

The background features a series of thin, light gray wavy lines that create a sense of movement and depth, similar to a topographic map or a field of energy. Scattered throughout the composition are small, light gray plus signs (+).

A
WORLD
FULL
OF ENERGY

edp



OPENING STATEMENT

EDP is today a large company, operating in 13 countries, with 12,275 employees working for the sustainable development of the Group.

EDP is publishing this report for the fourth consecutive year. It is a document that summarises the highlights and practices of the company in terms of social sustainability and how, in particular, we manage the company's main asset: people.

We invest in people as a competitive advantage. We know that people who are respected more and whose development is fostered are more motivated, more productive and happier.

We believe it is possible to reconcile the various strands of our lives. We uphold and promote this in EDP. 2012 was notable for the 'Work-life balance and Equality' certification awarded by the Fundação MásFamília foundation to the Group companies in Portugal. This achievement, which has been a reality among the companies in Spain since 2011, makes us all proud.

I would like to highlight the role of EDP in the Community, in the social, cultural and sports areas. Around 1,705 employees took part in corporate volunteering initiatives in 2012. The total number of social hours was 24,700, more than 10,000 of which occurred during working hours, which may be valued at 280,000 euros.

EDP retained a top performing position on the Dow Jones Sustainability Index in 2012, sharing top spot on the world's most sustainable utility company ranking with a peer company. The areas of human capital development and Corporate Citizenship received the highest score of this index.

We are also ranked on the World's Most Ethical Companies (WME) listing. This is recognition of the ethical exactitude of our practices and the proactivity with which we share the values of accountability, integrity and transparency with the surrounding community.

The company achieves a significant degree of international recognition for its excellent performance in the priority areas of sustainable development. We are a role model in the markets where we operate.

We formalised approval of the Group's Diversity Policy at the start of 2013. We will work harder to promote equal opportunities, not discriminating against gender, nationality, disability, and fostering social inclusion.

We believe in hands-on human resources management, based on the development and enhancement of the technical and behavioural skills of our employees and the merit-based management of their careers. We have a strong and committed, highly professional team that is aligned with the objectives of EDP.

This allowed us to mitigate the difficulties we faced in 2012, including the increased number of hours of strikes resulting from the social and economic crisis that is assailing the Iberian countries. We have managed to avoid losses for our customers and to the Company.

Unfortunately we were also rocked by the loss of 5 employees and 13 contractors in fatal accidents. They are irreparable losses that we deeply regret, strengthening our resolve to pursue the goal of 'zero accidents'. This target is pursued even taking into account the complexity resulting from us having 8 major electricity generation projects under construction, which simultaneously occupied around 4,200 workers of 600 contractor companies in 2012.

The challenges for the years ahead are enormous. They will require us to make an unrelenting effort to create new options and be wholly available for functional and geographical mobility. We will have to pay special attention to retaining critical knowledge and creating the new knowledge that is going to be required.

Our people have shown great resilience in a scenario of marked social and economic transformation, proving each day that they have the ability to perform and innovate. This enhances us as leaders and gives us the ability to expectantly prepare ourselves for the new paradigms that the future will bring.

We will do it preserving the best of the EDP culture and values.

