x		0,71	0,97	0,00	0,00



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
<b>Specialists</b>					
Portugal	x	0,90	0,89	0,93	0,92
Spain	x	0,90	0,88	0,91	0,92
South America	x	0,79	0,86	0,81	0,82
North America	x	0,93	0,96	0,97	0,93
Rest of Europe	x	0,82	0,85	0,89	0,91
APAC	x	0,90	0,93	0,75	0,00
<b>Supervisors</b>					
Portugal	x	0,97	0,95	0,98	0,99
Spain	x	0,91	0,89	0,86	0,87
South America	x	0,98	0,97	1,05	1,05
North America	x	0,93	0,92	0,97	1,06
Rest of Europe	x	0,87	0,92	0,88	1,26
APAC	x	1,00	0,96	0,00	0,00
<b>Senior Management</b>					
Portugal	x	0,99	1,00	0,94	0,92
Spain	x	0,89	0,91	0,82	0,85
South America	x	1,18	1,32	0,89	0,93
North America	x	1,16	1,18	0,99	0,95
Rest of Europe	x	0,00	0,00	0,79	0,75





PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
APAC	x	1,16	1,05	0,00	0,00
<b>EMPLOYEES SATISFACTION</b>					
<b>Engagement</b>	<b>%</b>	<b>80</b>	<b>84</b>	<b>76</b>	<b>80</b>
Gender					
Female	%	84	86	78	83
Male	%	78	83	76	79
Not declared	%	100	94	n.d.	n.d.
Age Group					
<30	%	76	82	76	79
[30-50[	%	79	83	76	81
≥50	%	84	87	76	78
Professional category					
Technicians	%	75	82	75	78
Specialists	%	81	84	74	79
Supervisors	%	88	88	81	86
Senior Management	%	91	92	88	90
Geography					
Portugal	%	75	80	73	76
Spain	%	79	81	71	78



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
South America	%	87	91	84	86
North America	%	86	86	79	84
Rest of Europe	%	78	84	73	76
APAC	%	85	81	90	0
Employees with disabilities	%	n.d.	n.d.	n.d.	74
<b>Empowerment<sup>3</sup></b>	<b>%</b>	<b>75</b>	<b>72</b>	<b>76</b>	<b>80</b>
Gender					
Female	%	77	73	71	75
Male	%	74	72	71	73
Not declared	%	79	87	n.d.	n.d.
<b>TURNOVER</b>	<b>%</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>11</b>
Gender					
Female	%	14,3	12,0	13,1	11,3
Male	%	11,2	11,0	11,1	12,0
Not declared	%	13,7	24,5	n.d.	n.d.
Age group					
< 30	%	15,4	14,4	12,7	9,9
[30-50[	%	12,5	9,8	7,8	8,8
≥ 50	%	13,5	15,3	24,1	18,2



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
<b>Professional category</b>					
Technicians	%	15,1	10,7	12,9	11,5
Specialists	%	12,8	12,8	12,2	11,9
Supervisors	%	9,3	7,9	5,8	10,9
Senior management	%	5,8	21,0	6,7	9,7
<b>Geography</b>					
Portugal	%	7,5	8,3	10,0	7,9
Spain	%	10,6	6,4	14,8	24,9
South America	%	17,1	14,6	14,1	8,7
North America	%	20,9	24,1	20,1	15,3
Rest of Europe	%	21,0	10,3	9,9	36,7
APAC	%	53,5	29,6	0,0	0,0
<b>Employees with disabilities</b>	%	<b>13,4</b>	<b>9,4</b>	<b>14,0</b>	<b>24,5</b>
<b>VOLUNTARY EMPLOYEE TURNOVER</b>	%	<b>5,8</b>	<b>5,7</b>	<b>4,1</b>	<b>2,3</b>
<b>Gender</b>					
Male	%	5,9	5,6	3,9	2,7
Female	%	5,8	5,8	4,6	2,1
Not declared	%	5,9	22,6	n.d.	n.d.



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
<b>Age group</b>					
< 30	%	9,3	9,8	8,6	4,3
[30-50[	%	6,6	6,2	4,3	2,6
≥ 50	%	1,5	1,0	0,5	0,4
<b>Professional category</b>					
Technicians	%	4,0	2,5	2,1	1,3
Specialists	%	7,5	8,1	6,7	3,7
Supervisors	%	5,1	4,8	2,9	1,4
Senior management	%	2,6	9,2	1,9	1,5
<b>Geography</b>					
Portugal	%	3,1	3,0	1,8	0,9
Spain	%	2,6	3,5	1,7	1,4
South America	%	4,6	5,4	5,7	2,9
North America	%	16,1	17,7	18,7	10,8
Rest of Europe	%	13,8	8,8	4,5	4,4
APAC	%	33,8	19,4	n.d.	n.a.
<b>Employees with disabilities</b>	<b>%</b>	<b>4,1</b>	<b>3,1</b>	<b>0,0</b>	<b>0,0</b>



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
ENTRY RATE OF NEW EMPLOYEES	%	11,0	15,6	13,1	11,0
<b>Gender</b>					
Male	%	12,2	17,7	16,9	13,4
Female	%	8,9	12,8	11,7	10,2
Not declared	%	305,9*	388,68 *	n.d.	n.d.
<b>Age group</b>					
< 30	%	33,4	36,7	36,5	30,9
[30-50[	%	9,2	13,4	10,8	9,7
≥ 50	%	1,7	4,8	2,5	1,6
<b>Professional category</b>					
Technicians	%	7,8	11,9	8,6	7,7
Specialists	%	14,7	20,5	20,9	17,2
Supervisors	%	6,7	6,9	2,1	3,9
Senior management	%	3,6	13,0	3,5	4,6
EBD	%	n.d.	n.d.	20,0	n.d.
<b>Geography</b>					
Portugal	%	7,0	9,1	8,2	7,3
Spain	%	9,0	12,8	11,3	11,8
South America	%	11,0	17,9	13,5	11,3



