



# EDP P&O Report 2025

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# People and Organisation Report 2025

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Unless otherwise stated, the figures presented refer to the EDP Group as a whole, as of year-end 2025.



**Paula Carneiro**  
P&O Senior Executive Director

## Welcome message

Between 2023 and 2025, EDP underwent a significant People & organisation transformation, responding to an increasingly complex business environment shaped by the acceleration of the energy transition, rising stakeholder expectations, and greater organisational scale. What began as a bold transformation agenda has now matured into a phase focused on discipline, execution, and value realisation.

By 2025, the organisation strengthened its foundations, embedding clearer accountability, more consistent ways of working, and closer alignment between purpose, behaviours, and P&O practices. This has enhanced EDP's ability to address complexity with rigor, care for its people with greater intentionality, and deliver more consistent performance outcomes.

Looking ahead, the context in which EDP operates will demand even greater adaptability. Workforce expectations are evolving, skills are becoming more dynamic, and productivity is increasingly driven by leadership quality, organisational clarity, and the effective deployment of talent. In this environment, leadership development is not a support function; it is a strategic priority.

As we enter the 2026-2028 cycle, fully aligned with the new Business Plan, EDP's P&O strategy is focused on preparing the organisation for these future demands. The emphasis will be on strengthening leadership capability at all levels to manage change with confidence, develop people with intent, and drive sustained performance and productivity. This requires a continued shift towards an empowered ecosystem, underpinned by human-centred experiences, where leaders are equipped to translate strategy into outcomes.

The next phase is therefore not about transformation alone, but about building a leadership-driven organisation capable of continuously evolving and delivering business results while creating long-term value for its people and stakeholders.



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## PEOPLE & ORGANISATION REPORT

### 01. Our Purpose



#### 1.1. Our People

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#### 1.2. A global Purpose and Skills

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## 1. Our Purpose

# Our energy

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

# and heart drive

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

Reflects our ambition and leadership in making change happen

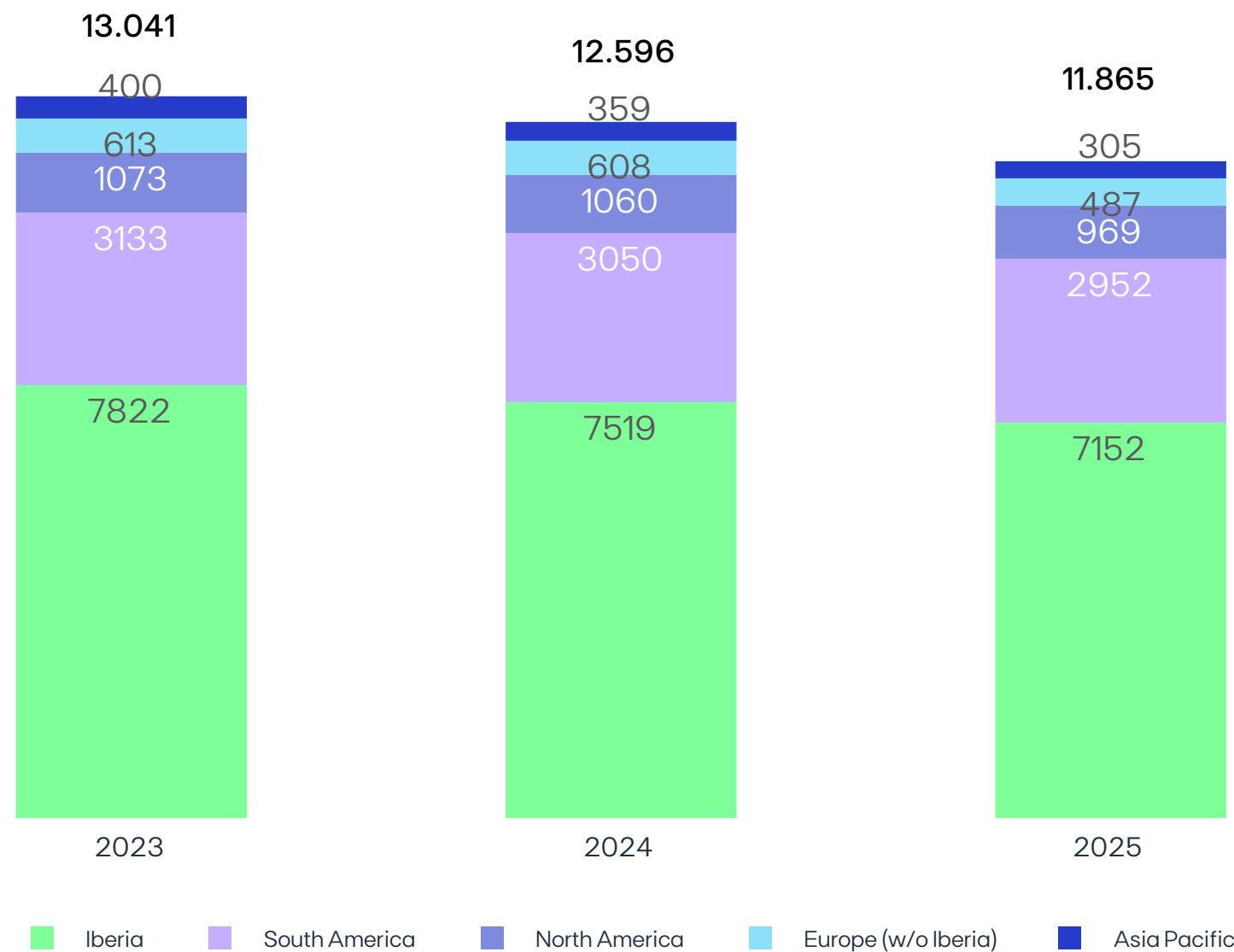
# a better tomorrow

The reason why we work everyday

## 1.1. Our People

EDP remains a global organisation with a diverse workforce spread across multiple markets, cultures, and professional profiles. Over the cycle, workforce dynamics evolved in line with strategic business decisions, portfolio optimisation, and organisational simplification, while ensuring stability and continuity for employees. Despite operating in a highly competitive labour market, characterised by skills scarcity, changing career expectations, and increased mobility, the organisation maintained a resilient people base.

**Headcount evolution**



The decrease of 5,8% in headcount in 2025 (vs 2024) was primarily driven by the global reorganisation initiative aimed at enhancing the company's overall efficiency and optimizing the operational structure in many countries to align business priorities and workforce.

This resilience was supported by consistent global people frameworks, transparent communication, and a strong employee value proposition anchored in purpose, development, and flexibility.

The growing diversity of the workforce across genders, generations, and nationalities reflects both EDP's global footprint and its commitment to inclusive practices. Diversity is recognised not only as a social responsibility, but also as a critical source of organisational capability, innovation, and better decision-making.

At the same time, attention to retention, internal mobility, and capability depth remained a priority throughout the cycle, ensuring that organisational transformation did not come at the expense of engagement, trust, or performance.

## 1.2. A global Purpose and Skills

[EDP's purpose](#) provides the foundation for how the organisation works, leads, and evolves.

- **Energy** represents the organisation's ability to solve problems with rigour, efficiency, and curiosity, while building trust through clarity and accountability
- **Heart** reflects the human dimension of the organisation, emphasising self-awareness, collaboration, consciousness, and openness in daily interactions and leadership practices
- **Drive** expresses ambition and courage, and the willingness to anticipate the future, embrace change, and make bold decisions in moments of uncertainty

**Our Energy and heart drive a better tomorrow**

**Energy**

- **Trustworthiness:** We inspire trust, respect, and guide with integrity & ethics our behaviour 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 adequate time & resources, acting quickly and working with agility.

**Heart**

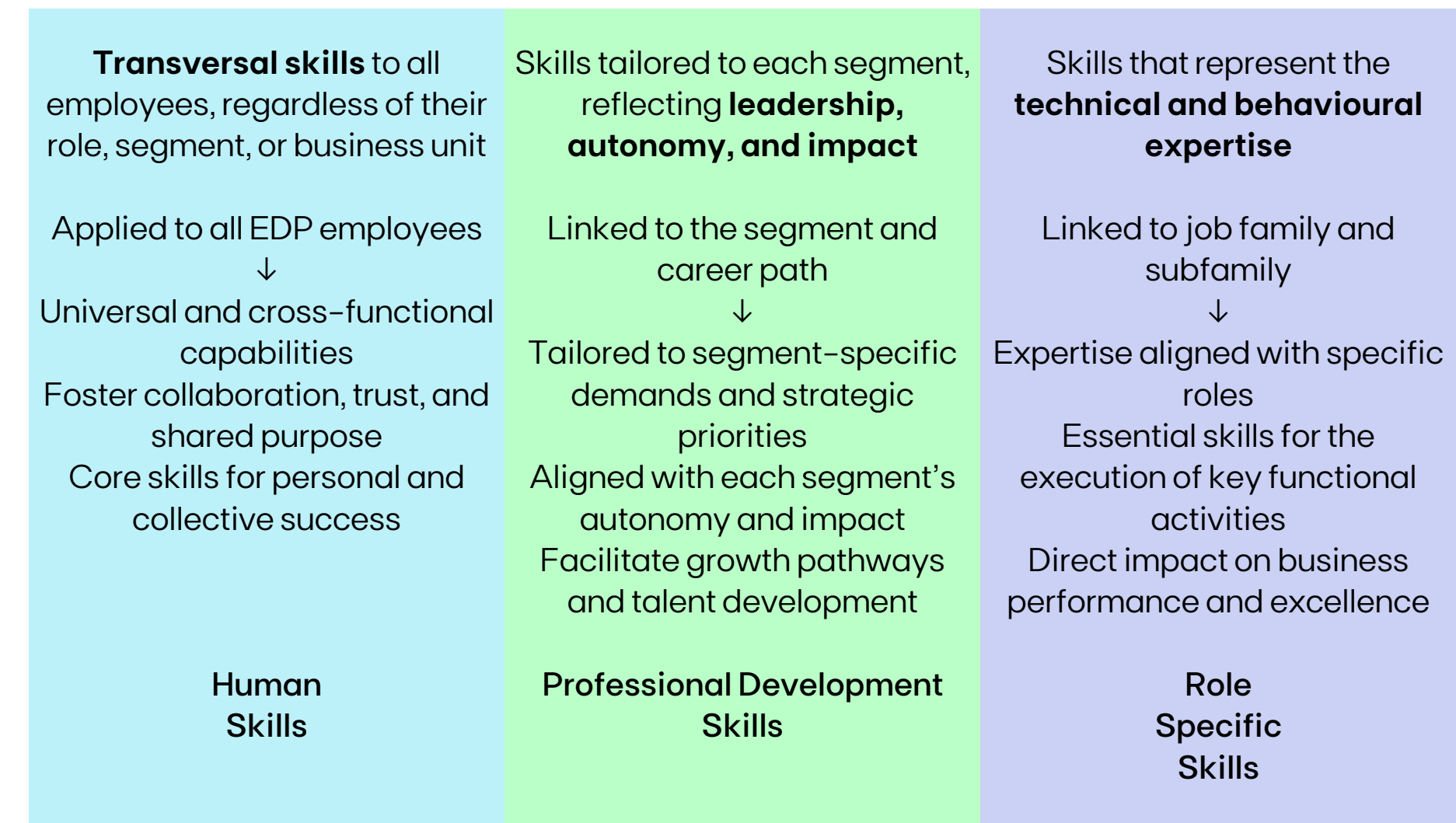
- **Self-awareness:** We are capable of building on strengths and identifying improvement areas, leveraging feedback.
- **Collaboration:** We proactively seek diverse contributions and work with others to achieve the proposed goals.
- **Mindfulness:** We recognize the importance of safety, practicing 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.

Throughout this year, this purpose moved from an aspirational statement to a concrete organising principle for P&O management. It became increasingly embedded in performance management, leadership expectations, development practices, and organisational design.

In 2025, EDP strengthened its commitment to fair and equal opportunities through the implementation of a skills-based approach. By prioritizing skills over roles or tenure, this model promotes merit-based access to development pathways, internal mobility, and career progression, while supporting workforce adaptability. This approach is particularly critical in a matrix organisational model, ensuring transparency, consistency, and alignment between individual capabilities and business needs.