António Pita de abreu



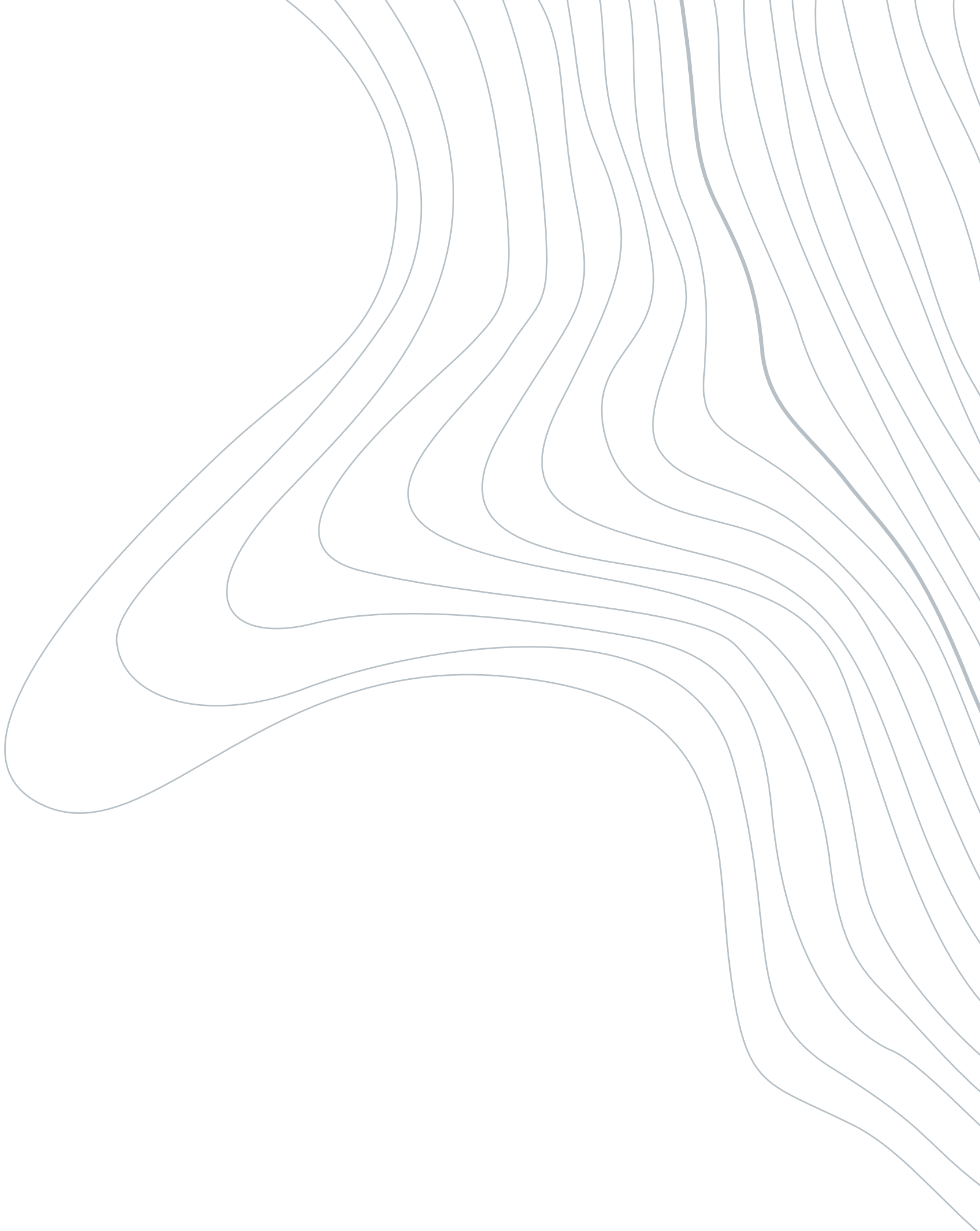


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I. ORGANISATIONAL STRUCTURE





II. RELEVANT SOCIAL EVENTS IN 2012

2012

JANUARY

It's up to us

During the Christmas season, about 500 EDP Group volunteers in all the countries took It's up to us to 8,200 children and elderly people who were hospitalised or living at charities' residential facilities. This first major global volunteering initiative totalled 5,000 volunteering hours.

FEBRUARY

EDP begins Trainee Programme

Attracting, developing and keeping young people with potential are the main goal of the first Trainee Programme. The initiative involves a number of corporate induction activities to ensure that these young people are quickly integrated into EDP's business. It is based on three pillars – training, job rotation and projects and gives the young trainees the opportunity to begin their careers in a structured programme.

EDP's sustainability given as an example in Davos

EDP was considered the most sustainable company in the electricity sector worldwide at the World Economic Forum in Davos, Switzerland, for the second year running. The Group was in the Sustainability Yearbook 2012, a report by the well-known international consultant SAM that was presented to the world leaders at the summit.

MARCH

Ethics at EDP in a global case study

EDP is one of the only three electricity companies in 2012 to feature among the 145 World's Most Ethical Companies, according to the Ethisphere Institute, which analyses companies from 36 sectors in over 100 countries. This classification recognises leadership in the promotion of ethics in business and includes an analysis of codes of ethics, investment in innovation and sustainable business practices, corporate citizenship activities and the opinions of senior managers, peers in the sector, suppliers and customers.

HC Energia and Naturgas Energia receive efr certificate for balance and equality

Certification from Fundación Másfamilia recognises that companies have appropriate policies and initiatives to ensure balance and equality between their employees. The most valued initiatives are: flexible working hours, extended leave to care for family and volunteering and equal opportunity programmes.

APRIL

Conciliar Roadshow

Over 4,000 employees visited the Conciliar Roadshow stand in April and May. The initiative went to 24 EDP facilities (Porto, Gaia, Lisbon, Coimbra, Setúbal and Carregado) and was one of the most important in the Conciliar Programme, aimed at certification as a family-friendly company.

EDP Serviço Universal hands out energy-saving light bulbs

The initiative provides for the distribution of 1,000,000 energy-saving light bulbs to institutions and the families that they support. The aim is raise public awareness of energy efficiency and help save on the electricity bill. This EDP Serviço Universal campaign is part of the ECO EDP Programme and is being undertaken in partnership with Fundação EDP and ENTRAJUDA. It is being funded under the Electricity Consumption Efficiency Plan approved by the energy regulator, *Entidade Reguladora dos Serviços Energéticos*.

MAY

EDP is a trusted brand in the public service companies category

An annual study by *Seleções by Reader's Digest* assesses consumers' trust in a vast range of categories of products and services. The respondents spontaneously indicate the brands that they consider deserve this description.

JUNE

FabLab Challenge

EDP began the FabLab Challenge, an idea competition for Portuguese vocational schools in order to bring it closer to education establishments. The winners of this edition won an AVA – *Aproximação à Vida Ativa* internship with the EDP Group.

EDP present at Portugal Day in New York

17 June is the day, with a 5,000 mile race in Central Park with 7,000 runners. The aim of the event is to promote and disseminate Portuguese culture, products and brands.

Partnership with United Nations Foundation as part of the Rio+20 conference

The EDP Group's Fundação EDP entered into a partnership with the United Nations Foundation to collaborate at Rio+20, a conference on sustainable development. The partnership brought the debate "Rio + 20 live Connected Lisboa" to Museu da Eletricidade in Lisbon, where speakers and audiences in Rio de Janeiro and Lisbon took part and interacted in real time.

EDP Renováveis one of the best companies to work for in Spain

EDP Renováveis was considered the sixth best company to work for, according to a Great Place to Work® survey in Spain. This annual survey is based on data from over 10 million employees in 45 countries representing more than 5,500 organisations in different areas.