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
North America	%	23,0	36,6	34,8	29,7
Rest of Europe	%	31,2	33,8	38,9	32,7
APAC	%	20,5	25,2	100,0	n.d.
<b>Employees with disabilities</b>	%	<b>10,8</b>	<b>9,4</b>	<b>14,0</b>	<b>24,5</b>
HC ROI	€	7,1	6,5	5,9	6,5
TRAINING VOLUME	H	376 717	309 936	337 296	273 873
<b>Volume of mandatory training per employee</b>	<b>h</b>	<b>301127</b>	<b>206 310</b>	<b>245 716</b>	<b>176 196</b>
Gender					
Male	h	244 699	167 019	201172	133 234
Female	h	56 428	39 292	44 544	42 962
Age group					
< 30	h	60 661	44 339	47126	n.d.
[30-50[	h	197 909	119 604	152 358	n.d.
≥ 50	h	42 556	42 367	46 232	n.d.
Professional category					
Technicians	h	153 072	98 160	124 967	77 486
Specialists	h	109 028	71 222	78 194	69 560
Supervisors	h	32 482	27 229	23 556	15 417
Senior Management	h	6 544	9 700	18 999	13 732



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
Geography					
Portugal	h	119 454	119 264	120 518	117 444
Spain	h	24 615	47 979	36 056	20 415
South America	h	101922	25 072	79 648	27 981
North America	h	19 831	9 216	5 401	7 848
Rest of Europe	h	27 898	3 661	3 998	2 508
APAC	h	7 407	1120	95	n.a.
<b>Volume of non-mandatory training per employee</b>	<b>h</b>	<b>75 590</b>	<b>103 626</b>	<b>91580</b>	<b>97 677</b>
Gender					
Male	h	53 841	74 742	64 749	73 782
Female	h	21750	28 884	26 831	23 896
Age group					
< 30	h	12 707	14 934	10 395	n.d.
[30-50[	h	51503	70 996	64 642	n.d.
≥ 50	h	11381	17 696	16 543	n.d.
Professional category					
Technicians	h	22 970	23 900	20 110	33 842
Specialists	h	38 813	46 687	44 496	40 625
Supervisors	h	10 672	19 318	11 314	11 383
Senior Management	h	3 136	13 721	15 660	11 828



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
Geography					
Portugal	h	22 729	21 645	28 064	27 386
Spain	h	12 646	38 168	30 994	23 374
South America	h	12 605	24 119	12 590	31 549
North America	h	16 859	13 235	15 107	11 434
Rest of Europe	h	10 724	6 170	4 821	3 935
APAC	h	29	288	4	n.a.
<b>DIRECT INVESTMENT WITH TRAINING BY EMPLOYEES</b>	<b>€/P</b>	<b>402</b>	<b>287</b>	<b>303</b>	<b>280</b>
<b>Investment in mandatory training per employee</b>	<b>€/p</b>	<b>3 547 301</b>	<b>1 949 792</b>	<b>1 635 444</b>	<b>1 325 491</b>
Gender					
Male	€/p	2 664 111	1 490 993	1 213 787	983 598
Female	€/p	883 190	458 799	421 657	341 892
Age group					
< 30	€/p	614 779	295 464	174 975	n.d.
[30-50[	€/p	2 383 752	1 246 565	1 134 684	n.d.
≥ 50	€/p	548 769	407 763	325 785	n.d.
Professional category					
Technicians	€/p	1 091 590	585 649	308 374	275 175
Specialists	€/p	1 736 511	719 732	650 960	493 354





PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
Supervisors	€/p	520 072	488 517	336 156	214 700
Senior Management	€/p	199 128	155 894	339 954	342 261
Geography					
Portugal	€/p	945 919	835 207	737 557	593 235
Spain	€/p	461 172	699 026	595 895	430 401
South America	€/p	523 000	81 110	113 752	52 692
North America	€/p	493 010	258 554	125 667	230 805
Rest of Europe	€/p	1 074 819	36 407	62 573	18 357
APAC	€/p	19 381	39 488	n.d.	n.d.
<b>Investment in non-mandatory training per employee</b>	<b>€/p</b>	<b>1 597 747</b>	<b>1 887 386</b>	<b>2 068 303</b>	<b>1 924 421</b>
Gender					
Male	€/p	1 111 575	1 289 407	1 383 758	1 340 749
Female	€/p	486 172	597 978	684 545	583 672
Age group					
< 30	€/p	280 856	275 834	231 019	n.d.
[30-50[	€/p	1 072 976	1 293 843	1 519 167	n.d.
≥ 50	€/p	243 915	317 709	318 117	n.d.
Professional category					
Technicians	€/p	383 727	244 982	356 821	292 106
Specialists	€/p	903 104	886 667	977 110	964 897



PEOPLE EXPERIENCE	UN	2023	2022	2021	2020
Supervisors	€/p	224 837	453 859	359 099	295 390
Senior Management	€/p	86 080	301 877	375 273	372 027
Geography					
Portugal	€/p	460 079	413 999	593 859	709 309
Spain	€/p	236 929	881 228	862 803	570 044
South America	€/p	68 389	149 300	184 642	279 986
North America	€/p	419 125	371 333	351 541	336 283
Rest of Europe	€/p	413 150	61 371	75 458	28 800
APAC	€/p	75	10 154	n.d.	n.a.

<sup>1</sup>Data includes companies acquired in 2023 and which, in the purchase process, negotiated that, for GDPR (General Data Protection Regulation) reasons, human resources data would only be made available in 2024.

<sup>2</sup>STEM Positions (Science, Technology, Engineering, and Mathematics).