Skills-based approach framework, 2025



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## PEOPLE & ORGANISATION REPORT

### 02. Our Energy



2.1. organisational model

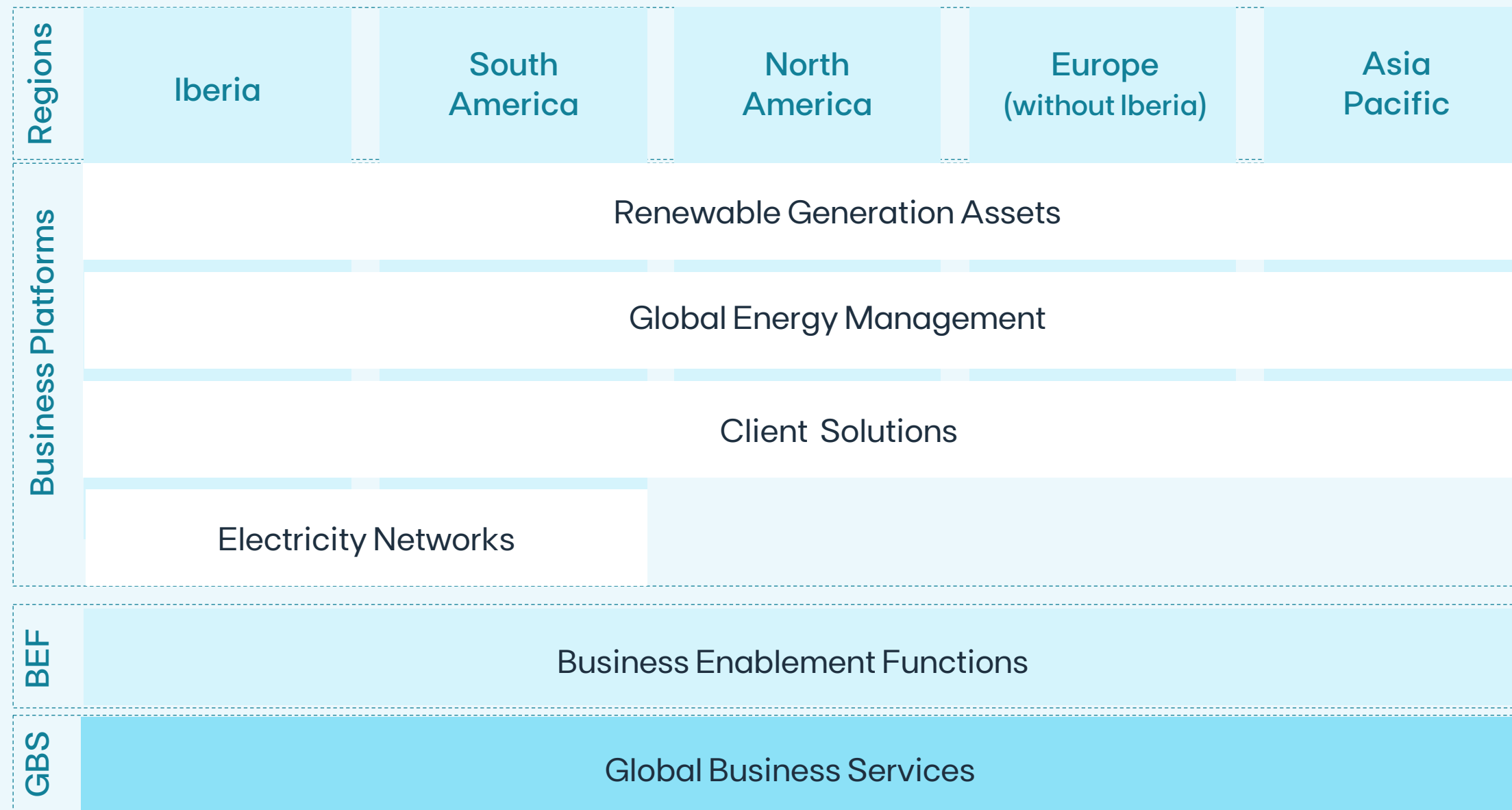
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2.2. Efficiency and decision-making

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## 2. Our Energy

### 2.1. organisational model



Operating model, 2025

The transformation initiated in 2024 responded to the need for an organisation capable of managing complexity at scale, without losing speed or clarity. EDP evolved towards a matrix-based operating model, structured around platforms, regions, Business Enablement Functions, and Global Business Services.

This model reflects a deliberate choice to balance global alignment with proximity to the business. Clear mandates, defined accountabilities, and streamlined governance enable faster and more effective problem solving, while reinforcing trust across organisational interfaces.



By 2025, the organisation entered a consolidation phase. Structural changes were stabilised, governance forums became more focused on value creation, and decision rights were clarified across levels. Simplification of organisational layers and spans of control supported empowerment and reinforced a culture of accountable execution.

## 2.2. Efficiency and decision-making

Efficiency at EDP is not about doing more with less, but about freeing time and energy to focus on what truly matters and creates value. Throughout the cycle, digitalisation and people analytics were key enablers of this shift: we accelerated digital solutions while simultaneously reviewing and optimising our organisational and digital architecture.

The P&O intelligence ecosystem integrates and centralizes various tools and data sources, encompassing data across all strategic People & organisation dimensions within the EDP Group, enabling multi-level analysis, data-driven decision-making, strategic planning, process execution, employee experience tracking, gap and risk identification, reporting, and more.

**70% key decisions below the EBD level<sup>3</sup>**

**↑3pp Decisions are made without undue delay<sup>4</sup>**

**↑3pp I have the authority to make the decisions necessary to do my job<sup>5</sup>**

**Digital HR<sup>1</sup>**  
  
**100%**

Investments in digital tools strengthened workforce planning, recruitment, learning, and people analytics, supporting more informed, data-driven decisions.

At the same time, beyond extensive digitalisation, we streamlined our technology architecture, reducing the number of applications<sup>2</sup> and solutions while increasing integration, simplifying processes end-to-end, and lowering administrative complexity. This enhanced transparency and reinforced trust and consistency across the organisation.

**P&O applications<sup>2</sup>**  
  
**<31**  
  
(-16% vs 2024)

Governance and delegation models were also reviewed in parallel to reflect organisational maturity. Decision-making authority was progressively devolved closer to the business, enabling faster responses while maintaining alignment with strategic priorities.

<sup>1</sup> 2026 Top Employer Results

<sup>2</sup> Digital Roadmap 2026-2028 (About Me; Service Now; Decision; IAM; Benefits4All; among others).

<sup>3</sup> Delegation of Authority

<sup>4</sup> 2025 Organisational Climate Survey versus 2024

<sup>5</sup> 2025 Organisational Climate Survey versus 2024

## 2.3. Collaboration

In a global matrix organisation, collaboration is a core capability. Over the cycle, EDP strengthened formal and informal mechanisms that enable collaboration across functions, platforms, and regions.

Global communities<sup>1</sup> of practice became powerful vehicles for knowledge sharing, professional development, and innovation. These communities connect people around shared expertise and challenges, reinforcing collective problem-solving and accelerating learning across the organisation

### Collaboration<sup>2</sup>

↑2pp

Collaboration is also embedded in leadership expectations, performance assessments, and development conversations, reinforcing behaviours aligned with trust, openness, and shared ownership.

<sup>1</sup> Further information on this topic can be found in the Development chapter (page 28).

<sup>2</sup> 2025 Organisational Climate Survey versus 2024



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## PEOPLE & ORGANISATION REPORT

### 03. Our Heart



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3.5. Diversity, Equity, Inclusion, and Belonging	24

### 3. Our heart

#### 3.1. Organisational climate

##### Employee engagement

78%

0pp vs 2024

83%

I feel proud to work for EDP

0pp vs 2024  
+1 vs GI  
-4 vs HP  
+4 vs utilities

70%

I would recommend EDP as a great place to work

-2pp vs 2024  
-5 vs GI  
-12 vs HP  
-7 vs utilities

79%

My work gives me a sense of personal accomplishment

+2pp vs 2024  
-1 vs GI  
-5 vs HP  
+1 vs utilities

81%

Intend to stay at EDP for at least the next 12 months

+2pp vs 2024  
0 vs GI  
-5 vs HP  
-1 vs utilities

##### Empowerment

76%

+2pp vs 2024

78%

Have the opportunity to do challenging work

+1pp vs 2024  
-6 vs GI  
-8 vs HP  
-4 vs utilities

74%

My job makes good use of my skills and abilities

+1pp vs 2024  
-5 vs GI  
-10 vs HP  
-3 vs utilities

75%

I feel encouraged to come up with new or better ways of doing things

+1pp vs 2024  
0 vs GI  
-7 vs HP  
+0 vs utilities

77%

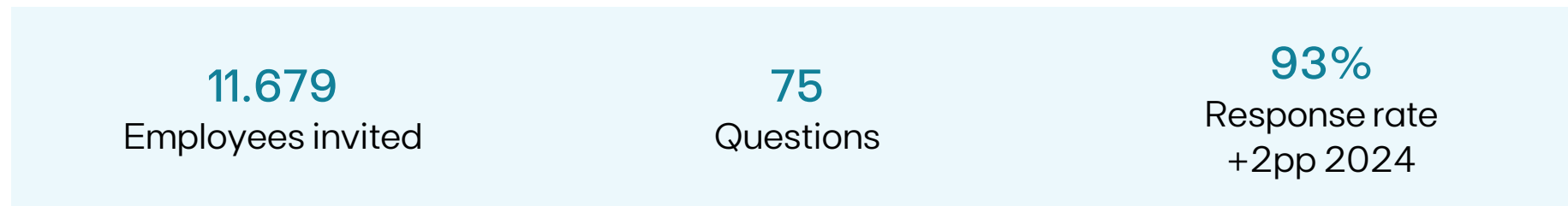
Have the authority to make the decisions necessary to do my job

+3pp vs 2024  
0 vs GI  
-5 vs HP  
+2 vs utilities

Active listening is central to EDP’s P&O strategy. Organisational climate survey continued to provide valuable insights into engagement, empowerment, and perceptions of organisational support.

During a period of significant change, climate results demonstrated the organisation’s ability to sustain high levels of pride and engagement. At the same time, they highlighted areas requiring continued attention, such as development opportunities, resources, and compensation.

These insights were systematically translated into action plans at global and local levels, reinforcing self-awareness at an organisational level and enabling conscious leadership decisions.

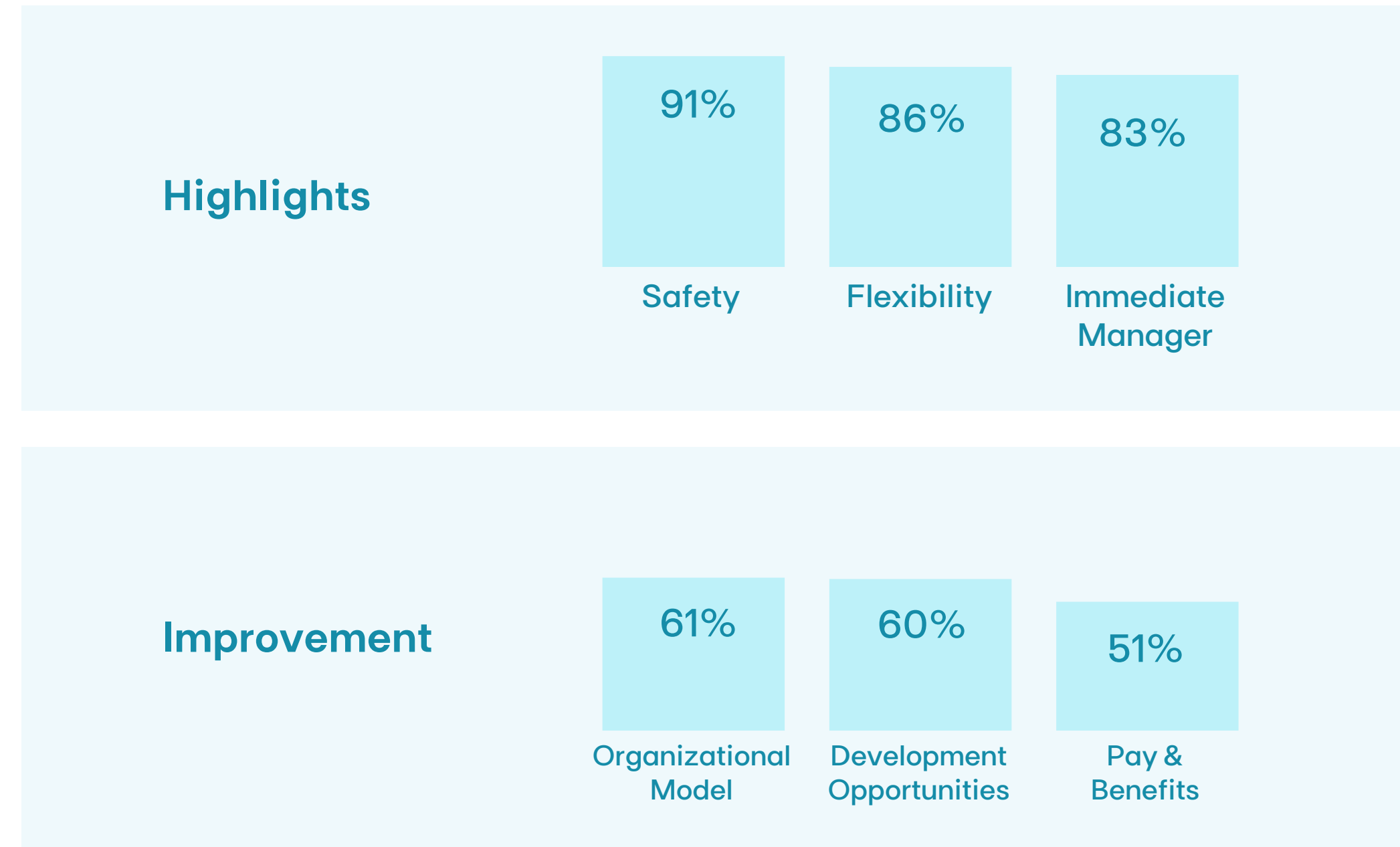


Employee Satisfaction	2022	2023	2024	2025	Target 2025
% Engagement	84	80	78	78	85*
% Empowerment	72	75	74	76	
% Wellbeing	75	73	71	72	
% of employees who responded to the survey	93	91	91	93	

\*defined in accordance with High Performing Companies

Overall, safety (91%), flexibility (86%), and immediate manager (83%) emerge as the highest-scoring dimensions in this study. These results reinforce EDP’s strong commitment to safety, its focus on actively promoting flexibility (e.g., hybrid model, flex Fridays), and its dedication to fostering leadership development, managing change, developing talent, and excelling in agility and performance management while leading a desired culture and productivity.