JULY

EDP Starter

EDP created EDP Starter to bring companies, customers and investors closer to the development of products and services usually generated in start-ups. It is an innovative company incubation concept in the energy area that is designed to be an accelerator for large ideas at small companies.

EDP Sustainable Entrepreneur Award creates 38 new companies in Sabor

These small businesses focus on use of local resources, especially in farming and tourism. They are expected to create 78 jobs and invest almost three million euros. By promoting the EDP Sustainable Entrepreneur Award, EDP is endeavouring to create the right conditions for empowering and valuing the region's natural and human resources in order foster the creation of jobs and leverage sustainable development in the areas covered by the new hydroelectric projects.

EDP offsets carbon footprint of EDPCoolJazz artists

EDP funded the purchase of carbon credits to neutralise carbon emissions calculated by emission for this festival. Emissions totalled 123.54 tonnes, almost 70% of the festival's carbon footprint. All unavoidable emissions are fully offset via a carbon-credit generating project – a mini-hydroelectric plant in Honduras, which helps in the electrification of a rural area from a clean, endogenous energy source.

AUGUST

EDP distributes school kits to winning schools in the Volta a Portugal

Hundreds of primary-school children were given school supplies on winning the "Pedala pela tua Escola" (Pedal for your School) challenge. The initiative travelled the municipalities that hosted the Volta a Portugal bicycle tour. The bikes in the EDP truck were connected to a panel that counted the kilometres travelled by each person and at the end of day the sum total of all participants was converted into a figure representing the energy generated in the municipality.

Catalogue of discounts for Portuguese emigrants

EDP distributed books of discounts at more than 50 businesses in the areas of restaurants, construction and real estate to emigrants entering Portugal via Vilar Formoso. The aim of the initiative was also to inform them about the liberalisation of the electricity and natural gas markets.

SEPTEMBER

Dow Jones: EDP at the top of global sustainability

For the fifth year running, the Group was among the electricity companies with the best performance in the Dow Jones Sustainability Index at European and global level. The company achieved its highest score yet, 87 points, tying with the leader of the electricity sector and the utilities supersector.

Third edition of "Valorizar a Experiência" (Valuing Experience)

The aim of this programme was to manage the EDP Group's more experienced employees differently and encourage the sharing of knowledge. The programme also began in Brazil for the first time.

Living Science takes visitors to generation plants

In August and September, around 500 visitors joined the programme organised by Agência Nacional para a Cultura Científica e Tecnológica, to which EDP Produção has also contributed. The facilities involved were Alto Lindoso, Carrapatelo, Castelo do Bode, Lares, Ribatejo and Sines.

It's up to us - helping is part of our nature - volunteers remove invasive plants from Portuguese forests

In the "Parte de Nós" scheme, over 1,800 volunteers took part in a social responsibility campaign to help Portuguese forests and draw attention to the importance of their biodiversity and the threat of invasive species. This project also exists in Spain, Brazil, Romania, Poland, France, the United Kingdom, Italy and the United States with campaigns adapted to each region. More than 2,500 people - EDP employees, partners, family and friends enrolled, put on the volunteering jersey and got down to work.





OCTOBER

University Challenge 2012

A group of students from Instituto Superior de Contabilidade e Administração at Aveiro University won the EDP University Challenge 2012. The judges all agreed on the group's Energy Efficiency Communication Plan in the senior segment. A total of 173 students from 21 universities participated in this sixth challenge, involving 40 faculty staff. This annual EDP competition is held in partnership with the consultancy firm Premivalor and its aim is to encourage students to use their academic knowledge to develop a strategy and marketing theme or project.

NOVEMBER

Workplace workouts at EDP

Workplace workouts began under the Conciliar Programme. This is how EDP creates closer ties with employees by providing them with an opportunity to work out in order to improve their quality of life.

EDP among top companies in Green Utilities rankings

EDP ranked second in the Energy Intelligence TOP 100 Green Utilities. The world's 100 largest energy generators with a combined capacity of 2,900 gigawatts, 55% of global capacity are analysed for these rankings.

EDP Brasil in Corporate Sustainability Index (ISE) for seventh year running

The index is made up of companies with a high commitment to sustainability and social responsibility.

EDP Solidária Barragens funds new social projects

More than 150,000 people benefited from initiatives funded by the programme aimed at the economic, social and cultural development of dam regions.

DECEMBER

EDP wins Global Management Challenge 2012

The EDP team will represent Portugal in the international final of the Global Management Challenge in Bucharest (Romania) in April 2013. Captained by Vasco Rodrigues from EDP Produção, the EDP UCP Porto team also included three students from Universidade Católica Portuguesa do Porto. The Global Management Challenge is a management game in which each team has to run a company. The team that achieves the highest share price on the stock exchange wins.

Museu da Eletricidade beats record for visitors

In 2012, the Electricity Museum had a total of 199,755 visitors, an all-time record since it opened in 2006, making it one of the most visited museums in Portugal.

Brazil receives human resource awards

Commitment to professional qualification and the development of leaders resulted in two awards for Human Capital Management at EDP no Brasil: Prémio Práticas de Gestão de Pessoas and Prémio Vida Profissional – Sodexo. Out of 150 companies analysed EDP was recognised as one of the 10 best in the Práticas de Gestão de Pessoas award, which assesses aspects such as organisational climate and employee development.

Community projects in Poland

In light of its businesses and development of wind farms in Poland, EDP Renewables took on the organisation of a number of local initiatives – sponsorship of festivals, opening of children's playgrounds, informative events and donations to schools– in order to foster acceptance of the company's projects by local communities.