<sup>3</sup>As part of the Organisational Climate, the Empowerment dimension was assessed in 2022 to replace the Enablement dimension previously assessed, as part of the evolution of the employee consultation model at EDP.

\* High percentage due to employees who decided to declare their gender after being hired.



## GRI Indicators

### Social indicators

2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
EMPLOYMENT								
Data including EDP Comercial Internacional companies acquired in 2023 <sup>1</sup>								
<b>Employees</b>	<b>#</b>	<b>13 041</b>	<b>5 682</b>	<b>2 140</b>	<b>3 133</b>	<b>1 073</b>	<b>613</b>	<b>400</b>
Male employees	%	70,8	71,6	68,9	74,5	66,1	63,9	64,8
Female employees	%	28,8	28,4	31,1	25,5	29,2	36,1	35,3
Not declared employees	%	0,4	0,0	0,0	0,0	4,8	0,0	0,0
Data excluding EDP Comercial Internacional companies acquired in 2023								
<b>Employees</b>	<b>#</b>	<b>12 907</b>	<b>5 682</b>	<b>2 090</b>	<b>3 133</b>	<b>1 073</b>	<b>529</b>	<b>400</b>
Executive Board of Directors	#	5	5	0	0	0	0	0
Senior Management	#	391	184	90	32	49	8	28
Supervisors	#	1198	524	242	168	137	80	47
Specialists	#	6 573	2 806	1 250	1 271	613	408	225
Technicians	#	4 740	2 163	508	1 662	274	33	100
Male employees	%	70,9	71,6	68,4	74,5	66,1	65,0	64,8
Female employees	%	28,7	28,4	31,6	25,5	29,2	35,0	35,3
Not declared employees	%	0,4	0,0	0,0	0,0	4,8	0,0	0,0
Females in management positions	%	29	32	30	21	27	26	29



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Senior management hired from the local community	%	87	98	81	88	69	100	61
<b>Employees by types of contract</b>	<b>#</b>	<b>12 907</b>	<b>5 682</b>	<b>2 090</b>	<b>3 133</b>	<b>1 073</b>	<b>529</b>	<b>400</b>
Executive bodies	#	54	32	0	22	0	0	0
Male	#	40	21	0	19	0	0	0
Female	#	14	11	0	3	0	0	0
Not declared	#	0	0	0	0	0	0	0
Permanent workforce	#	12 735	5 599	2 090	3 111	1 014	522	399
Male	#	9 039	4 025	1 430	2 316	669	341	258
Female	#	3 645	1 574	660	795	294	181	141
Not declared	#	51	0	0	0	51	0	0
Fixed-term contracts	#	118	51	0	0	59	7	1
Male	#	67	23	0	0	40	3	1
Female	#	51	28	0	0	19	4	0
Not declared	#	0	0	0	0	0	0	0
<b>Employees by occupational contract</b>	<b>#</b>	<b>12 907</b>	<b>5 682</b>	<b>2 090</b>	<b>3 133</b>	<b>1 073</b>	<b>529</b>	<b>400</b>
Full-Time	#	12 903	5 679	2 090	3 133	1 073	528	400
Male	#	9 144	4 068	1 430	2 335	709	343	259
Female	#	3 708	1 611	660	798	313	185	141
Not declared	#	51	0	0	0	51	0	0



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Part-time	#	4	3	0	0	0	1	0
Male	#	2	1	0	0	0	1	0
Female	#	2	2	0	0	0	0	0
Not declared	#	0	0	0	0	0	0	0
<b>Employees with disabilities</b>	<b>#</b>	<b>194</b>	<b>75</b>	<b>17</b>	<b>65</b>	<b>37</b>	<b>0</b>	<b>0</b>
Male	#	107	42	10	31	24	0	0
Female	#	87	33	7	34	13	0	0
Not declared	#	0	0	0	0	0	0	0
<b>Foreign employees</b>	<b>#</b>	<b>501</b>	<b>99</b>	<b>137</b>	<b>15</b>	<b>67</b>	<b>54</b>	<b>129</b>
<b>New employees<sup>2</sup></b>	<b>#</b>	<b>1425</b>	<b>398</b>	<b>188</b>	<b>345</b>	<b>247</b>	<b>165</b>	<b>82</b>
Direct admissions to permanent workforce	#	1332	326	187	339	244	156	80
Admissions with fixed-term contracts	#	57	56	0	0	0	0	1
Other admissions	#	36	16	1	6	3	9	1
Male	#	818	228	109	254	76	105	46
Female	#	451	170	79	91	15	60	36
Not declared	#	156	0	0	0	156	0	0
<30 years	#	633	231	85	129	102	65	21
[30-50 years]	#	740	160	99	209	130	84	58
≥50 years	#	52	7	4	7	15	16	3



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
F/M new admissions rate	x	0,55	0,75	0,72	0,36	0,20	0,57	0,78
<b>Employees leaving</b>	<b>#</b>	<b>1729</b>	<b>424</b>	<b>221</b>	<b>535</b>	<b>224</b>	<b>111</b>	<b>214</b>
Male	#	1306	285	179	427	165	70	180
Female	#	416	139	42	108	52	41	34
Not declared	#	7	0	0	0	7	0	0
<30 years	#	331	83	26	68	70	35	49
[30-50 years[	#	1009	170	96	392	134	67	150
≥50 years	#	389	171	99	75	20	9	15
<b>Turnover</b>	<b>%</b>	<b>13,40</b>	<b>7,46</b>	<b>10,57</b>	<b>17,08</b>	<b>20,88</b>	<b>20,98</b>	<b>53,50</b>
Male	%	14,28	7,00	12,52	18,29	23,27	20,35	69,50
Female	%	11,21	8,62	6,36	13,53	16,61	22,16	24,11
Not declared	%	13,73				13,73		
<30 years	%	15,43	9,27	11,26	12,73	25,83	28,23	54,44
[30-50 years[	%	12,46	5,42	7,80	16,06	20,68	18,87	52,45
≥50 years	%	13,55	10,35	15,74	20,72	12,99	18,00	62,50
Average age of the workforce	years	41	42	43	38	38	37	36
Average age of new admissions	years	32	30	32	32	33	35	35
Average age of leaving	years	40	45	47	39	36	35	35
Average seniority of employees	years	11	15	13	9	4	3	3