At the same time, there are areas with potential for further improvement, particularly in organisational model (61%), development opportunities (60%), and pay and benefits (51%)



## 3.2. Well-being & Flexibility

### Well-being

[EDP's well-being strategy](#) is a cornerstone for sustainable performance, integrating flexibility and holistic support across multiple dimensions: physical, emotional, social, professional, and financial.

EDP intends to approach all issues related to these dimensions in an open manner, appealing to preventive behaviours, and ensuring responses and support services in all countries where it operates, seeking to meet the five major goals of the global strategy for well-being.

- Promote a global well-being experience
- Lead by example
- Focus on and promote physical and emotional well-being
- Promote a useful, balanced, and accessible well-being offer
- Communicate a vivid and engaging story

#### Well-being strategy principles

As part of EDP's unwavering commitment to fostering a healthy and supportive work environment, we provide a wide range of measures for employees and leaders. The following are some of the key initiatives we have implemented over the course of this past cycle:

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



EDP's Global Wellness Day, featuring a series of activities delivered through a variety of channels and languages.

- **Well-being moments:** an annual internal campaign celebrating Global Wellness Day, featuring a different theme each year and a series of initiatives aligned with it. It is delivered through a combination of global and local initiatives, ensuring both consistency and local relevance.
- **Enhancing internal processes and leader support:** we recognise the importance of robust processes and the critical role leaders play in fostering healthy work practices, with a direct impact on team well-being and performance. As part of this evolving support, we've developed: bereavement guidebooks for P&O Business Partners to support leaders and teams in sensitive situations; mental health guidebooks for both P&O and leaders to promote awareness and psychological safety; a Mental Health First Aider programme, training P&O professionals (196 hours) to provide workplace support; and hybrid work guidebooks, offering clear guidance on consistent and healthy flexible work practices.

Additional measures are implemented, alongside EDP's long-standing commitment to employee well-being, which is regularly assessed through the annual organisational Climate Survey, capturing employees' perceptions on this topic. Some key points in this regard include:

Questions	Favorability
Well-being	72%
Happiness – I feel like I really belong at our company	74%
Stress – The stress levels at work are manageable <sup>1</sup>	65%
My work gives me a sense of personal accomplishment	79%

As detailed in the organisational Climate section, although the results regarding a sense of belonging, purpose, and pride are positive, some factors deserve attention and ongoing action. To this end, the action plan for these areas includes: 1) the renewal of the well-being strategy for another two-year period, which is currently under approval; 2) the cross-functional implementation of psychosocial risk assessments; 3) the implementation of initiatives related to digital well-being and the right to disconnect; and 4) initiatives focused on leadership development.

The figures and measures reported are global or applied to the majority of the employees unless otherwise specified.

<sup>1</sup>Note: S&P formulates this item negatively, while EDP reports it positively ("stress levels are manageable"). Despite the inverse wording, the indicator remains applicable for this criterion.

## Ways of working & flexibility

At EDP, we are committed to fostering a healthy work culture that balances flexibility and employee well-being through both temporal and spatial flexibility. Work can be performed on-site, remotely, or in the office, depending on the nature of each role.

- **The hybrid model** applies to employees whose roles are compatible with remote work (66% of employees), allowing them to work remotely up to two days per week. In addition, a range of measures promotes greater flexibility, autonomy, and work-life balance;
- **Flex Fridays:** a voluntary initiative that allows employees, where functionally compatible, to adjust their weekly working hours so they do not work on Friday afternoons, in line with local guidelines;
- **Birthday day off:** a day for employees to celebrate their birthday month and take personal time;
- **Magic season day off:** a day linked to a relevant local festivity, promoting well-being and family time;
- **MyFlexTime:** short-term remote working arrangement enabling employees to work from a location outside their usual workplace for up to two weeks per year, in line with hybrid work governance, and is being progressively rolled out globally;
- **Part-time working options:** available upon request and assessed by P&O Business Partners and the Legal team, considering role compatibility, individual circumstances, team dynamics, and local legal context.

Overall, these measures reflect EDP's commitment to fostering a flexible, inclusive, and sustainable work environment, where employees are empowered to balance their professional and personal lives. By combining global principles with local adaptation, EDP continues to strengthen employee well-being, engagement, and organisational performance. Further ahead, additional benefits and initiatives will be highlighted, reinforcing the breadth of support provided to our people.

### 3.3. Performance, Compensation, and Benefits

EDP's compensation philosophy is centered on fairness, performance, and recognition. Throughout the cycle, efforts focused on enhancing transparency and understanding of the performance model, as well as of the global compensation and benefits frameworks, reinforcing trust in how rewards and benefits are determined and delivered to employees.

In the latest cycle, we updated the Job Family Matrix and Global Job Titles further strengthened the robustness of the job architecture. These provide a unified way for employees to describe their roles across countries and business units, enhancing clarity, consistency, and alignment with EDP's global job architecture and external benchmarks, while supporting a skills-based approach.

Greater transparency enables employees to better understand their role within the organisation and navigate their professional journey with increased confidence.

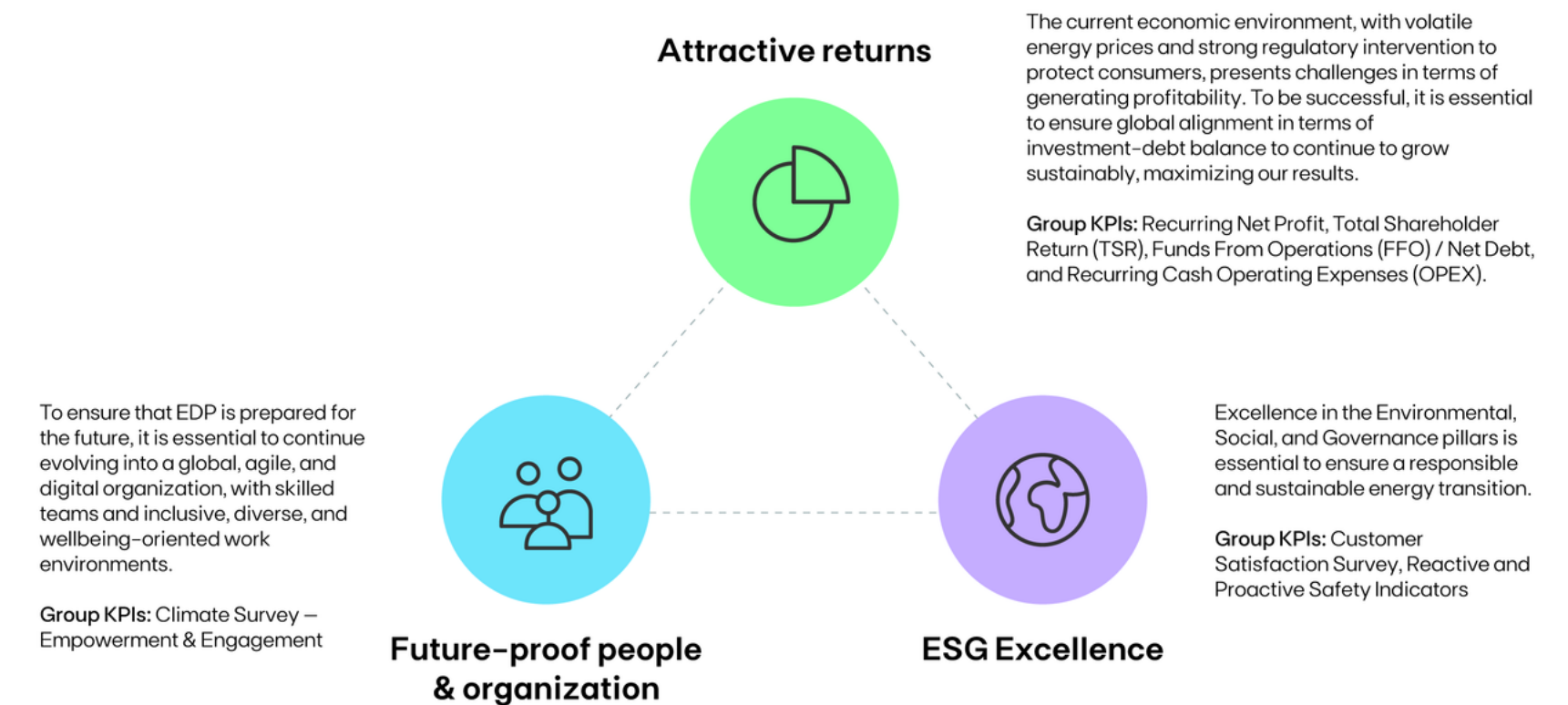
Equity remains a core principle across all compensation processes, including both annual and off-cycle salary decisions, supported by standardised methodologies and internal equity principles. Continuous monitoring and structured pay equity analyses ensure fairness, transparency, and consistency across the organisation.

#### Organisational performance & KPIs

EDP continues to strengthen its position as a global leader in the energy transition by setting clear and ambitious goals to shape a sustainable future. In a rapidly changing world, and in alignment with the long-term vision outlined in its Business Plan, EDP annually defines specific objectives and key performance indicators (KPIs) to manage organisational performance:

- **Establish a link between strategy and day-to-day impact**, helping employees understand how their work contributes to the Group's objectives;
- **Promote clarity and consistent expectations**, enabling meaningful development conversations and transparent performance evaluations;
- **Ensure global alignment**, so that all Regions, Platforms, Business Units, Business Enablement Functions, and Global Business Services work towards shared priorities with common criteria;
- **Support a unified performance model**, emphasising that results are achieved collectively across functions and geographies.

The Group's performance is built on three strategic axes



In addition to the Group dimension, there are sub-models tailored to the nature of the business structure (Specific KPI) – Region, Platform, Business Delivery Functions, Business Enablement Functions (Centres of Excellence and Business Partners), Global Business Services, Networks, and other Specific Business Units, and the matrix considers the employee organisation segment as well (tier).

Example 1

Business Delivery					
	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Group	30%	26%	20%	16%	10%
Platform	20%	22%	25%	27%	30%
Region	20%	22%	25%	27%	30%
Individual Contribution	30%				

The weight of each performance dimension (Group and Specific) in the employee's individual result varies according to their professional segment and level of responsibility, unlike the weight of the individual contribution assessment, which remains the same regardless of segment, 30%.

The final set of KPIs depends on the employee's performance model – (Business Delivery, Business Enablement, and Global Business Services).

The performance model is designed to assess and enhance employee contributions towards the organisation's goals. The model encompasses performance indicators related to various risk areas, including safety, digital, financial, and compliance, which translates into financial incentives incorporating risk management metrics and others:

- **Risk Management:** : Management Survey, S&P Global Corporate Sustainability Assessment (CSA), policies and risk limits, global risk committees;
- **Safety, Security & Business Continuity:** completion of the Security, Safety, and Business Continuity activity plans;
- **Reactive indicators** (incident frequency rate, fatal events, and serious incidents) and proactive indicators (safety preventive observations and field inspections, along with High-Risk Mandatory Safety Training)
  - i. Investor Relations & ESG: Management Survey; S&P Global CSA;
  - ii. Networks Portugal and Spain: reactive indicators (incident frequency rate, fatal events, and serious incidents) and proactive indicators (safety preventive observations and field inspections, along with high-risk mandatory safety training).