III. SOCIAL PERFORMANCE INDICATORS

SOCIAL INDICATORS ⁽¹⁾	UNIT	2012	2011	2010	2009
EMPLOYMENT ⁽²⁾					
Employees ⁽²⁾	#	12,275	12,168	12,043	12,051
Female employees ⁽²⁾	%	22	22	21	21
Overall satisfaction rate ⁽³⁾		n.a.	81	n.a.	81
Turnover rate ⁽²⁾	%	5.57	5.73	5.76	5.50
Employees' average age	years	46	46	46	45
Average years of service of leavers	years	20	17	30	18
Absentee rate ⁽²⁾	%	3.16	3.35	3.52	3.61
Personnel costs	€1,000	582,198	573,643	575,408	540,036
Social benefits	€1,000	89,339	61,258	153,362	158,353
Gratuities ⁽⁴⁾	€1,000	34,636	34,429	33,763	39,254
TRAINING					
Total hours of training	hours	503,272	477,091	419,737	353,205
Average amount of training per employee	h/p	41	39	35	29
Employees with training ⁽²⁾	%	88	80	95	74
Total training costs ⁽⁴⁾	€1,000	10,354	8,026	8,940	7,225
Work productivity	€/h	221	230	233	222
LABOUR RELATIONS					
Collective labour agreements	%	83	84	87	87
Trade union membership	%	51	53	55	58
Trade union structures	#	36	39	37	37
PREVENTION AND SAFETY					
OSHAS 18 001 (installed power)	%	72	58	60	55
On-duty accidents	#	38	46	44	47
Fatal on-duty accidents	#	5	2	1	1
EDP frequency rate		1.82	2.17	2.08	2.26
EDP severity rate		109	180	117	144
Total lost days due to accidents	#	2,269	3,815	2,469	2,984
Fatal ESP accidents	#	13	4	6	10
ESP work days PSE ⁽⁵⁾	#	5,230,811	4,444,208	3,738,078	3,350,285
EDP and ESP frequency rate)		4.17	4.65	4.92	5.00
COMMUNITY					
Social investment	M€	21	21	19	17

PSE - external service provider

(1) The Pecém power station is not included in detailed information on human resources.

(2) The results were revised due to changes in the headcount method to include corporate bodies.

(3) Bi-annual employee satisfaction survey

(4) Portugal only

(5) The 2011 figure was revised as it included the Pecém power station.

(6) The figure is not the same as in the annual report and accounts, which was an estimate.

EDP's activity over the years has been governed by principles of citizenship and sustainability, which make it a role-model organisation.

2012 witnessed developments in a number of areas. The EDP universe increased to 12,275 employees worldwide (12,168 in 2011) and training was once again an important goal. As a result, the number of participants and training hours increased, totalling 503,272 hours (up more than 26,000 hours) and 88 employees with training (eight more). Another milestone was a reduction in the absentee rate from 3.35% to 3.16%. And because employees' wellbeing is a constant concern, investment in social benefits grew over 45%. There were also improvements in prevention and safety, with a reduction in on-duty accidents from 46 to 38.

In 2012, the Group figured for the fifth year running among the energy companies with the best performance in the Dow Jones Sustainability Index at European and global level. The company achieved its highest score yet, 87 points, tying with the leader of the electricity sector and the utilities supersector. This achievement was recognition of EDP's commitment to sustainable development, reflected in constant improvement in corporate governance practices, its growth strategy in renewable energy and the use of more efficient generation technologies in a permanent pledge to develop human resources in close articulation with its stakeholders.

EDP continues to be widely recognised. It was considered the most sustainable company in the electricity sector worldwide at the World Economic Forum in Davos, Switzerland for the fifth year running. It featured in the Sustainability

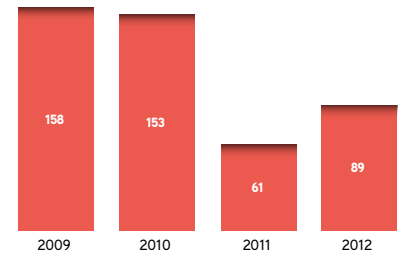
Yearbook 2012, a report by the well-known international consultant SAM that was presented to the world leaders at the summit. It also warranted consumer trust on being voted a Superbrand – Brand of Excellence in Portugal and Trusted Brand in the public service companies category in an annual survey by *Seleções by Reader's Digest*.

EDP has made a solid commitment to patronage and solidarity, as shown by the work of Fundação EDP (Portugal), Fundación Hidrocarbónico (Spain) and Instituto EDP (Brazil).

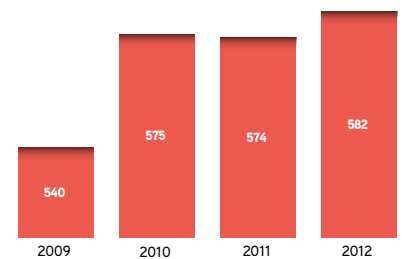
Fundação EDP was set up in 2004 and develops the essential citizenship that EDP has always worked towards. Its activity covers the entire country and interconnects with the work of other Group foundations. It is committed to the great corporate challenges. The foundation promoted many programmes in the field of social innovation, education and culture by forming partnerships and providing patronage through its own programmes. It is involved in science and education, energy and the environment, the arts and creativity, heritage and culture and solidarity and sustainability. Its work in the area of social innovation has been stepped up and so, in collaboration with the Human Resource Department at the Corporate Centre, it continued to encourage employees to work in volunteer programmes in 2012.