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Average seniority of leaving	years	10	19	17	8	3	3	2
Absenteeism rate	%	3,33	3,24	4,12	1,03	3,19	8,35	11,28
<b>Employees entitled to parental leave</b>	<b>#</b>	<b>535</b>	<b>212</b>	<b>63</b>	<b>140</b>	<b>78</b>	<b>22</b>	<b>20</b>
Male	#	369	152	32	109	52	13	11
Female	#	166	60	31	31	26	9	9
Not declared	#	0	0	0	0	0	0	0
<b>Employees who took parental leave<sup>3</sup></b>	<b>#</b>	<b>529</b>	<b>211</b>	<b>84</b>	<b>128</b>	<b>64</b>	<b>22</b>	<b>20</b>
Male <sup>3</sup>	#	368	151	52	98	43	13	11
Female	#	161	60	32	30	21	9	9
Not declared	#	0	0	0	0	0	0	0
<b>Retention rate of employees who took parental leave</b>	<b>%</b>	<b>96</b>	<b>100</b>	<b>100</b>	<b>94</b>	<b>98</b>	<b>86</b>	<b>60</b>
Male <sup>3</sup>	%	96	100	100	97	98	77	27
Female	%	97	100	100	83	100	100	100
Not declared	%	0	0	0	0	0	0	0
<b>Annualised average base salary</b>								
Male	€	3 717	3 400	4 861	1 947	8 195	4 742	4 405
Female	€	3 857	3 772	4 303	1 918	7 943	3 735	4 433
Not declared	€	5 004	0	0	0	5 004	0	0
Pay ratio by gender (F/M)	x	1,04	1,11	0,89	0,98	0,97	0,79	1,01



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Ratio of the annual total compensation for the organisation's highest-paid individual to the average annual total compensation for all employees (excluding the highest-paid individual)	x	12,72	6,45	7,44	10,16	6,01	4,60	8,34
Training								
<b>Total hours of training</b>	<b>hours</b>	<b>376 717</b>	<b>142 183</b>	<b>37 261</b>	<b>118 528</b>	<b>36 690</b>	<b>34 620</b>	<b>7 436</b>
Sustainability								
Environment	hours	1999	633	89	265	534	478	0
Social and Economic	hours	2 759	638	579	97	867	445	134
Ethics	hours	6 692	2 977	465	921	470	1825	34
Quality	hours	2 217	1546	95	96	111	283	88
Languages	hours	11925	6 593	0	774	0	4 557	0
Information systems	hours	22 300	11879	3 407	1155	1349	3 385	1126
Other	hours	328 825	117 918	32 626	115 221	33 358	23 646	6 055
<b>Average total training</b>	<b>h/p</b>	<b>29</b>	<b>25</b>	<b>18</b>	<b>38</b>	<b>34</b>	<b>64</b>	<b>19</b>
Executive Board of Directors	h/p	5	5	n.a.	n.a.	n.a.	n.a.	n.a.
Male	h/p	5	5	n.a.	n.a.	n.a.	n.a.	n.a.
Female	h/p	4	4	n.a.	n.a.	n.a.	n.a.	n.a.
Senior Management	h/p	23	31	11	13	12	126	10
Male	h/p	26	34	11	12	14	126	25
Female	h/p	20	26	11	18	8	n.a.	15





2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Supervisors	h/p	36	35	21	69	19	55	25
Male	h/p	37	36	24	73	18	53	26
Female	h/p	31	33	14	56	22	60	21
Specialists	h/p	22	20	15	22	22	64	20
Male	h/p	24	20	17	30	24	65	23
Female	h/p	19	21	11	12	21	63	17
Technicians	h/p	37	28	25	47	72	74	15
Male	h/p	40	30	27	50	98	98	15
Female	h/p	20	17	16	26	23	19	14
Employees with training	%	100	100	67	100	45	100	100
Labour relations								
Collective employment agreements	%	78	99	58	97	0	31	0
Trade union membership	%	27	31	18	42	0	1	0
Union Structures	#	32	15	5	11	0	1	0
Hours lost due to strikes	hours	1460	1382	29	0	0	49	0
Staff engaged in further study	#	69	69	0	0	0	0	0
Professional internships	#	471	290	0	114	50	4	13
Academic internships	#	123	0	89	0	1	23	10



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Health and safety (H&S)								
Certification (installed capacity)	MW	25 102	8 410	4 380	2 436	7 814	1 819	243
Certification (installed capacity)	%	92	97	100	91	72	86	77
<b>Employees</b>								
Covered by certification	#	10 255	5 924	1 708	1 150	1 036	342	95
Covered by certification	%	78	100	100	32	100	100	20
Work-related injuries <sup>4</sup>								
Recordable work-related injuries <sup>5</sup>	#	60	23	7	14	14	0	2
High-consequence work-related injuries <sup>6</sup>	#	3	2	1	0	0	0	0
Fatal work-related injuries	#	0	0	0	0	0	0	0
Work-related ill health								
Recordable ill health	#	0	0	0	0	0	0	0
Fatalities as a result of ill health	#	0	0	0	0	0	0	0
Accidents with lost workdays <sup>7</sup>								
Male	#	32	17	2	9	2	0	2
Female	#	5	4	0	1	0	0	0
Total lost days due to accidents <sup>8</sup>	#	1 978	1 111	402	297	156	0	12
Hours worked	hours	25 226 403	10 128 132	3 770 780	7 302 639	2 056 217	619 046	1 349 589
Rates								