Individual contribution is directly reflected in the calculation of the short-term incentive, paid as an annual bonus. This ensures alignment with the organisation's strategic objectives, encouraging employees to meet and exceed performance indicators while directly influencing their evaluations and incentives. In turn, it fosters a culture of accountability and continuous improvement.

### Compensation & Recognition

At EDP, we have a clear framework for compensation, recognition, and benefits, providing a comprehensive view of total compensation. Base salary is defined based on the living wage agenda and market competitiveness, while short- and long-term incentives reinforce individual and team performance and foster long-term engagement.

This integrated approach, underpinned by the Global Compensation Framework, is communicated through tools such as the Total Employee Package, an annual document outlining all remuneration and benefit components, and the Benefits & Perks Guidebook by country, available at any time and detailing how employees can access and use these benefits.



This continued focus on transparency plays a critical role in responding to both internal and external challenges, ensuring clarity and trust for employees, while also strengthening EDP’s positioning as an attractive employer in an increasingly competitive talent market. Transparency supports fair recognition, informed career decisions, and reinforces credibility in how value is created and shared.

**Short-term incentives**

In line with EDP’s annual results and each employee’s individual contribution, the company awards short-term incentives, namely the annual bonus. The bonus value varies based on:

- Company performance, which determines the overall budget;
- Individual performance, assessed through KPIs and overall contribution.

For employees in targeted roles with a Job Grade of 82 or higher in Portugal, this incentive may also include the allocation of shares.

Additionally, EDP has incentive programmes for sales teams, aimed at optimising performance, driving sustainable growth, and responding effectively to the evolving energy context. These programmes are aligned with market benchmarks and focus on sustainable products and services, reflecting EDP’s core business in renewable energy, across both wholesale and retail markets, as well as energy efficiency solutions and equipment, including solar energy.

**Long-term Incentives**

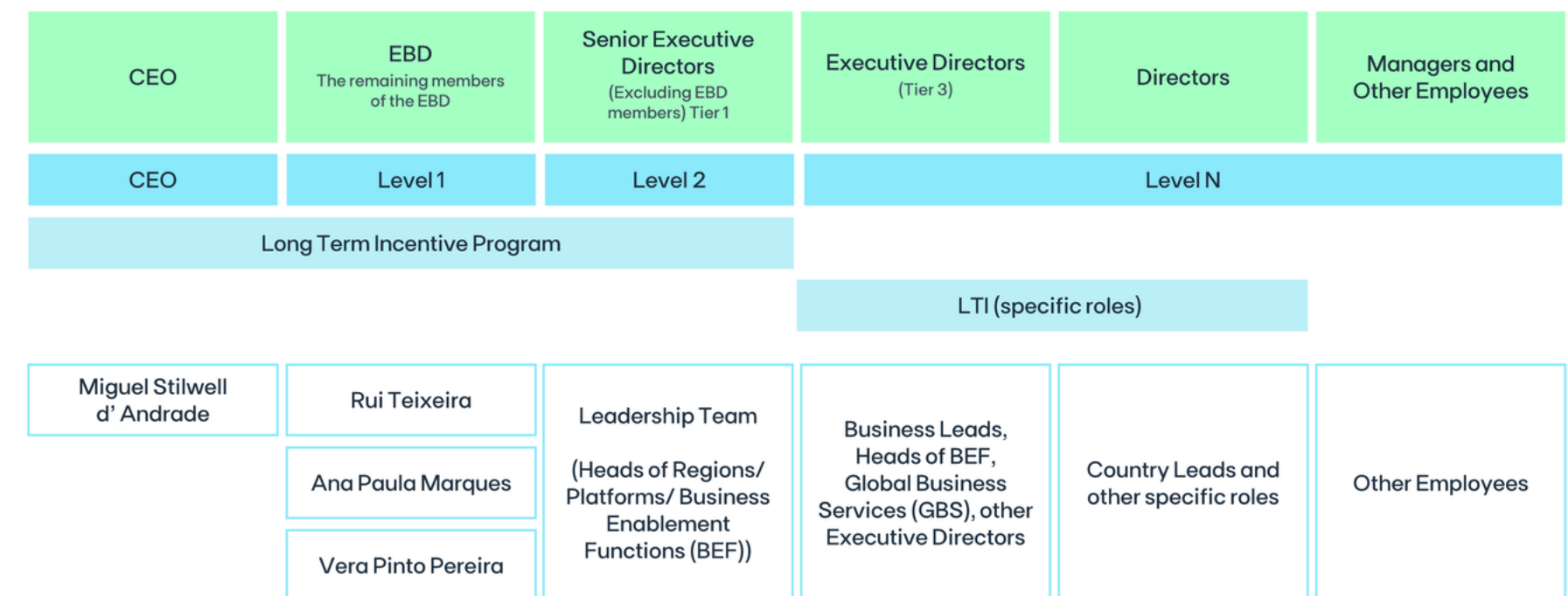
EDP offers a Long-term Incentive programme as part of its strategy and as a tool to attract and retain talent, aligned with the delivery of the business plan. The programme covers Executive Directors and selected Director roles, with 43% of the Top Segment eligible across the Group and 69% at EDP Renewables.

Long-term incentives are granted in the form of restricted shares, phantom shares, and/or performance cash, with payout periods of up to five years (typically three) for Top Segment roles.

This programme is based on the EDP performance model which is translated into 3 clusters (Attractive Returns, Future-Proof People & Org. and Environmental Social and Governance Excellence), and the goals established according to the company’s business plan, ensuring that strategic objectives are deployed and aligned throughout the areas.

ESG KPIs are a key component of long-term incentives and range from the Group’s performance on the several indexes to the issue of emissions reduction. For instance, for Renewables, one of the KPIs for the

long-term incentives is “Total renewable MWs build out”, which is directly linked to the EDP’s sustainability strategy. Also, this scheme explicitly embeds sustainability objectives, including Renewable Energy Production and Emissions Reduction. This ensures that Top Segment remuneration is directly aligned with EDP’s strategic commitment to the energy transition and to reducing emissions, reinforcing our ambition to lead the market in sustainable and green growth.



**1Top Segment** – Determine the strategy of a platform or global policies according to the Group’s strategy and leads strategic complex operations or corporate functions. Manage a broad scope of resources and are directly accountable for the main results of the Group and/or integrate several competencies which are critical to the Group’s success. Focus on long-term strategic thinking while addressing complex or non-standardized problems that require adaptation and new solutions.

**2Other Segments** – Determine the strategy of a business unit or drive the implementation of global policies. Manage broad scope of resources and are directly accountable for the main results of a platform and/or integrate critical competencies generally related in nature and purpose. Focus on mid-term strategic thinking while addressing complex, sensitive and non-standardized problems.

**Pay equity & transparency**

EDP has been consistently advancing in the areas of pay equity and transparency, which include the establishment of a comprehensive compensation policy, a job family model, the refinement of the concept of jobs of equal or equivalent value, compensation guidelines for workforce planning, and an integrated diversity, equity, and inclusion strategy.

Regarding monitoring the progress of indicators<sup>1</sup> related to compensation, EDP tracks and discloses the results of its pay equity (adjusted) and pay gap (unadjusted) analysis in euros for more than 75% of its workforce.

Employee level	Average Women Salary (€)	Average Men Salary (€)
Executive level (base salary only)	150895	158754
Executive level (base salary + other cash incentives)	220714	232400
Management level (base salary only)	75535	78447
Management level (base salary + other cash incentives)	94042	96393
Non-management level (base salary only)	43132	37882

Gender pay gap*	UN	2025					Total
		Iberia	South America	North America	Rest of Europe	Asia Pacific	
Senior Management	%	7,5	11	-16,4	-5,4	-7,2	1,9
Supervisors	%	0,7	-1,1	-2,6	8,7	-3,3	2,8
Specialists	%	5,5	21,7	-0,3	12,2	20,2	10,4
Technicians	%	-25,3	18,6	-3	19,2	11	-19,4

Difference between men and women employees (%)	
Men gender pay gap*	3,8%
Median gender pay gap	5,2%
Mean bonus gap	13,2%
Median bonus gap	-2%

\*Gender pay gap  $[(\text{annual base salary M} - \text{annual base salary F}) / \text{annual base salary M} * 100]$  | The remuneration of the Executive Board of Directors is not being considered.

To assess pay equity, an adjusted methodology was developed to identify potential wage disparities, considering key variables such as job role, job grade, and seniority. This approach enables the identification of pay differences in equivalent roles and supports consistent actions to address them.

Pay equity and transparency are key to diversity and gender equality, and are therefore addressed through two complementary mechanisms:

#### Quantitative monitoring:

Pay equity and pay transparency KPIs aim to ensure compliance with regulatory requirements while promoting fairness, trust, and a sense of belonging, reinforcing EDP's commitment in this area. These targets were defined in 2025 and will be monitored from 2026 onwards:

- **Pay equity** will follow consolidation and reporting standards, including the 5% reference threshold defined by the European Directive on Pay Transparency and applicable national legislation, and will be measured annually following key compensation processes.
- **Pay transparency** will be monitored through employee perception of pay fairness, with a target of 57% favourability in the Pay & Benefits dimension of the organisational Climate Survey (based on six questions rated on a 1-5 scale).

<sup>1</sup> This data is publicly available and has been third-party verified as part of the EDP Integrated Annual Report.

**Qualitative measures:**

From an employee perspective, a set of initiatives is planned from 2026 onwards to support P&O teams, leaders, and employees in navigating compensation, benefits, and internal positioning topics:

- Strengthen data management and information consolidation to support analysis and reporting;
- Enhance internal communication, making it more accessible, clear, and actionable;
- Provide resources for support, learning, and change management for P&O professionals, leaders, and employees.

**Benefits & Perks**

Alongside a consistent global compensation framework, benefits and perks play a key role in reinforcing inclusion, well-being, and long-term engagement.

The Group's benefits strategy is guided by a clear set of principles that ensure coherence at a global level while respecting local realities:

- Inclusion and belonging, fostering a welcoming work environment where everyone feel valued and supported
- Extended Ecosystem, strengthening connections with families and communities, and reinforcing a family-oriented culture
- Equity, ensuring that employees have fair access to opportunities and are treated consistently
- Think globally, act locally, promoting global alignment while allowing local differentiation
- Flexibility, offering benefit options that respond to diverse needs and life stages

Benefits strategy principles

In line with these principles, EDP continued to evolve its benefits and perks framework throughout the cycle. The organisation developed the Benefits & Perks Guidebook by country, improving transparency

and clarity for employees regarding the benefits available in each market, while also reinforcing understanding and accessibility.

EDP has also developed a set of benefits and perks for each dimension; the wellbeing strategy supports employees in various aspects of their personal and professional lives, health, and well-being:

**Workplace & People care**

- Employee Assistance programme (EAP): EDP provides global support lines 24x7 with a strong focus on prevention, ensuring confidential and specialized psychological and self-care support for employees, helping them deal with personal, family, and work-related issues. This may include social support, psychological counselling, coaching, financial and legal advice, crisis assistance, and support during traumatic events.
- Digital well-being: a series of awareness-raising and training initiatives focused on the digital ecosystem – such as time management, using collaborative tools, leveraging technology to promote well-being, collaboration, productivity, the importance of rest, and stress management.

**Sport & Health initiatives**

EDP provides structured initiatives that promote physical activity, healthy routines, and preventive health, contributing to employees' physical well-being, energy levels, and sustainable performance. These initiatives may include access to sports and wellness programmes, such as gym partnerships or financial support, physical activity sessions, nutrition consultations, health-promotion challenges, and workplace well-being services, including on-site massages.

**Family support**

- Breast-feeding/lactation facilities or benefits: dedicated on-site space that supports employees during early parenthood by providing a private and hygienic space for breastfeeding, infant care, and short recovery breaks. There are currently 14 spaces underway in 6 countries, available, covering approximately 51% of the workforce;
- Childcare facilities or contribution: in some regions, EDP offers concrete measures to support childhood: 1) through flexible benefits plans in Portugal and Spain, covering approximately 60% of the Group's employees, employees can allocate a budget to products and services related to childcare (nurseries, pre-K) and schools, educational institutions, and other educational services, as well as expenses for school textbooks, after-school programmes, language schools, and tuition fees; 2) Baby Bonus, a measure designed to celebrate and support employees upon the birth or adoption

of a child, granting a one off cash payment equivalent to 500 euros per child, converted and paid in local currency.