One of the aims of Fundação EDP is to be a key partner in the Third Sector, a mobilising agent for social challenges through innovation, partnerships and the development of tools to create opportunities, reward volunteering and adding value for disadvantaged communities.

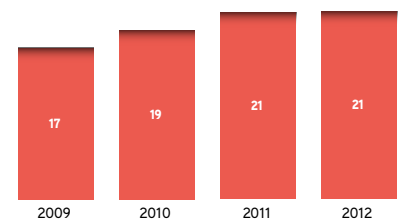
EMPLOYEE COSTS (EUR MILLION)
SOCIAL BENEFITS



EMPLOYEE COSTS (EUR MILLION)
PERSONNEL COSTS



SOCIAL INVESTMENT (EUR MILLION)



Fundación Hidrocarbónico works in the areas of culture, teaching, training, research, sports, charity and similar by granting scholarships, restoring and promoting valuable elements of artistic and historical heritage, sponsoring musical and cultural events and improving natural resources. It also provides funds for non-profit organisations working for the disadvantaged.

Instituto EDP in Brazil fosters corporate sustainability with the alignment of its three dimensions – economic, social and environmental by promoting activities in these fields.

With their different cultures and realities, the companies making up the EDP universe have a common goal on their horizon in terms of human resources, i.e. guaranteeing that they all enjoy good conditions and feel fulfilled professionally and personally and that there is greater alignment between the EDP Group's strategy and its leaders and teams.

EDP believes that people who have balance in their different personal and professional roles are happier, more creative, more energetic, more motivated and more productive. This is the only way to have successful employees and organisations.

IV. PRIORITIES FOR 2013-2014

AREA	GOALS	TARGETS	REMARKS
ECONOMIC AND SOCIAL VALUE	To improve the integration of sustainability practices into our internal management systems	To maintain recognition of RobecoSAM at its level of excellence in the social dimension	This commitment will continue until 2015
INTEGRITY AND GOOD GOVERNANCE	To strengthen ethics in the culture of all EDP employees	To maintain recognition of the Ethisphere Institute's World's Most Ethical Companies	EDP was included in the rankings in 2012
HUMAN CAPITAL AND DIVERSITY	Promote competitiveness and productivity through innovation	To obtain and maintain corporate certification for our safety management system To develop an e-learning platform for initial occupational health and safety training for employees in the induction phase To conduct a road safety campaign to raise awareness and foster safe driving practices	See www.edp.pt/en > Sustentabilidade > Publicações
	To work towards "Zero accidents, no personal injuries"	To reduce the frequency of occupational accidents involving EDP employees and service providers by 5% against 2012	This target will apply to 2013 against 2012
	Prevention of psychosocial risks and stress management	To implement an occupational stress management programme to give employees the tools they need for balanced management of their working lives To implement a new collective labour agreement (CLA)	
	Career management	To extend "Career Paths", promote employees' responsibility in managing their careers and showing alternative paths for professional development	
	Succession management	To decentralise the succession process by involving companies' top management in identifying successors	
	Mobility	To publish guidelines to encourage mobility To foster short-term internal mobility as a tool for managing knowledge and motivation	
	Expat management	To circulate a new version of the International Work Regulations To extend the "Valorizar a Experiência" (Valuing Experience) programme to other countries	
	Management of potential	To implement the in-house coaching programme To implement 270º evaluation of all senior managers	
	Potential and performance evaluation	To implement 360º evaluation for all line managers To implement dual-reporting evaluation of companies' directors	
	Leader management	To define and implement a development programme for all new line managers To update the Advanced Training Regulations for the different countries To reduce the gap between the number of hours' training for management and non-management To review the process for preparing the strategic training plan and budget	
	Training management	To ensure that Universidade EDP (EDP University) has a good range and active presence in all the countries in which the Group operates To increase the use of mixed training channels: classroom and e-learning To ensure the migration of administrative training management to the Online Campus in countries other than Portugal	
	Information and support technology for HR management	To consolidate and extend the HR module of the new SAP platform - integrated multi-country system to the whole EDP Group (except Brazil)	
	To maintain a high level of employee satisfaction	To keep overall employee satisfaction above 80% in the 2013 climate survey To guarantee ongoing implementation of improvement plans in all Group companies based on the 2011 survey	The satisfaction survey is biannual. The next is in 2013
	To implement the diversity policy action plan	To implement the diversity policy action plan (10 to 15 measures) To circulate and implement our diversity policy in the following priority areas: gender diversity, diversity of nationality, disability, socio-professional inclusion of vulnerable segments of the population	See www.edp.pt/en > Sustentabilidade > Publicações
	Balance and equality	To guarantee and promote geographical decentralisation of efr measures to cover employees in the different regions of the country To guarantee and promote measures covering the different segments of EDP employees in terms of age, region, marital status and composition of household To promote awareness campaigns to prepare employees better to manage their work and personal time To promote spatial and temporal flexibility by regulation and disseminating the possibility of working from home To bring the company and employees' families closer To guarantee socio-economic support for employees with proven needs To guarantee equal opportunities for employees in minority groups at EDP To ensure that efr knowledge is passed on to company leaders To increase efficiency of communication of efr measures in place at EDP to improve perception of the company's value proposal To step up EDP's volunteer policy to guarantee volunteer campaigns in all regions where employees live and work, enable retirees to participate and improve the company's communication and mobilisation capacity for this cause To raise awareness of partners and suppliers in order to share best efr practices in their organisations To conduct a campaign to raise employees' awareness of the importance of work-life balance and the value of the emotional salary sponsored by EDP	
SOCIAL DEVELOPMENT AND CITIZENSHIP	To strengthen the company's close relationship with the society to which it belongs	To provide Fundação EDP with up to 0.1% of EDP's consolidated turnover in 2012 To extend the volunteer programme to the entire EDP Group and increase the number of volunteering partnerships by 30%	Annual target approved by the AGM Extend number of volunteering partnerships to 50% by 2015.