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Frequency rate <sup>9</sup>	Fr	1,47	2,07	0,53	1,37	0,97	0,00	1,48
Male	Fr	1,70	2,34	0,76	1,67	0,97	0,00	1,88
Female	Fr	0,78	1,40	0,00	0,52	0,00	0,00	0,00
Severity rate <sup>10</sup>	<b>Sr</b>	78	110	107	41	76	0	9
Male	Sr	85	102	152	55	76	0	11
Female	Sr	58	129	0	1	0	0	0
Overall severity rate <sup>11</sup>	oSr	81	117	107	41	76	0	9
Male	oSr	87	107	152	55	76	0	11
Female	oSr	63	141	0	1	0	0	0
Work-related injuries <sup>4</sup>								
Recordable frequency rate	RFr	2,38	2,27	1,86	1,92	6,81	0,00	1,48
High-consequency frequency rate (excluding fatalities)	HFr	0,12	0,20	0,27	0,00	0,00	0,00	0,00
Fatal frequency rate	FFr	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>Contractors</b>								
Covered by certification	#	19 079	8 536	3 196	4 856	1 526	806	159
Covered by certification	%	78	100	100	32	100	100	20
Work-related injuries <sup>4</sup>								
Recordable work-related injuries <sup>5</sup>	#	213	57	38	92	18	5	3



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
High-consequence work-related injuries (excluding fatalities) <sup>6</sup>	#	11	5	4	2	0	0	0
Fatal work-related injuries	#	5	0	0	5	0	0	0
Work-related ill health								
Recordable ill health	#	0	0	0	0	0	0	0
Fatalities as a result of ill health	#	0	0	0	0	0	0	0
Accidents with lost workdays <sup>7</sup>	#	140	56	23	53	0	5	3
Hours worked	hours	62 546 729	16 867 239	6 314 939	29 987 258	6 218 093	1592 711	1566 489
Rates								
Frequency rate <sup>9</sup>	Fr	2,32	3,32	3,64	1,93	0,00	3,14	1,92
Severity rate <sup>10</sup>	Sr	106	214	192	46	0	92	183
Overall severity rate <sup>11</sup>	oSr	592	236	192	1047	0	92	183
Work-related injuries <sup>5</sup>								
Recordable Frequency Rate	RFr	3,41	3,38	6,02	3,07	2,89	3,14	1,92
High-Consequency Frequency Rate	HFr	0,18	0,30	0,63	0,07	0,00	0,00	0,00
Fatal Frequency Rate	FFr	0,08	0,00	0,00	0,17	0,00	0,00	0,00
<b>EDP employees and contractors</b>								
Rates								
Frequency rate <sup>9</sup>	Fr	2,07	2,85	2,48	1,82	0,24	2,26	1,71



2023	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Severity rate <sup>10</sup>	Sr	98	175	160	45	19	66	103
Overall severity rate <sup>11</sup>	oSr	445	191	160	850	19	66	103
Near accidents	#	537	169	108	120	112	27	1
<b>People outside the activity</b>								
Electrical accidents involving third parties <sup>12</sup>	#	47	10	0	37	0	0	0
Fatal electrical accidents involving third parties	#	15	2	0	13	0	0	0
<b>Representatives elected in H&amp;S Commissions</b>								
EDP employees represented <sup>13</sup>	%	69	84	81	67	0	72	0
Employees representative	#	247	47	20	148	14	18	0
<b>H&amp;S training</b>								
<b>Employees</b>								
Awareness actions	#	2 602	410	538	908	534	199	13
Employees	#	33 338	9 587	5 915	5 910	9 311	2 545	70
Training hours	hours	141 290	23 653	20 106	69 867	17 715	8 585	1 364
<b>Contractors</b>								
Awareness actions	#	7 086	5 199	168	1 480	0	226	13
Employees	#	24 141	11 264	1 050	10 509	0	763	555
Training hours	hours	250 921	3 404	325	246 935	0	203	54

<sup>1</sup>Data includes companies acquired in 2023 and which, in the purchase process, negotiated that, for GDPR (General Data Protection Regulation) reasons, human resources data would only be made available in 2024.

<sup>2</sup>Net values of the employees transfer from fixed-term contracts to permanent workforce.

<sup>3</sup>These values do not include information about male employees who took parental leave in South America.



<sup>4</sup> Accidents at the workplace in worktime and accidents on the way to or from work, with an absence of one more calendar days and fatal accidents.

<sup>5</sup> Includes accidents: fatal, absence from work (TTI – Temporary Total Incapacity), with TPI (Temporary Partial Incapacity) or PPI (Permanent Partial Incapacity); Without absence, with use of non-prescription medication at prescription strength; without absence, with use of wound closing treatment, such as suture, staples; without absence, administering immunisation vaccines; without absence, with use of devices with rigid stays/others designed to immobilisation; without absence, with physical therapy treatment; without absence, with loss of consciousness.

<sup>6</sup> An accident at work in which a serious injury has resulted and from which the worker does not recover, or may not fully recover, or from which it is not expected to recover in less than six months. Excludes fatal accidents.

<sup>7</sup> Accidents occurred at the place and working time or on a journey, with one or more days of absence and fatal accidents.

<sup>8</sup> Sum of the number of absence calendar days resulting from work accidents that occurred in the reference period, plus the number of days lost by accidents in the previous period, which lasted until the reference period without interruption. The lost time is measured from the day following the accident to the day right before the return to work.

<sup>9</sup> Number of accidents at work in service with absence/fatalities per million hours worked.

<sup>10</sup> Number of calendar days lost due to work accidents per million hours worked in the reference period.