- Paid parental leave, family or care: the number of weeks of paid parental leave for primary and non-primary caregivers varies by country, as it is in addition to local legislation:
  - i. In Portugal and Spain (approx. 60% workforce), the company gives 15 additional days/2 weeks for mothers (paid leave) that can be used before birth (in Portugal) or before birth or after the parental leave in Spain;
  - ii. In South America (Brazil) (approx. 25% workforce), the company gives 15 additional days/2weeks (paid leave) that can be used before birth or after the parental leave. It is also possible for the mother, in some companies of EDP Brazil (companies that were included on the “Empresa Cidadã” programme), to get another 60 days of paid leave so that they can be 6 months/24 weeks with their babies after they are born (4 months/16 weeks of maternity leave and these 2 additional months/8 weeks).
  - iii. In North America (USA) (approx. 8% workforce), birth parent receives 70 working days/9 weeks which includes 50 days/6,5 weeks pregnancy leave plus 20 days/4 weeks bonding leave. Other parent receives 20 days/4 weeks bonding leave only.

In addition to the measures previously described, including those outlined in the “Ways of Working and Flexibility” chapter, further actions have been implemented. While some benefits and perks vary by region, EDP continues to harmonise them by establishing global standards, while allowing for local adaptation to legislation and cultural contexts.

Together, compensation and benefits support a human-centred experience that recognises performance, promotes well-being, and strengthens a shared sense of belonging across the organisation.

The figures and measures reported are global or applied to the majority of the employees unless otherwise specified.

### 3.4. Labour Rights

At EDP, we recognise that upholding and promoting labour rights is essential to fostering a responsible and inclusive work environment. This commitment extends beyond our operations to include subcontractors and partners across our value chain.

The Group complies with labour legislation and collective agreements in all markets, while respecting employees' right to form, join, and participate in trade unions or other representative organisations. Employees can engage in collective bargaining without interference, retaliation, or discrimination. Open and constructive dialogue with employee representatives and trade unions is maintained to support stability and social trust, including during periods of change.

Labour Relations	UN	2024	2025
Employees covered by collective labour agreements	%	77	79
Union Structures	#	31	34

Unionized employees	Total 2025	%*
Iberia	2.026	28
South America	1.316	45
Total	3.342	28

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

As stated in the [EDP Human and Labour Rights Policy](#) and the EDP Group Code of Ethics, the company reinforces its commitment to fair labour practices and working conditions, including:

- **Fair remuneration and living wage:** EDP is committed to ensuring fair remuneration aligned with at least a living wage, supporting employees’ well-being and a decent standard of living. This approach follows internationally recognised standards and is adapted to local contexts. Beyond base salary, the company offers a competitive benefits package, including support during vulnerable life stages. EDP also promotes pay transparency and ensures equal pay for equal work, regardless of gender or other protected characteristics.
- **Working conditions:** EDP ensures the formalisation of employment relationships from the outset, with contracts clearly defining terms such as working hours, paid leave, applicable labour legislation, and collective labour agreements. The company also ensures fair and transparent termination processes, with clear procedures and appropriate support throughout.
- **Working time:** Working hours comply with applicable legislation, respecting legal limits, rest periods, and mandatory breaks. EDP promotes work–life balance and supports practices aligned with the right to disconnect, while expecting similar standards from its business partners. Part-time working

options is available and can be requested by employees to their respective P&O Business Partners, who together with Legal team will evaluate the request based on the compatibility of the role, the reason provided, and the team's conditions and dynamics in accommodating this type of contract.

These commitments are overseen by the Investor Relations & ESG Enablement Function, in coordination with Ethics & Compliance and People & Organisation, which are responsible for the coordination of human rights matters, including due diligence processes. The Executive Board of Directors ensures its effective implementation across the Group.

EDP's commitment to labour rights is executed through integrated systems, tools, and processes that support both employees and business units in applying fair labour practices consistently across the organisation.

- **Wages and social protection:** EDP ensures pay equity and adequate wage levels through market benchmarking, structured remuneration analyses throughout the compensation cycle, and budget planning that includes gender pay considerations. The company also discloses the ratio between its minimum wage and the national minimum wage, which is higher in all regions.
- **Monitoring of working hours and entitlements:** different work arrangements (flexible, fixed, or shift-based) are supported depending on the role. Working time, overtime, and leave are recorded and validated in system tools, enabling employees to manage their entitlements autonomously. A proactive approach is taken to encourage the use of annual leave and safeguard rest periods.
- **Engagement with employee representatives and labour unions:** EDP maintains continuous and constructive dialogue with employee representatives and unions through regular meetings. Around 79% of employees are covered by collective agreements, particularly in Portugal, Spain, and Brazil. Labour Relations teams and P&O Business Partners act as key points of contact, ensuring compliance and alignment.
- **Monitoring pay equity and pay gaps:** Both adjusted and unadjusted pay gaps are regularly monitored, particularly during annual compensation processes. An adjusted methodology considers key variables such as job role, job grade, and seniority to identify pay differences in equivalent roles and support corrective actions.
- **Training and reskilling on ESG topics:** EDP provides learning opportunities on ESG topics through dedicated pathways (e.g., ESG playlists), covering areas such as climate strategy, governance, responsible supply chain, and biodiversity. Targeted initiatives further support employees in understanding sustainability-related risks and opportunities.

- **Offboarding support:** EDP ensures that employee exits are managed transparently and in compliance with applicable legislation and collective agreements. Where relevant, support measures may include financial compensation, payment of outstanding amounts, employability support (such as outplacement or redeployment), and additional social support. These processes are based on objective, non-discriminatory criteria and may involve employee representative bodies where required.
- **Additional programmes:** Other initiatives reinforcing employee well-being and responsible practices include:
  - i. Play it Safe, promoting a strong safety culture through awareness and training;
  - ii. Speak Up Channel, a secure mechanism for reporting concerns or misconduct, ensuring fair and consistent handling.

The figures and measures reported are global or applied to the majority of the employees unless otherwise specified.

Overall, EDP's approach to labour relations reflects a strong commitment to fairness, transparency, and respect for fundamental labour rights, embedded across its operations and value chain. Through robust governance, continuous dialogue with employee representatives, and integrated monitoring mechanisms, the Group ensures the consistent application of responsible labour practices. This approach not only safeguards compliance but also reinforces trust, social stability, and sustainable organisational performance.

### 3.5. Diversity, equity, inclusion, and belonging

[Diversity, equity, inclusion, and belonging \(DEIB\)](#) are integral to EDP's identity and to how the organisation operates in a global and increasingly complex context. The 2023–2025 period represents the closing of a strategic DEIB cycle, during which the focus progressively evolved from individual initiatives towards more embedded governance, structured accountability, and organisational maturity.

Gender equality	2025
Women hire	30%
Women exit	30,5%
Generations	2025
Generation Y Leaders	48,4%
People with disabilities	2025
Workforce identified as PwD	1,5%
Culture & Nationalities	2025
Nationalities	70%
Countries	25
Working outside their country of origin	4%

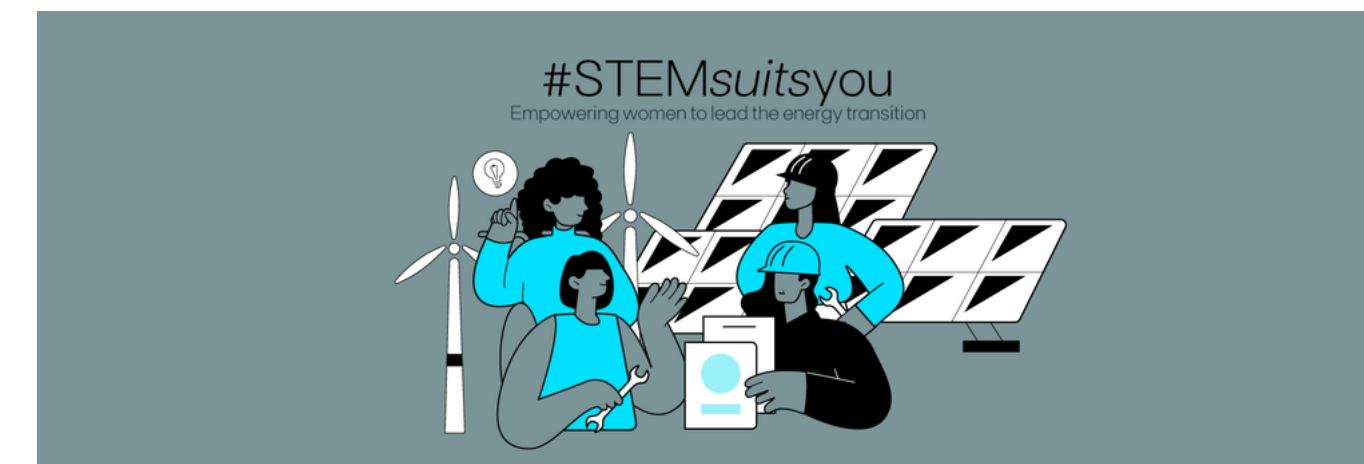
Throughout this cycle, efforts were intentionally concentrated on a set of priority dimensions with greater impact at the group level. This included gender equality<sup>1</sup>, the inclusion of people with disabilities (PwD), and multiculturalism, the latter becoming increasingly relevant in the context of EDP's global matrix operating model. This focus supported stronger representation, inclusion, and collaboration across geographies, cultures, and organisational boundaries.

Global initiatives and programmes played a key role in this journey, reinforcing alignment, shared ownership, and consistency in the implementation of DEIB priorities across markets. These structures helped integrate DEIB principles into leadership dialogue, people process, and organisational decision-making.

In this context, priority DEIB initiatives delivered concrete impact, through programmes such as:

#### #STEMsuitsyou

A global development and mentorship initiative empowering more than 150 young women in STEM and the energy sector. Over six weeks, participants gained industry insights, refined skills, and built networks.



<sup>1</sup>In addition to the initiatives presented, gender equality also has an additional [global plan](#) ("Plan for Gender Equality 2025–2026") reviewed annually, exclusively dedicated to this topic.

## SheMentors

A global initiative designed to support students and young professionals (all genders) in the first 3 years of their career, by connecting them with 15 EDP women who are experienced energy sector professionals, as mentors.



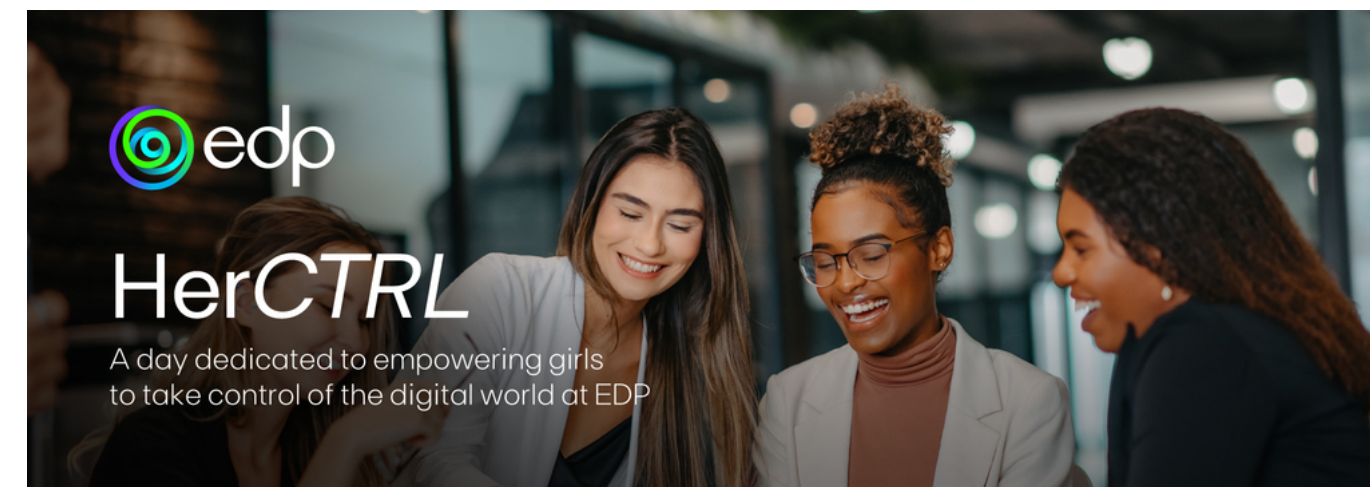
## RiseAbility programme

An initiative that took place in Portugal and Spain and empowered more than 100 people with visible and invisible disabilities to develop their careers and prepare themselves more solidly for the challenges of the job market.



## HerCTRL

Linked to Girls in ICT Day, this initiative opened the doors of our digital areas to around 50 female university students and early-career professionals (with up to 3 years of experience). Participants in cities such as Lisbon, Madrid, and São Paulo had the opportunity to take part in a half-day job shadowing experience, following digital professionals in their daily work.



## WomenUp

An innovative international programme by Nova SBE Executive Education, in partnership with EDP and Sonae, aimed at accelerating the advancement of women leaders into top-level positions, through a combination of coaching, mentoring, immersive learning, and cutting-edge technology over the course of a year. Building on the progress achieved and the maturity reached during this cycle, EDP is now preparing to launch a new DEIB strategic cycle, aligned with the broader People & organisation and Business strategies.