V. HUMAN RESOURCE GOVERNANCE MODEL

Helping to implement our business strategy, promoting the improvement and development of all employees and nurturing a culture in line with corporate values, this is what we do in managing our people.

Our governance model is headed by the Group's Human Resource Department. Its director is Maria João Martins and it is based on six competence centres - Communication and Change Management, Career and Succession Management, Training Management, Performance Management, Selection, Integration and Mobility and Compensation and Benefits.

The department's mission is to analyse and propose the Group's human resource strategy and handle across-the-board support processes in order to help execute its business strategy, promote the improvement and development of all employees and nurture a culture in line with corporate values.

ITS DUTIES

- Develop the integrated HR management model
- Define and implement mobility, attraction, selection and integration policies for the external market and Group employees
- Define and implement development policies and instruments, such as performance management and compensation and benefits
- Propose and manage the Group's overall human resource budget
- Monitor the organisational climate and define action plans to improve it
- Ensure that business units implement HR policies and respond to their specific needs
- Propose and undertake Group-wide initiatives to foster dissemination and appropriation of corporate values and strategic guidelines for human resources

The activities undertaken include the following:

V.1. INFORMATION AND SUPPORT TECHNOLOGY FOR HR MANAGEMENT

- Coordinating the implementation of the functional architecture and operation of systems and technologies in the administrative area for organisational structure, records, time management, salary processing and travel, in the technical area for performance, compensation, careers, mobility, succession, recruitment and selection, training and potential management and in the communication area for "Who's Who", for example
- Participating in the management of processes and procedures and definition of requirements for computer systems used in human resource management in all countries to ensure the Group's alignment with HR policies
- Ensuring suitability of computer systems to the EDP Group's needs and labour legislation and guaranteeing articulation with the HRP for operability
- Participating in Group-wide computer projects with connections to human resources

- Guaranteeing the availability of the integrated HR management support information in close cooperation with competence centres in terms of performance evaluation, evaluation of potential, training management, management of potential (questionnaires on interests and expectations and loading of IDPs), compensation and benefits (updating fixed and variable remuneration), mobility management, career progression, succession plans and recruitment and selection
- Defining, implementing and managing technologies and information systems in articulation with the other competence centres in order to respond to the HR management needs of their areas of specialisation

V.2. RELATIONSHIP MANAGEMENT

- Having detailed knowledge of clients' business, HR dynamics and the responsibilities of HR at the Corporate Centre
- Establishing formal and informal interaction with clients
- Diagnosing needs, expectations and problems and reaching a consensus with the client
- Identifying which HRD competence centre at the Corporate Centre should respond to its client and articulating the service to be provided with it
- Ensuring quality, response time and client satisfaction, measured in a questionnaire
- Monitoring implementation of solutions, measuring their suitability and efficacy and proposing improvements
- Articulating client requests with the Corporate Centre HRD in order to prioritise response timelines
- Participating in meetings organised by the Corporate Centre HRD with all relationship managers to share problems and solutions and discuss opportunities for improving the service provided to internal clients

V.3. COMMUNICATION AND CHANGE MANAGEMENT

- Participating in preparing a people management model in line with the Group's strategy and promoting communication for its dissemination and appropriation
- Planning and disseminating all human resource projects related, for example, to our work-life balance policy, volunteering, in-house environmental policy, the corporate induction and integration process, recruitment of young people with high potential, the corporate climate, cultural change policy, Novas Oportunidades (New Opportunities) initiatives, the Valuing Experience Programme, the Dow Jones and other business rankings
- Promoting a management of internal communication among managers of HR projects in Portugal and the different countries and markets and facilitate communication between business units and companies in articulation with the Brand and Communication Department
- Defining internal layouts, researching and implementing interactive intranet tools with the Brand and Communication Department
- Collaborating in the management of the Group site and interacting with the different internal organisational units

- Performing a systematic assessment of the organisational climate, analysing results and proposing measures for constant improvement with the Group's HRs
- Implementing, managing and updating the HR channel and the online presence of the Human Resource Department
- Assisting in the acquisition and restructuring of Group companies and helping to diagnose the existing situation in order to define and implement communication and mobilisation programmes to facilitate the process of change
- Working closely with all the competence centres and acting as a facilitator in disseminating matters pertaining to their areas of specialisation

V.4. MANAGEMENT OF POTENTIAL, CAREERS AND SUCCESSION

- Defining, proposing and updating the EDP Group's career development model in coordination with the Labour Relations Coordination Office
- Coordinating, validating and proposing job assessments and levelling of functions in the EDP Group and allocation to holders on the basis of proposals from the companies' Boards
- Defining, implementing and managing programmes and practices to encourage intra- and inter-company and country mobility in the EDP Group
- Defining and proposing procedures and managing employee expatriation, transfer, requisition and reintegration processes
- Defining the succession architecture and applicable criteria
- Identifying and managing pools of successors for top leadership, strategic and specialised positions in the Group for implementing development and retention plans
- Defining needs and helping to implement developments in the HR information systems in conjunction with the Management Support Information and Technology Competence Centre
- Promoting proper dissemination and appropriation of matters pertaining to this competence centre in articulation with the Communication and Change Management Competence Centre