<sup>11</sup> Number of calendar days lost due to work accidents per million hours worked in the reference period, including days for permanent disability and a portion of 6,000 days for each fatal accident.

<sup>12</sup> Accidents involving persons outside EDP's activity, including fatal accidents.

<sup>13</sup> Numbers of EDP employees represented by the total number of EDP employees.



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
<b>EMPLOYMENT</b>								
<b>Employees</b>	<b>#</b>	<b>13 211</b>	<b>5 716</b>	<b>2 119</b>	<b>3 328</b>	<b>1 041</b>	<b>476</b>	<b>531</b>
Executive Board of Directors	#	5	5	0	0	0	0	0
Senior Management	#	386	182	88	30	52	7	27
Supervisors	#	1323	520	291	189	192	62	69
Specialists	#	6 469	2 733	1180	1475	477	391	213
Technicians	#	5 028	2 276	560	1634	320	16	222
Male employees	%	72,1	72,3	70,6	75,5	66,0	64,9	73,8
Female employees	%	27,5	27,7	29,4	24,5	28,9	35,1	26,2
Not declared employees	%	0,4	0,0	0,0	0,0	5,1	0,0	0,0
Females in management positions	%	28	32	27	21	23	23	34
Senior management hired from the local community	%	88	99	81	90	75	86	67
<b>Employees by types of contract</b>	<b>#</b>	<b>13 211</b>	<b>5 716</b>	<b>2 119</b>	<b>3 328</b>	<b>1 041</b>	<b>476</b>	<b>531</b>
Executive bodies	#	53	32	0	21	0	0	0
Male	#	37	21	0	16	0	0	0
Female	#	16	11	0	5	0	0	0
Not declared	#	0	0	0	0	0	0	0
Permanent workforce	#	13 024	5 628	2 116	3 307	972	470	531
Male	#	9 416	4 084	1495	2 495	643	307	392



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Female	#	3 555	1544	621	812	276	163	139
Not declared	#	53	0	0	0	53	0	0
Fixed-term contracts	#	134	56	3	0	69	6	0
Male	#	74	26	2	0	44	2	0
Female	#	60	30	1	0	25	4	0
Not declared	#	0	0	0	0	0	0	0
<b>Employees by occupational contract</b>	<b>#</b>	<b>13 211</b>	<b>5 716</b>	<b>2 119</b>	<b>3 328</b>	<b>1 041</b>	<b>476</b>	<b>531</b>
Full-Time	#	13 205	5 711	2 119	3 328	1 041	475	531
Male	#	9 526	4 131	1 497	2 511	687	308	392
Female	#	3 626	1 580	622	817	301	167	139
Not declared	#	53	0	0	0	53	0	0
Part-time	#	6	5	0	0	0	1	0
Male	#	1	0	0	0	0	1	0
Female	#	5	5	0	0	0	0	0
Not declared	#	0	0	0	0	0	0	0
<b>Employees with disabilities</b>	<b>#</b>	<b>191</b>	<b>72</b>	<b>18</b>	<b>70</b>	<b>31</b>	<b>0</b>	<b>0</b>
Male	#	110	44	11	36	19	0	0
Female	#	81	28	7	34	12	0	0
Not declared	#	0	0	0	0	0	0	0





2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
<b>Foreign employees</b>	#	<b>480</b>	<b>91</b>	<b>114</b>	<b>18</b>	<b>56</b>	<b>84</b>	<b>117</b>
<b>New employees<sup>1</sup></b>	#	<b>2 064</b>	<b>521</b>	<b>272</b>	<b>595</b>	<b>381</b>	<b>161</b>	<b>134</b>
Direct admissions to permanent workforce	#	1831	443	271	588	311	102	116
Admissions with fixed-term contracts	#	71	70	1	0	0	0	0
Other admissions	#	162	8	0	7	70	59	18
Male	#	1216	302	175	437	118	113	71
Female	#	642	219	97	158	57	48	63
Not declared	#	206	0	0	0	206	0	0
<30 years	#	854	275	123	186	161	68	41
[30-50 years[	#	1069	236	140	357	170	84	82
≥50 years	#	141	10	9	52	50	9	11
F/M new admissions rate	x	0,53	0,73	0,55	0,36	0,48	0,42	0,89
<b>Employees leaving</b>	#	<b>1553</b>	<b>474</b>	<b>135</b>	<b>487</b>	<b>251</b>	<b>49</b>	<b>157</b>
Male	#	1140	336	102	370	177	31	124
Female	#	400	138	33	117	61	18	33
Not declared	#	13	0	0	0	13	0	0
<30 years	#	333	76	29	90	70	7	61
[30-50 years[	#	779	144	70	290	149	40	86
≥50 years	#	441	254	36	107	32	2	10



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
<b>Turnover</b>	%	<b>11,76</b>	<b>8,29</b>	<b>6,37</b>	<b>14,63</b>	<b>24,11</b>	<b>10,29</b>	<b>29,57</b>
Male	%	11,97	8,13	6,81	14,74	25,76	10,03	31,63
Female	%	11,02	8,71	5,31	14,32	20,27	10,78	23,74
Not declared	%	24,53	n.a.	n.a.	n.a.	24,53	n.a.	n.a.
<30 years	%	14,40	8,00	12,83	15,33	25,27	6,14	38,36
[30-50 years[	%	9,80	4,70	5,63	12,09	25,82	12,23	25,22
≥50 years	%	15,31	14,91	5,54	31,20	27,12	5,71	32,26
Average age of the workforce	years	41	43	44	38	37	37	35
Average age of new admissions	years	34	31	33	36	35	34	36
Average age of leaving	years	42	49	42	41	37	38	33
Average seniority of employees	years	12	16	14	9	4	3	2
Average seniority of leaving	years	12	23	12	10	3	4	1
Absenteeism rate	%	3,00	3,49	3,87	1,38	3,46	8,14	2,26
<b>Employees entitled to parental leave</b>	<b>#</b>	<b>625</b>	<b>234</b>	<b>118</b>	<b>197</b>	<b>40</b>	<b>23</b>	<b>13</b>
Male	#	397	153	79	118	24	12	11
Female	#	228	81	39	79	16	11	2
Not declared	#	0	0	0	0	0	0	0
<b>Employees who took parental leave<sup>2</sup></b>	<b>#</b>	<b>459</b>	<b>165</b>	<b>118</b>	<b>106</b>	<b>37</b>	<b>20</b>	<b>13</b>
Male <sup>2</sup>	#	236	84	79	29	24	9	11