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## 4. Our Drive

### 4.1. Talent Attraction

#### Employer branding

Attracting the right talent continues to be a strategic priority in an increasingly competitive and skills-constrained labour market. Building on the foundations established over the last cycle, EDP remains focused on a progressively more targeted and differentiated talent attraction and acquisition strategy, grounded in a clear understanding of the profiles and capabilities required to support the company’s ambitions.

This strategy is increasingly guided by defined talent personas, enabling EDP to tailor its employer branding, EVP messages, channels, and initiatives to different talent segments. By moving away from a one-size-fits-all approach, the organisation strengthens its ability to connect with critical profiles in a more relevant, authentic, and effective way.



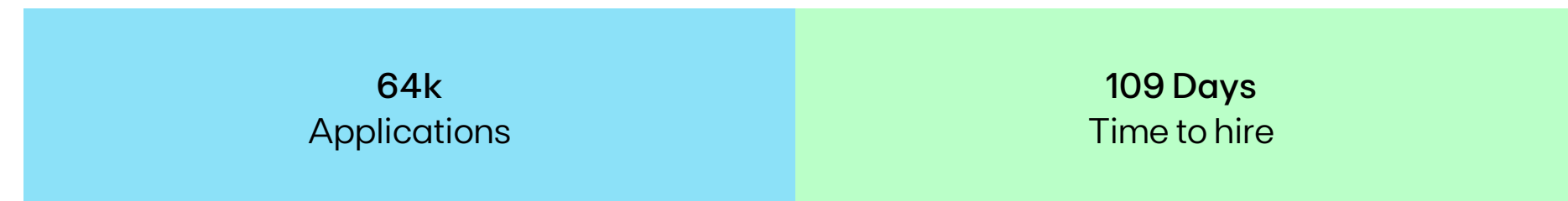
Alongside this targeted positioning, EDP continues to invest in concrete and structured talent attraction programmes and initiatives, reinforcing long-term talent pipelines and future capabilities. These initiatives range from employer positioning, such as the EDP Open Days, where we opened our doors to more than 150 students in 8 EDP offices. This strategy is further strengthened by an external student ambassador programme, through which selected student ambassadors actively support EDP’s employer branding efforts, amplifying our presence, credibility, and connection with key academic communities.



#### Recruitment and Onboarding

At the same time, [recruitment and onboarding](#) remain key enablers of this strategy. EDP continues to invest in more consistent, efficient, and globally aligned recruitment and onboarding processes, ensuring a positive and differentiated experience from the first interaction with the company.

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Recruitment performance balanced rigour with efficiency, while also reinforcing internal mobility as a strategic lever, with 434 roles filled through internal recruitment and mobility processes:

Hiring	2022	2023	2024	2025
Total number of new employees hires	2064	1425	950	739
Vacancies filled by internal candidates	809	864	461	434
Percentage of open positions filled by internal candidates (internal hires)	28,2%	37,7%	32,7%	37%

EDP is also committed to the future of new generations, having recruited around 700 interns worldwide, providing them with the opportunity to gain relevant experience and accelerate their transition to the job market. To drive early careers development, EDP offers diverse opportunities such as:

**Summer Internship**

An immersive experience that allows early talent to gain exposure to the job market while developing new skills during the Summer

**Professional Internship**

An opportunity to gain hands-on and relevant experience in a leading company to start a professional career

**Professional Internship**

An opportunity to gain hands-on and relevant experience in a leading company to start a professional career

**Global Graduate programmeme**

Focused on developing the next generation of energy leaders through structured rotations across teams that allow graduates to create global impact and build the foundations for a long-term career at EDP

Onboarding plays a critical role in fostering early engagement and strengthening connection to EDP’s purpose, culture, and ways of working. In 2025, 739 employees joined the organisation through structured onboarding experiences, achieving a strong onboarding experience score of 8 out of 10, supporting effective integration and sustained engagement beyond the initial entry phase.

Together, targeted attraction, strong recruitment practices, and structured onboarding experiences reinforce EDP’s ambition to remain an employer of choice, capable of attracting diverse talent aligned with its purpose and future strategic needs, while ensuring a coherent and high-quality candidate and employee experience across the organisation.

**4.2. Development**

**Global Development Mindset / Performance Appraisal**

**Development** at EDP is anchored in a global development mindset that is based on a holistic assessment of the employees, integrating performance (past), skills (present), and agility (future). A central pillar of this approach is the reinforcement of regular development conversations, which take place at least three times per year. These conversations are not limited to performance reflection; they are designed as structured moments of dialogue focused on self-awareness, feedback, learning priorities, and future development paths.



Development at EDP is ultimately driven by consequence management, ensuring that insights from holistic assessment and development conversations are translated into meaningful development actions. These consequences take shape through experience, including on-the-job learning, internal mobility, and volunteering opportunities, complemented by training initiatives and social interaction, where collaboration, sharing, and exposure to diverse perspectives play a critical role. Together, these elements reinforce continuous learning, adaptability, and readiness for future challenges.

- **Performance:** Each year, the individual performance result is calculated based on the weight of 4 dimensions: 3 collaborative dimensions (group, platform/business unit, area) and 1 individual dimension, with the weighting varying according to the employee’s professional segment and applied consistently across all eligible employees. This assessment ensures full coverage, with 100% of eligible employees assessed (defined as permanent employees admitted up to 30 September, with at least three months of service during the year and/or meeting other applicable local criteria). The assessment of individual contribution is grounded in a 360° holistic evaluation of the employee. This process starts with a structured reflection by both the employee and their manager, guided by four objective questions that help to put into perspective how much and how they have contributed to the agreed objectives. The outcome of this assessment places the employee on a qualitative and development-oriented performance scale ("you are not there"; "you are on the right track"; "you are going the extra mile"; "you are leading the way") to guarantee a culture of meritocracy that is essential to clearly differentiate levels of performance and ensure that all employees understand their level of contribution. This differentiation supports a more consistent, fair, and transparent performance management approach, which is reflected in development opportunities, career progression, and recognition mechanisms, including variable compensation, namely short-term incentives.
- **Skills:** as mentioned, EDP has established a skills framework composed of 12 human skills, which reflect what we value as an organisation and how we act. The human skills assessment provides qualitative insight into individual strengths and development opportunities, rather than a numerical score. Its objective is to identify the most and least developed skills and support the prioritisation of development needs. To ensure a comprehensive and balanced view, this assessment follows a 360° approach, incorporating self-assessment, manager assessment, peer feedback, and direct reports’ input. Building on this foundation and reinforcing EDP’s transition towards a skills-based approach, since 2025, the Company has expanded its assessment scope to include Professional and Role skills. This additional assessment combines employee self-assessment and manager assessment of competencies. Together, these skills assessments provide a more complete and structured view of individual capabilities, supporting transparency, consistency, and stronger alignment between people’s skills and business needs.

- **Agility:** EDP’s ability to prepare for the future depends on agile and continuous learning, translating into a sustained capacity to adapt and evolve. In this context, agility represents a core enabler for developing the skills required to respond to current and future challenges. Agility is understood as the combination of several transversal dimensions that create value for the organisation, namely learning, growth, impact, and influence. Together, these dimensions reflect how individuals adapt, apply knowledge, and generate sustainable impact, strengthening EDP’s long-term resilience and readiness for change.

Learning	Impact	Growth	Influence
Refers to the curiosity and willingness to continuously learn from experiences and apply those learnings to perform successfully under new or unexpected conditions	Represents a strong orientation toward results and the ability to make meaningful contributions to organisational and team goals by delivering sustainable outcomes over time	Reflects the drive to step outside one’s comfort zone, take risks, and demonstrate agility to further develop either leadership or expertise roles	Relates to the ability to inspire and enable others, whether as a leader or an individual contributor, by supporting others’ development, challenging the status quo, and driving innovation

### Learning

To foster a strong learning and development culture, EDP promotes an environment that encourages curiosity, autonomy, and knowledge sharing through different and complementary learning moments:

- **Experience:** experience is the most natural and impactful form of learning, embedded in day-to-day work and real business challenges. In 2025, experience-based learning contributed to 66 temporary mobilities, reinforcing learning through role transitions, projects, and new responsibilities. This approach was further supported through targeted initiatives such as the Young Professional programme, involving 10 participants across 2 regions, the Innovation Learning Experience, involving 270 participants across all regions, and Volunteering initiatives, involving hundreds of participants, enabling employees to develop skills while directly contributing to business outcomes.
- **Sharing:** collaboration and peer learning play a central role in EDP’s learning ecosystem, supported by several structured initiatives implemented in 2025 to promote knowledge sharing, feedback, and collective development, including:

- i. *Global Mentoring programme (2 editions)*: a structured six-month initiative designed to activate and develop human skills, support employee growth, and help prepare future leaders. The programme connects 258 mentor-mentee pairs across countries, business areas, and roles through a digital matching platform, fostering continuous learning, collaboration, and internal networking across the EDP Group.



- ii. *Executive coaching*: a highly focused development intervention targeted at key organisational leaders, aimed at strengthening leadership effectiveness and addressing critical individual and business challenges, involving 48 leaders.
- iii. *Team coaching*: a team development solution designed to enhance collective performance, satisfaction, and learning by deepening understanding of team dynamics and their impact on results. Delivered to leadership and management teams across Region Europe, South America, and the Client Solutions platform, the initiative engaged 42 participants.
- iv. *Leadership coaching*: one-to-one coaching sessions designed to support employees in their individual development journey, reinforcing specific competencies aligned with defined development objectives and involving 174 participants.
- v. *Communities*: A digital collaboration environment that fosters the development of transversal skills and a deeper understanding of EDP's business value chain. Through knowledge sharing, discussions on key topics, and connections across functions and geographies, EDP Communities

support continuous learning, synergies, and employee development. One example is the Leadership Community, which currently brings together around 1,660 members, promoting peer learning, shared leadership practices, and alignment across the organisation.

- vi. *Employee Resource Groups (ERGs)*: employee-led groups focused on shared interests and topics, such as diversity, equity, inclusion, and belonging (DEIB), innovation, and other strategic themes. These groups create spaces for collaboration, awareness, and engagement, contributing to a more inclusive and connected organisational culture. In Portugal, for example, initiatives also extend to cultural and social interests, including theatre groups, further strengthening community spirit and employee engagement.
- *Training*: building on the continued evolution of EDP's learning and development ecosystem, training initiatives in 2025 continued to support skills development at scale across the Group. Access to on-demand learning platforms such as Udemy remained a key enabler of continuous learning, alongside targeted digital reskilling and upskilling initiatives, aimed at strengthening capabilities in the context of accelerating digital transformation.

#### Participants in L&D initiatives

**12.391**

- i. *Global skills*: From the very beginning of the employee journey, culture is embedded through the onboarding experience, where new hires are introduced to EDP's purpose, values, and ways of working, ensuring early alignment with the company's culture and strategic priorities. To support adaptation, innovation, and performance in a rapidly evolving environment, EDP continues to invest in the development of global capabilities that strengthen cross-functional and strategic skills across the organisation. Designed for all employees, from individual contributors to leaders, these capabilities span areas such as digital transformation, innovation, business fundamentals, safety and security, ethics and compliance, and ESG. In 2025, this investment was reflected in a strong focus on digital upskilling, with over 7,500 employees upskilled in digital, more than 45,000 hours of digital learning delivered, including 10,000+ hours of AI learning and 2,000+ hours of cybersecurity training, engaging 6,000+ AI learners and 5,000+ cybersecurity learners. Building on this momentum, EDP has set an ambition of reaching 90% of employees with digital upskilling by 2028, reinforcing its commitment to preparing the workforce for the challenges and opportunities of the energy transition. In 2025, global capabilities development was further supported through initiatives such as Human Skills Workshops, Innovation Learning Experience, GenAI Masterclasses,

Life-Saving Rules, Driving Ethics, Driving Performance, and Circularity for a Regenerative Business, engaging 8,154 participants. In addition, EDP strengthened hands-on learning through FabLab EDP, where 57 participants delivered 301 training hours focused on experimentation, prototyping, and sustainable innovation.