V.5. TRAINING MANAGEMENT

- Analysing the company's and markets' strategy to anticipate development trends and needs
- Defining and obtaining approval for strategic guidelines for EDP Group training
- Proposing the annual amount for the Group's training investment in line with business drivers and development needs
- Defining the responsibility model of everyone involved at different levels (strategic, tactical and operational) in the training process
- Defining corporate training policy based on the business's needs and desired cultural changes, defining and monitoring the survey and characterisation of development needs on the basis of gaps in skills and identification of future challenges
- Promoting the consolidation of different training plans in articulation with each company or business unit

- Defining guidelines for execution of the training plan in articulation with the TRD (EDP Valor) and Universidade EDP (EDP University)
- Defining policies on the assessment of training efficacy and efficiency in articulation with the companies, TRD (EDP Valor) and Universidade EDP
- Effectively and proactively managing the relationship with competence centres, companies and countries, ensuring the necessary inputs and outputs and creating the right environment for participation, collaboration and innovation
- Defining needs and helping to implement development in HR information systems with the Management Support Information and Technology Competence Centre
- Promoting proper dissemination and appropriation of matters pertaining to this competence centre in articulation with the Communication and Change Management Competence Centre

V.6. PERFORMANCE MANAGEMENT

- Promoting ongoing analysis of the suitability of the company's potential and performance management models to its strategy and markets and defining and suggesting necessary changes
- Defining and managing implementation of approved changes by establishing and validating requirements for the operation of the support information systems
- Defining the responsibility model for different levels of action (strategic, tactical and operational) in potential and performance management, clarifying roles and scopes of action
- Defining, managing and monitoring the implementation potential and performance management processes to ensure they are performed within the established periods and specifications and guaranteeing their transparency, credibility and inclusivity
- Defining general guidelines, specific instruments, communication media and channels for effective transmission of information to and appropriation of the potential and performance management process and model by all concerned
- Effectively and proactively managing the relationship with competence centres, companies and countries, ensuring the necessary inputs and outputs and creating the right environment for participation, collaboration and innovation
- Defining communication and implementation plans conducive to the involvement of Group structures, especially HR, to guarantee appropriation of the model by the whole organisation

V.7. MOBILITY, SELECTION AND INTEGRATION

- Analysing, budgeting, consolidating and submitting the human resource forecast in articulation with the Boards of business units or companies
- Starting the annual internal and external recruitment cycle and coordinating selection and recruitment in close articulation with the TRD (EDP Valor) and business units or companies and Corporate Centre departments with recruitment needs

- Analysing and systematically improving recruitment and selection processes and techniques in accordance with the best market practices
- Defining, coordinating and monitoring attraction, recruitment, selection and integration into the EDP Group
- Establishing partnerships and agreements with universities and technical and vocational education institutions
- Organising programmes and activities at education institutions to attract young people with potential
- Defining and coordinating internship policy
- Defining, coordinating and implementing integration and induction into the EDP Group in articulation with business units or companies and Corporate Centre departments
- Defining needs and helping to implement development in HR information systems with the Management Support Information and Technology Competence Centre
- Promoting proper dissemination and appropriation of matters pertaining to this competence centre in articulation with the Communication and Change Management Competence Centre

V.8. COMPENSATION, BENEFITS AND HR INDICATORS

- Analysing, defining, adjusting, reviewing, proposing and implementing the EDP Group's compensation strategy, policy and model and remuneration chart, analysing internal equity and external pay benchmarking for variable and fixed remuneration and benefits to ensure intra-Group alignment and tax efficiency
- Managing merit programmes and distribution of profits
- Monitoring actuarial calculations for retirement plans and showing individual benefits
- Analysing the suitability of employees and exit forecasts
- Analysing and updating fixed remuneration and agreed pay progression
- Determining, proposing and coordinating the distribution of profits in articulation with the Performance Management Competence Centre
- Analysing pay conditions for external recruitment in articulation with the Selection and Integration Competence Centre
- Analysing and proposing pay averaging in articulation with the Career, Mobility and Succession Management Competence Centre
- Analysing and proposing total compensation
- Drafting management scorecards in the EDP Group's human resources area with consolidated information for a rapid, efficient, effective response on recurring indicators
- Managing the relationship and dialogue between the Corporate Centre and companies in drafting annual HR plans and budgets and monitoring them regularly
- Defining needs and helping to implement development in HR information systems with the Management Support Information and Technology Competence Centre
- Promoting proper dissemination and appropriation of matters pertaining to this competence centre in articulation with the

Communication and Change Management Competence Centre

V.9. LABOUR RELATIONS

The holding company also had a Labour Relations Coordination Office. Its director is Eugénio Carvalho and its mission is to manage labour relations matters and coordinate studies of labour regulations in Portugal in order to reach negotiation solutions in line with our business goals and ensure that internal regulations comply with labour legislation.