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Female	#	223	81	39	77	13	11	2
Not declared	#	0	0	0	0	0	0	0
<b>Retention rate of employees who took parental leave</b>	<b>%</b>	<b>98</b>	<b>100</b>	<b>94</b>	<b>99</b>	<b>98</b>	<b>96</b>	<b>100</b>
Male <sup>2</sup>	%	98	100	96	100	96	100	100
Female	%	99	100	97	99	100	91	100
Not declared	%	0	0	0	0	0	0	0
<b>Annualised average base salary</b>								
Male	€	3 631	3 227	4 467	1 877	10 623	4 206	3 265
Female	€	3 825	3 542	3 923	2 023	10 162	3 282	4 147
Not declared	€	4 232	0	0	0	4 232	0	0
Pay ratio by gender (F/M)	x	1,05	1,10	0,88	1,08	0,96	0,78	1,27
Ratio of the annual total compensation for the organisation's highest-paid individual to the average annual total compensation for all employees (excluding the highest-paid individual)	x	12,99	6,34	7,86	11,80	4,69	5,22	9,76
<b>TRAINING</b>								
<b>Total hours of training</b>	<b>hours</b>	<b>309 935</b>	<b>140 908</b>	<b>86 147</b>	<b>49 191</b>	<b>22 451</b>	<b>9 831</b>	<b>1 407</b>
Sustainability								
Environment	hours	1648	886	483	94	19	165	1
Social and Economic	hours	225	194	5	1	0	24	1



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Ethics	hours	5 714	1 037	582	3 620	349	32	93
Quality	hours	1 721	904	195	17	149	455	0
Languages	hours	20 212	3 356	14 050	1 285	299	1 221	0
Information systems	hours	28 900	6 927	16 888	2 002	1 428	1 467	186
Other	hours	251 515	127 604	53 942	42 172	20 206	6 466	1 126
<b>Average total training</b>	<b>h/p</b>	<b>24</b>	<b>25</b>	<b>41</b>	<b>15</b>	<b>23</b>	<b>21</b>	<b>3</b>
Executive Board of Directors	h/p	5	5	n.a.	n.a.	n.a.	n.a.	n.a.
Male	h/p	5	5	n.a.	n.a.	n.a.	n.a.	n.a.
Female	h/p	5	5	n.a.	n.a.	n.a.	n.a.	n.a.
Senior Management	h/p	60	50	118	20	39	136	7
Male	h/p	61	51	112	21	42	136	6
Female	h/p	58	47	140	15	33	n.a.	9
Supervisors	h/p	36	41	63	23	8	19	4
Male	h/p	36	39	73	21	8	12	4
Female	h/p	34	44	38	29	10	36	5
Specialists	h/p	18	18	33	10	14	19	3
Male	h/p	19	19	35	10	16	20	3
Female	h/p	16	17	29	8	11	19	3



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Technicians	h/p	24	26	34	18	43	8	1
Male	h/p	26	29	35	20	50	4	1
Female	h/p	14	11	29	11	14	9	2
Employees with training	%	100	91	100	100	100	87	100
<b>LABOUR RELATIONS</b>								
Collective employment agreements	%	79	99	61	98	0	36	0
Trade union membership	%	27	31	20	40	0	1	0
Union Structures	#	29	15	5	9	0	0	0
Hours lost due to strikes	hours	964	964	0	0	0	0	0
Staff engaged in further study	#	83	83	0	0	0	0	0
Professional internships	#	476	280	0	137	47	0	12
Academic internships	#	199	9	190	0	0	0	0
<b>HEALTH AND SAFETY (H&amp;S)</b>								
Certification (installed capacity)	MW	24 754	8 244	5 325	3 115	6 370	1 700	0
Certification (installed capacity)	%	96	98	100	95	96	95	0
<b>Employees</b>								
Covered by certification	#	10 604	6 049	2 092	1 767	380	316	0
Covered by certification	%	81	100	100	49	37	99	0



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Work-related injuries <sup>3</sup>								
Recordable work-related injuries <sup>4</sup>	#	51	12	11	13	7	1	7
High-consequence work-related injuries <sup>5</sup>	#	0	0	0	0	0	0	0
Fatal work-related injuries	#	0	0	0	0	0	0	0
Work-related ill health								
Recordable ill health	#	2	2	0	0	0	0	0
Fatalities as a result of ill health	#	0	0	0	0	0	0	0
Accidents with lost workdays <sup>6</sup>								
Male	#	25	9	2	6	0	1	7
Female	#	3	1	0	2	0	0	0
Total lost days due to accidents <sup>7</sup>	#	1594	971	188	155	210	1	69
Hours worked	hours	24 673 057	9 966 930	3 667 344	7 262 008	1744 415	576 374	1455 986
<b>Rates</b>								
Frequency rate <sup>8</sup>	Fr	1,13	1,00	0,55	1,10	0,00	1,73	4,81
Male	Fr	1,34	1,24	0,76	1,11	0,00	2,66	5,57
Female	Fr	0,50	0,37	0,00	1,07	0,00	0,00	0,00
Severity rate <sup>9</sup>	Sr	65	97	51	21	120	2	47
Male	Sr	84	132	71	27	120	3	55
Female	Sr	4	5	0	5	0	0	0