- ii. *Leadership development:* Leadership development: recognising the critical role of leaders in delivering EDP’s strategy in a fast-changing environment, the Group continues to evolve its leadership development approach, aligned with its leadership model across three core dimensions: Lead Yourself, Lead Others, and Lead for the Future. In 2025, this translated into broad and consistent coverage, with 70% of leaders engaged in at least one leadership initiative and 71% of key successors impacted, supported by a strong satisfaction level (4.2/5). Overall, these initiatives engaged 874 leaders. The approach combines structured programmes and targeted interventions, ensuring depth of development across priority populations, such as Lead First and Lead Excellence (100% coverage), Leadership Coaching (74%), Lead with Impact (77% across APAC) and Leaders of Change (87% across DGU, Iberia and South America), with participation levels reflecting each programme’s eligible population, while also offering flexible and on-demand formats, including executive and team coaching, offsites and leadership gatherings, to address specific leadership challenges
- iii. *Business growth:* in parallel, and to reinforce operational excellence and business performance, EDP continues to invest in the development of business capabilities focused on technical and functional skills critical to its core activities. These capabilities are tailored to the specific needs of platforms, functions, and services, including renewables generation, networks, client solutions, energy management, global business services, and business enablement functions. In 2025, business growth development was supported through initiatives with direct business impact, such as the PM Bootcamp programme, which reached 210 participants and delivered €19Mn in capex savings in Iberia & Europe (2024–2025), achieved 84.3% retention and 20% career progression, and set an 85% upskilling target to address identified skills gaps.

Building on this approach, learning at EDP is increasingly tailored to the specific needs of different employee personas across the employee lifecycle. From early-career talent, such as interns, to experienced employees progressing into leadership roles, learning experiences are adapted to ensure relevance and impact at each stage.

For new leaders, dedicated programmes such as Lead First support the transition into leadership roles, strengthening people management and leadership capabilities. For non-permanent employees, including fixed-term and part-time contracts, EDP ensures access to targeted learning opportunities focused on mandatory, regulatory, and business-critical skills, as well as digital capabilities. In this

context, for fixed-term contracts, EDP delivered 1,025 learning hours, reaching 81 participants, while for part-time contracts, EDP delivered 36 learning hours, reaching 7 participants.

In parallel, employees approaching the end of their journey with EDP are supported through structured offboarding processes (see Offboarding section), ensuring a responsible and consistent employee experience throughout the full lifecycle.

The learning attended focused primarily on mandatory and regulatory training (ethics, data protection, and health and safety) as well as business-critical and digital capabilities (regulation, energy, ESG topics, digital tools, and AI).

Training	2022	2023	2024	2025
Average hours per FTE of training and development	24	29	28	25
Average amount spent per FTE on training and development (€)	291	395	506	646
Employees with training (%)	100	100	100	100

In 2025, learning initiatives continued to evolve towards a more targeted and flexible model, with a stronger strategic investment in leadership development to strengthen critical capabilities, accelerate transformation, and ensure pipeline readiness. This was complemented by the consolidation of an “anytime, anywhere, anyhow” approach, leveraging digital, on-demand, and shorter-duration learning formats.

A key evolution in this process was the implementation of a skills-based approach within development conversations, marking the first P&O process to fully adopt this methodology. By shifting the focus from roles to skills, this approach enables a more transparent and shared understanding of individual strengths, development areas, and emerging capability needs, both for employees and for the organisation.

Through this skills-based perspective, leaders and employees gain greater visibility over current and future development priorities, allowing development actions to be more focused, relevant, and aligned with strategic needs. This increased transparency supports better career decisions, more targeted learning journeys, and a clearer link between individual growth and organisational ambition.

### 4.3. Talent Management

At EDP, talent development is anchored in a holistic and data-informed approach that combines multiple sources of insight to support more consistent and forward-looking decisions. These include holistic assessment outputs, covering performance, agility, and skills, as well as ongoing manager feedback.

This more granular and forward-looking understanding of talent also enables us to move beyond a one-size-fits-all approach. While all employees benefit from a consistent development experience, it allows for a more targeted and differentiated focus on profiles that are particularly critical to business continuity and transformation. In these cases, development actions are more tailored, with a stronger emphasis on accelerated growth, mobility opportunities, and targeted learning interventions.

As a result, we can make more intentional decisions regarding focus and development investment, ensuring that resources are allocated where they can generate the greatest impact. At the same time, this approach strengthens our ability to proactively manage the retention of critical talent by aligning individual aspirations with business priorities and creating meaningful career pathways. Ultimately, this contributes to building a resilient and future-ready workforce, capable of sustaining EDP's long-term strategy.

#### Succession planning

In this context, succession planning emerges as a natural extension of our talent management approach, acting as a key enabler of business continuity and future readiness.

This process represents a fundamental step in ensuring that EDP remains a future-proof organisation, fully prepared to address upcoming challenges. It is not merely a reactive measure, but a proactive and strategic initiative that enables smooth and effective leadership transitions while safeguarding business continuity. By ensuring that the right people are in the right roles at the right time, aligned with EDP's long-term strategic goals, we strengthen organisational resilience before uncertainty arises, build a strong leadership pipeline, and closely integrate succession planning with broader talent management processes.

In the last exercise, focused on 423 strategic leadership positions, the quality and diversity of the 738 identified successors reinforced our commitment to building a future-ready leadership pipeline with a

global perspective and strategic depth. We are building a pipeline that is diverse, mobile, and composed of high-potential individuals.

**35% of the successors are women<sup>1</sup>**

**+60% of the successors are ready now<sup>2</sup>**

Succession Planning is conducted every two years and is complemented by an annual review of positions at risk to maintain continued relevance. Throughout the two-year cycle, individual follow-ups are carried out to monitor progress, recalibrate development plans, and support each successor's readiness for transition.

#### Retention

Retention remained a key outcome of EDP's ability to navigate transformation while sustaining a consistent and engaging people experience. Throughout the cycle, the organisation continued to invest in transparent and coherent People & Organisation practices, reinforcing trust, development opportunities, recognition, and career agility – key drivers of long-term commitment. The strength and maturity of these practices are reflected in the Top Employer Certification, which validates the quality and consistency of EDP's P&O approach against market standards. This external recognition enhances EDP's attractiveness and credibility as an employer, supporting its ability to retain critical talent in a highly competitive and evolving labour market.

As a result, EDP has also been recognised by Fundación Másfamilia for promoting a work environment that supports families and work-life balance. This distinction was first awarded to EDP Renewables Spain in 2011 and later extended to Portugal in 2013. In 2023, EDP further expanded this recognition globally, achieving, for the first time, the efr certification at level B.

#### Offboarding

Aligned with the organisation's retention strategy, we continued to place strong focus on offboarding and turnover management, recognising the exit moment as a critical stage of the employee journey. This includes different types of employee exits, namely:

<sup>1</sup>Seccession Planning 2025

<sup>2</sup>Succession Planning 2025

- **Voluntary exit:** when employees choose to leave the organisation on their own initiative (e.g. for new opportunities, personal development, improved work-life balance, or relocation).
- **Retirements:** when employees leave the organisation upon reaching retirement conditions, representing a natural transition out of the workforce.
- **Involuntary exit:** when the organisation initiates the termination of the employment relationship due to reasons such as performance, misconduct, restructuring, or redundancy.

To ensure a consistent, responsible, and well-managed approach across all exit situations, EDP complements its offboarding practices with dedicated support programmes designed to facilitate a smooth transition for employees leaving the organisation, as well as structured exit surveys aimed at capturing feedback and identifying the key drivers behind employee leaves.

In 2025, EDP recorded a total turnover rate of 12.4%, of which 5.3% corresponded to voluntary turnover, reinforcing the importance of understanding the key drivers behind employee exits and strengthening retention actions across the organisation.

Turnover rate	2024	2025
Total employee turnover rate	10,95	12,39
Voluntary employee turnover rate	5,1	5,3
Coverage (as a % of all FTEs globally)	100	100

Beyond reinforcing more consistent, human-centred and data-informed practices, we ensured that exit moments continue to generate valuable insights, enabling more targeted and proactive people strategies.

At the same time, we further deepened our alumni strategy, aiming to maintain a positive and lasting relationship with those who leave EDP. In 2025, the EDP Alumni Network enabled us to preserve knowledge, capture valuable insights into exit drivers, strengthen our employer brand, and foster an engaged network, while also creating opportunities for future reconnection, recommendation, or re-attraction of talent.

**Alumni Network**

**+650**



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## 5. A better tomorrow

### 5.1. P&O Plan 26–28

The closing of the 2023–2025 transformation cycle represents both an achievement and a turning point for EDP. The consolidation of the operating model, governance, and core P&O processes strengthened the organisation’s foundations. It clarified what is required to sustain performance in an increasingly complex, digital, and talent-driven environment.

Building on this journey and fully aligned with the new Business Plan, EDP launched a People & organisation strategy designed to enable the next phase of the company’s transformation and growth. This strategy reflects a clear evolution in ambition: from transforming structures and processes to empowering an ecosystem and delivering a truly human-centred experience, at scale.

The new P&O strategy is structured around **2 pillars**:

**Empowered ecosystem** focuses on building an empowered ecosystem that enables simplicity, agility, and impact across the organisation. Its ambition is to create empowered structures and teams, supported by digital, AI, and People & Organisation intelligence, allowing the organisation to make faster, smarter, and more confident decisions.

This pillar is anchored on:

- Simplified and agile structures, optimising the global matrix to enhance speed, clarity, and resilience, while strengthening accountability and empowerment at all levels
- Digital processes, AI, and P&O intelligence at scale, deploying global processes and data-driven insights to boost efficiency, transparency, and decision-making
- P&O transformation for impact, repositioning People & organisation as a connected, enabled, and impactful partner, combining digital capabilities with human proximity to the business

Through this pillar, P&O reinforces its role as an enabler of problem solving, trust, curiosity, and efficiency, translating organisational design and technology into real business and people impact.

**Human-centred experience** places the human-centred experience at the core of the organisation’s future. Its focus is to empower people to grow with agility, shifting from process-driven management to talent-centred leadership, while reinforcing an identity of belonging, performance, and shared purpose.

This pillar is anchored in:

- Career agility and growth, adopting a skills-based approach to build a fluid workforce with critical capabilities for the energy transition
- Leadership accountability, where leaders embody EDP’s identity, lead by example, and are accountable for people, talent, and business decisions, acting with resilience and a future-ready mindset
- An identity that empowers people and teams, designing experiences that foster purpose, belonging, and engagement, while reinforcing high performance

This pillar translates the organisation’s Heart and Drive into daily experience, ensuring that care for people, development, inclusion, and performance are mutually reinforcing.

Together, these two pillars articulate how EDP’s purpose comes to life going forward. They reflect an organisation that solves problems with confidence and efficiency, leads with awareness and collaboration, and embraces the future with vision and courage.

With this renewed People & Organisation strategy, fully aligned with the Business Plan, EDP reinforces its ambition to remain a future-proof organisation, capable of evolving with agility, empowering its people and ecosystems, and courageously shaping what comes next.

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## 5.2 Closing message

The 2023–2025 cycle has been a defining period for EDP’s People & organisation journey. It demonstrated the organisation’s capacity not only to transform, but to consolidate, embedding discipline, strengthening accountability, and translating change into tangible value for both the business and our people.

This progress provides a solid foundation. Yet, the environment ahead will demand even more from the organisation. The pace of the energy transition, evolving workforce expectations, and increasing demands on productivity and performance will continue to test organisational resilience and adaptability.

In this context, leadership remains the decisive factor. The ability to navigate uncertainty, develop talent at scale, and sustain high performance will determine EDP’s capacity to compete and grow.

The 2026–2028 P&O strategy will reflect this reality. It reinforces a clear direction: to build a leadership-driven organisation, supported by an empowered ecosystem and human-centred practices, where accountability, capability, and execution are consistently strengthened.

The challenge ahead is not one of transformation alone, but of continuity, ensuring that leadership, culture, and organisational practices evolve in step with the demands of the business and the expectations of society.

EDP is well positioned to meet this challenge. The focus now is on disciplined execution, sustained leadership development, and the consistent delivery of results, securing long-term value for the organisation, its people, and its stakeholders.



# Index

PEOPLE & ORGANISATION REPORT

06. Indicators

## 6. Indicators

This report is complemented by a comprehensive set of indicators, ensuring transparency, comparability, and accountability.