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Overall severity rate <sup>10</sup>	oSr	69	109	51	21	120	2	47
Male	oSr	90	146	71	27	120	3	55
Female	oSr	6	9	0	5	0	0	0
Work-related injuries <sup>3</sup>								
Recordable frequency rate	RFr	2,07	1,20	3,00	1,79	4,01	1,73	4,81
High-consequence frequency rate (excluding fatalities)	HFr	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Fatal frequency rate	FFr	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>Contractors</b>								
Covered by certification	#	20 689	7 699	2 839	6 215	549	517	0
Covered by certification	%	81	100	100	49	37	99	0
Work-related injuries <sup>3</sup>								
Recordable work-related injuries	#	161	55	33	64	9	0	0
High-consequence work-related injuries (excluding fatalities)	#	10	5	3	2	0	0	0
Fatal work-related injuries	#	5	3	0	2	0	0	0
Work-related ill health								
Recordable ill health	#	0	0	0	0	0	0	0
Fatalities as a result of ill health	#	0	0	0	0	0	0	0
Accidents with lost workdays <sup>6</sup>	#	105	50	23	32	0	0	0



2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
Hours worked	hours	50 470 660	15 213 865	5 609 617	25 063 733	2 933 039	1 030 850	619 556
Rates								
Frequency rate <sup>8</sup>	Fr	2,18	3,48	4,10	1,36	0,00	0,00	0,00
Severity rate <sup>9</sup>	Sr	144	208	361	79	0	91	0
Overall severity rate <sup>10</sup>	oSr	749	1 412	361	566	0	91	0
Work-related injuries <sup>4</sup>								
Recordable Frequency Rate	RFr	3,19	3,62	5,88	2,55	3,07	0,00	0,00
High-Consequency Frequency Rate	HFr	0,20	0,33	0,53	0,08	0,00	0,00	0,00
Fatal Frequency Rate	FFr	0,10	0,20	0,00	0,06	0,00	0,00	0,00
<b>EDP employees and contractors</b>								
Rates								
Frequency rate <sup>8</sup>	Fr	1,84	2,50	2,69	1,30	0,00	0,62	3,37
Severity rate <sup>9</sup>	Sr	118	164	239	66	45	59	33
Overall severity rate <sup>10</sup>	oSr	526	896	239	443	45	59	33
Near accidents	#	471	135	85	107	125	19	0
<b>People outside the activity</b>								
Electrical accidents involving third parties <sup>11</sup>	#	41	12	0	29	0	0	0
Fatal electrical accidents involving third parties <sup>12</sup>	#	14	2	0	12	0	0	0





2022	UN	GROUP	PORTUGAL	SPAIN	SOUTH AMERICA	NORTH AMERICA	REST OF EUROPE	APAC
<b>Representatives elected in H&amp;S Commissions</b>								
EDP employees represented <sup>13</sup>	%	75	87	56	77	44	66	16
Employees representative	#	9 782	5 183	1 162	2 772	455	210	6
<b>H&amp;S TRAINING</b>								
<b>Employees</b>								
Awareness actions	#	5 398	405	724	3 328	784	145	12
Employees	#	36 152	8 423	6 335	13 101	7 549	673	71
Training hours	hours	176 500	28 112	21 239	115 553	8 888	2 457	251
<b>Contractors</b>								
Awareness actions	#	9 388	5 880	109	3 194	0	198	7
Employees	#	35 432	24 817	1 171	8 674	0	610	160
Training hours	hours	173 241	50 903	153	120 377	0	180	1 628

<sup>1</sup> These values include the employees of the Viesgo companies acquired in December by the EDP Group.

<sup>2</sup> Net values of the employees transfer from fixed-term contracts to permanent workforce.

<sup>3</sup> These values do not include information about male employees who took parental leave in South America.

<sup>4</sup> Accidents at the workplace in worktime and accidents on the way to or from work, with an absence of one more calendar days and fatal accidents.

<sup>5</sup> Includes accidents: fatal, absence from work (TTI - Temporary Total Incapacity), with TPI (Temporary Partial Incapacity) or PPI (Permanent Partial Incapacity); Without absence, with use of non-prescription medication at prescription strength; without absence, with use of wound closing treatment, such as suture, staples; without absence, administering immunisation vaccines; without absence, with use of devices with rigid stays/others designed to immobilisation; without absence, with physical therapy treatment; without absence, with loss of consciousness.

<sup>6</sup> An accident at work in which a serious injury has resulted and from which the worker does not recover, or may not fully recover, or from which it is not expected to recover in less than six months. Excludes fatal accidents.

<sup>7</sup> Accidents occurred at the place and working time or on a journey, with one or more days of absence and fatal accidents.

<sup>8</sup> Sum of the number of absence calendar days resulting from work accidents that occurred in the reference period, plus the number of days lost by accidents in the previous period, which lasted until the reference period without interruption. The lost time is measured from the day following the accident to the day right before the return to work.

<sup>9</sup> Number of accidents at work in service with absence/fatalities per million hours worked.

<sup>10</sup> Number of calendar days lost due to work accidents per million hours worked in the reference period.

<sup>11</sup> Number of calendar days lost due to work accidents per million hours worked in the reference period, including days for permanent disability and a portion of 6,000 days for each fatal accident.

<sup>12</sup> Accidents involving persons outside EDP's activity, including fatal accidents.

<sup>13</sup> Accidents involving persons outside EDP's activity. It should be noted that in 2022, there were 14 fatal accidents, two of which had two victims.

<sup>14</sup> Numbers of EDP employees represented by the total number of EDP employees.