### People Management

People Management	UN	2024	2025
<b>Employees</b>			
Employees	#	12596	11865
Female	%	29%	29%
Male	%	70%	71%
Not declared	%	1%	1%
<b>Employees distribution by region</b>			
Iberia	#	7519	7152
South America	#	3050	2952
North America	#	1060	969
Rest of the Europe	#	608	487
Asia-Pacific	#	359	305
Iberia	%	60%	60%
South America	%	24%	25%
North America	%	8%	8%
Rest of the Europe	%	5%	4%
Asia-Pacific	%	3%	3%
<b>Employees with disabilities</b>			
	#	<b>199</b>	<b>175</b>
Male	#	121	103
Female	#	78	72

Not declared	#	0	0
<b>Employees distribution by professional category</b>			
EBD	#	5	5
Female	#	2	2
Male	#	3	3
Not declared	#	0	0
Senior Management	#	359	359
Female	#	94	102
Male	#	264	256
Not declared	#	1	1
Supervisors	#	1223	1108
Female	#	313	285
Male	#	909	822
Not declared	#	1	1
Specialists	#	6412	6107
Female	#	2603	2460
Male	#	3779	3622
Not declared	#	30	25
Technicians	#	4517	4286
Female	#	596	558
Male	#	3866	3693
Not declared	#	55	35
<b>Employees distribution by race/ethnicity<sup>1</sup></b>			
Share in total workforce			
White	%	66,2 %	65,4 %
Black	%	32,1 %	32,9 %

<sup>1</sup> The legal framework of most geographies does not allow for this information to be ascertained. Data by racial diversity is available for < 25% of Headcount. | The category 'Black' includes both black and brown people, according to the definition by IBGE (Brazilian Institute of Geography and Statistics)

Asian	%	1,2 %	1,3 %
Indigenous people	%	0,2 %	0,3 %
Not stated	%	0,3 %	0,2 %
<b>Share in all management positions, including junior, middle and senior management</b>			
White	%	86,2 %	97,0 %
Black	%	13,8 %	0,3 %
Asian	%	0%	2,3 %
Indigenous people	%	0%	0,1%
Not stated	%	0%	0,2 %
<b>Senior management hired from the local community</b>	<b>%</b>	<b>87,2 %</b>	<b>86%</b>
<b>Foreign employees</b>	<b>#</b>	<b>504</b>	<b>478</b>
<b>Female employees in management positions</b>			
In the total workforce	%	25,73 %	26,40 %
In EBD and Senior Management positions	%	26,37 %	26,88 %
In Supervisory positions	%	25,59 %	25,72 %
Share of women in top management positions	%	26,80 %	26,88 %
Average age of workforce	years	40,62	38,69
Average age of new admissions	years	32,76	32,08
Average age of leaving	years	42,06	42,05
Average seniority of employees	years	11,17	11,70
Average seniority of leaving	years	11,60	11,12

Absenteeism rate	%	3,6 %	4,9 %
<b>REMUNERATION</b>			
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	12,92	12,82
Increase In 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	0,21	3,41
<b>Ratio EDP minimum wage/National minimum wage</b>			
Iberia	x	1,26	1,17
South America	x	1,59	1,8
North America	x	2,09	2,15
Rest of the Europe	x	1,40	1,38
Asia-Pacific	x	1,26	1,45
<b>Pay ratio by gender (F/M)</b>	<b>x</b>	<b>1,07</b>	<b>1,08</b>
<b>Professional category</b>			
Technicians	x	1,197	1,190
Specialists	x	0,889	0,900
Supervisors	x	0,936	0,960
Senior Management	x	0,989	0,980

Geography			
Iberia	x	1,056	1,070
South America	x	1,141	1,080
North America	x	1,004	1,060
Rest of the Europe	x	0,751	0,850
Asia-Pacific	x	0,939	1,070
<b>Annualized average base salary</b>		<b>3824</b>	<b>3812</b>
Male	€	3705	3724
Female	€	3975	3981
Not declared	€	5047	6486
Types of entries			
New entries	#	950	739
Professional category			
Technicians	#	305	294
Specialists	#	613	423
Supervisors	#	26	14
Senior Management	#	6	8
Gender			
Male	#	501	515
Female	#	290	222
Not declared	#	159	2
Age Group			
<30	#	417	349
[30-50[	#	486	358
≥50	#	47	32
Geography			
Iberia	#	287	281

South America	#	285	200
North America	#	192	146
Rest of the Europe	#	122	51
Asia-Pacific	#	64	61
Employees with disabilities (new hires)	#	18	11
F/M new admissions rate	x	0,58	0,43
Direct admissions to permanent workforce	#	897	687
Admissions with fixed-term contracts	#	53	52
Other admissions	#	0	0
<b>Vacancies filled by internal candidates</b>	<b>#</b>	<b>461</b>	<b>434</b>
Gender			
Male	#	288	283
Female	#	173	151
Not declared	#	0	0
Age Group			
<30	#	77	96
[30-50[	#	286	279
≥50	#	98	59
Professional category			
Technicians	#	125	76
Specialists	#	288	282
Supervisors	#	27	47
Senior Management	#	21	29
Geography			
Iberia	#	201	237
South America	#	163	117

North America	#	11	62
Rest of the Europe	#	84	9
Asia-Pacific	#	2	9
Employees with disabilities	#	0	5
<b>Employees satisfaction</b>			
<b>Engagement</b>	%	<b>78%</b>	<b>78%</b>
Gender			
Female	%	79%	80%
Male	%	77%	78%
Not declared	%	78%	91%
Age Group			
<30	%	77%	78%
[30-50[	%	77%	77%
≥50	%	82%	82%
Professional category			
Technicians	%	74,5 %	77%
Specialists	%	74%	77%
Supervisors	%	82%	84%
Senior Management	%	91%	90%
Employees with disabilities	%	N/A	78%
<b>Empowerment</b>	%	<b>74%</b>	<b>76%</b>
Gender			
Female	%	75%	77%
Male	%	74%	76%
Not declared	%	91%	88%
<b>Employees leaving</b>	#	<b>1.379</b>	<b>1.470</b>
Gender			

Male	#	950	995
Female	#	420	448
Not declared	#	7	27
Age group			
< 30	#	291	280
[30-50[	#	674	778
≥ 50	#	398	412
<b>Turnover</b>	%	<b>11%</b>	<b>12%</b>
Gender			
Male	%	11%	12%
Female	%	12%	13%
Not declared	%	8%	44%
Age group			
< 30	%	18%	21%
[30-50[	%	8%	10%
≥ 50	%	14%	14%
Professional category			
Technicians	%	11%	11%
Specialists	%	12%	14%
Supervisors	%	8%	7%
Senior management	%	10%	9%
Geography			
Iberia	%	8%	9%
South America	%	12%	10%
North America	%	20%	25%
Rest of the Europe	%	21%	36%
Asia-Pacific	%	29%	37%
Employees with disabilities	%	20%	23%

<b>Voluntary employee turnover</b>	%	5%	5%
<b>Gender</b>			
Male	%	5%	5%
Female	%	6%	6%
Not declared	%	6%	26%
<b>Age group</b>			
< 30	%	12%	13%
[30–50[	%	5%	6%
≥ 50	%	2%	1%
<b>Professional category</b>			
Technicians	%	3%	4%
Specialists	%	7%	7%
Supervisors	%	5%	4%
Senior management	%	3%	3%
<b>Geography</b>			
Iberia	%	3%	3%
South America	%	4%	5%
North America	%	15%	15%
Rest of the Europe	%	16%	16%
Asia-Pacific	%	20%	17%
Employees with disabilities	%	0.06	0.04
<b>Reasons for leaving</b>			
End of fixed-term contracts	%	3,40 %	2,65 %
Terminated by mutual agreement	%	2,10%	13,81 %
Terminated by employee	%	46,90 %	42,93 %

Dismissals	%	20,80 %	18,16 %
Early retirements	%	7,30 %	10,00 %
Age/invalidity retirement	%	11,80%	7,49 %
Other reasons for leaving	%	7,70%	4,96 %
<b>Eligible employees for retirement</b>			
<b>EBD</b>			
next to 5 years	#	0	0
next to 10 years	#	0	0
<b>Senior Management</b>			
next to 5 years	#	20	29
next to 10 years	#	54	68
<b>Supervisors</b>			
next to 5 years	#	60	55
next to 10 years	#	140	123
<b>Specialists</b>			
next to 5 years	#	333	239
next to 10 years	#	629	524
<b>Technicians</b>			
next to 5 years	#	430	478
next to 10 years	#	836	950
Headcount ROI	€	6,93	7,07
<b>Parental leaves</b>			
Employees entitled to parental leave	#	599	477
Male	#	409	323
Female	#	190	154
Not declared	#	0	0

Employees that took parental leave	#	528	448
Male	#	342	302
Female	#	186	146
Not declared	#	0	0
Retention rate of employees who took parental leave	%	96%	100%
Male	%	96%	100%
Female	%	94%	100%
Not declared	%	0%	0%
<b>Labour relations</b>			
Collective employment agreements	%	77%	79%
Trade union membership	%	29%	29%
Union Structures	#	31	34
Hours lost due to strikes	h	13163	2532
Staff engaged in further study	#	72	112
Professional internships	#	423	350
Academic internships	#	62	113

## Diversity & Inclusion

Gender equality <sup>2</sup>	2024	2025	Target 2028
Share of women in the total workforce	28,87	28,71	29%
Share of women in all management positions, including junior, middle, and top management	25,73	26,4	28%
Share of women in junior management positions, i.e., first level of management	23,1	23,3	24%
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions	26,8	26,9	26%
Share of women in management positions in revenue-generating functions (e.g., sales) as a percentage of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.)	12,9	17,9	19%
Share of women in STEM-related positions (as % of total STEM positions)	9,34	15,8	15%

## Training

Training	UN	2024	2025
<b>Volume of Training</b>	<b>h</b>	<b>352.213</b>	<b>295.905</b>
Sustainability			
Environment	h	3.183	2.367
Social and Economic	h	165	29
Ethics	h	7.165	4.033
Quality	h	3.912	9.248
Languages	h	12.166	13.795
Information systems	h	28.342	49.797

<sup>2</sup> In 2025, EDP reviewed its job family model, and STEM and revenue-generating functions were mapped based on this new framework.

Other	h	297.279	230.431
Average total training	h/p	28	25
Gender			
Male	h/p	31	27
Female	h/p	21	19
Other	h/p		0
Not declared	h/p	78	39
Geography			
Iberia	h/p	24	25
South America	h/p	38	38
North America	h/p	29	30
Rest of Europe	h/p	30	15
Asia-Pacific	h/p	9	15
Executive Board of Directors			
Male	h/p	14	27
Female	h/p	16	26
Senior Management	h/p	11	30
Male	h/p	22	48
Female	h/p	22	47
Supervisors	h/p	23	51
Male	h/p	23	22
Female	h/p	21	23
Specialists	h/p	29	17
Male	h/p	23	22
Female	h/p	26	23
Technicians	h/p	19	18
Male	h/p	37	30
Female	h/p	38	31
Female	h/p	22	21

Employees with ESG training	%	100%	78%
<b>Volume of mandatory training</b>	<b>h</b>	<b>302.311</b>	<b>98.618</b>
Gender			
Male	h	225.939	86.370
Female	h	69.543	12.200
Other	h	0	0
Not declared	h	6.830	48
Age group			
< 30	h	54.038	14.442
[30-50[	h	194.804	70.724
≥ 50	h	53.469	13.453
Professional category			
Technicians	h	135.067	62.886
Specialists	h	134.092	26.092
Supervisors	h	25.633	7.236
Senior Management	h	7.518	2.405
Geography			
Iberia	h	110.355	56.868
South America	h	116.711	37.509
North America	h	30.642	947
Rest of Europe	h	41.865	1.476
Asia-Pacific	h	2.739	1.819
<b>Volume of non-mandatory training</b>	<b>h</b>	<b>49.902</b>	<b>197.287</b>
Gender			
Male	h	44.675	140.961
Female	h	5.227	53.989
Age group			

< 30	h	9.187	38.893
[30–50[	h	33.234	122.711
≥ 50	h	7.480	35.684
Professional category			
Technicians	h	31.860	64.070
Specialists	h	15.063	101.356
Supervisors	h	2.402	16.804
Senior Management	h	576	15.056
<b>Direct investment with training by employees</b>			
Investment in mandatory training	k€	5.522	2.555
Gender			
Male	k€	3.271	2.237
Female	k€	2.250	316
Age group			
< 30	k€	533	374
[30–50[	k€	4.053	1.832
≥ 50	k€	936	348
Professional category			
Technicians	k€	375	1.629
Specialists	k€	2.288	676
Supervisors	k€	1.353	187
Senior Management	k€	1.506	62
Geography			
Iberia	k€	1.810	1.542
South America	k€	660	336
North America	k€	1.192	437
Rest of the Europe	k€	1.791	181

Asia–Pacific	k€	69	58
<b>Investment in non-mandatory training</b>	<b>k€</b>	<b>849</b>	<b>5.111</b>
Gender			
Male	k€	758	3.652
Female	k€	92	1.399
Age group			
< 30	k€	158	1.008
[30–50[	k€	591	3.179
≥ 50	k€	101	924
Professional category			
Technicians	k€	526	1.660
Specialists	k€	301	2.626
Supervisors	k€	21	435
Senior Management	k€	2	390
Geography			
Iberia	k€	666	3.085
South America	k€	74	673
North America	k€	38	874
Rest of the Europe	k€	53	363
Asia–Pacific	k€	18	116



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