Its duties:

- Propose guidelines for compliance with labour, health and social security legislation and regulations
- Propose collection regulation instruments for the Group, conduct negotiations in Portugal and analyse the impact of legislative amendment on these instruments
- Propose relationship strategies and manage relations with the Ministry of Labour and Social Solidarity and its official bodies and with trade unions, employees, retirees and pensioners
- Give an opinion on labour relations issues raised by companies or employees in Portugal
- Manage contingencies and labour disputes with employees and their representatives
- Analyse and coordinate handling of possible labour suits with the General Secretariat and Legal Department
- Study and monitor management of social benefits in the EDP Group (EDP Flex, health plans, ...) and monitor management of the EDP Pension Fund from an HR viewpoint

Its activities include:

- Negotiating the EDP CLA:
 - Study, draft and propose amendments in collective regulations to be negotiated with the trade unions
 - Conduct collective bargaining
 - Negotiate and sign agreements with trade unions in line with the Group's strategic goals
 - Hold meetings with trade unions to exchange information on collective regulations
 - Promote meetings with board members in charge of HR and HR directors of companies that signed the EDP CLA to analyse and discuss proposals and give information on the advancement of processes
- Monitoring the negotiation and progress of collective bargaining outside Portugal:
 - Analyse regulations in each country
 - Promote periodic meetings with board members in charge of HR and their directors in the countries in which EDP operates to exchange information aimed at convergence of action whenever possible
- Labour regulations:
 - Establish interpretations and guidelines on labour legislation and regulations
- Managing relations with the Ministry of Labour and Social Solidarity and its official bodies:
 - Make regular institutional relations contacts
 - Promote meetings on concrete situations
- Managing relations with the Workers' Committee:
 - Promote and participate in meetings of the Coordinator of the EDP Group's Workers' Committees
 - Assist and participate in meetings with

- Workers' Committees organised by EDP Group companies
- Managing relations with trade unions:
 - Coordinate and facilitate trade unions' relations with EDP Group companies
 - Hold meetings to trade information and clarifications
 - Propose adaptation of relationship strategies
- Managing relations with the Personnel Club, Retirees' Association and Blood Donors' Association:
 - Set up and coordinate the EDP Group's dialogue with the Personnel Club, Retirees' Association (AREP) and Blood Donors' Association (ADS)
 - Coordinate, analyse and propose EDP Group support for these organisations
 - Monitor agreements with these organisations, especially their budgets
- Guaranteeing command of labour legislation in all Group countries:
 - Systematise the basic principles of labour legislation in effect in the different countries and regulations in force at companies
- Monitoring management of the EDP Pension Fund:
 - Monitor liabilities to the pension fund and health plan
 - Participate in establishing actuarial assumptions
 - Join EDP's representation on the Pension Fund Monitoring Committee
- EDP Flex social plan:
 - Monitor performance of EDP Flex plan
 - Study and propose the development of EDP Flex (e.g. new benefits and optimisation of existing ones)
 - Manage the relationship with suppliers of plan benefits
 - Manage the relationship with consultant(s)

V.10. UNIVERSIDADE EDP

The mission of Universidade EDP, a corporate organisation whose director is Vasco Coucello, is to provide, retain and share knowledge in the Group, in order to strengthen a common culture, foster employees' professional development and facilitate new talents and full use of their abilities.

Its duties:

- Coordinate professional development, improvement of skills and acquisition and retention of knowledge among Group employees
- Design and coordinate corporate programmes in the Group's training plan
- Coordinate and consolidate strategic goals
- Monitor and report to the EBD on execution of the Group's training plan and budget

Its activities include:

- The training plan and budget:
 - Coordinate and consolidate the Group's training plan and budget
 - Draft and monitor a budget for Universidade EDP programmes and courses, operating costs and approved investments
 - Monitor and report to the EBD on execution of the Group's training plan and budget

- Execution of training:
 - Coordinate group-wide and functional schools and the university's services as approved by the EBD
 - Ensure implementation of the Online Campus as approved by the EBD
 - Progressively take responsibility for internal programmes in the Group's training plan
 - Ensure the execution of training programmes taught outside Portugal using the Group's HR areas and local training

V.11. BUSINESS HR MANAGEMENT

The largest EDP Group business units based in Portugal, Spain, Brazil and the United States have Human Resource Departments that are tasked with guaranteeing local enforcement of policies, processes e procedures. The heads by area and by company in 2012 were:

- Jorge Gouveia, EDP Distribuição
- Adília Pereira, EDP Produção
- Joaquim Rocha Gomes, EDP Gás
- Leonilde Simões, EDP Valor
- Manuela Cardoso, EDP Solutions Comerciais
- Carlos Raposo, EDP Estudos e Consultoria
- Elaine Ferreira, EDP no Brasil
- Estrella Martin Segurado, EDP Renováveis
- Ramiro Palacios Solar, HC Energía
- Rafael Careaga Arlunduaga, Naturgas Energia

At the smaller companies this work is done by managers in Group-wide departments with the support of relationship managers who ensure a connection between the strategy and processes defined by the holding company. The teams perform people management.

In addition, there are three support departments based at EDP Valor, which assist the business units with recruitment, selection, training and documentation, human resource services and occupational health and safety. The heads of these departments are:

- Filipe Samarra, Department of Human Resource Services
- João Gonçalves, Department of Training, Recruitment and Documentation
- Sérgio Manuel, Department of Occupational Health and Safety

There is also an Ethics Ombudsman (See chapters VI and VII), José Figueiredo Soares, whose job it is to receive complaints, prepare the documentation and submit the cases to the Ethics Committee. He also monitors each case of infraction that he has prepared until its conclusion and, when necessary and appropriate, liaises with the complainant.

In short, this model centralises the definition of strategies, policies and procedures based on a principle of decentralisation shared by the Corporate Centre Human Resource Department, the business units and Universidade EDP and also by the support departments at EDP Valor.

VI. HUMAN RIGHTS MANAGEMENT

VI.1. HUMAN RIGHTS MANAGEMENT

EDP operates in accordance with the principles of citizenship and ethics, which make it a role model. Values such as diversity, respect for human beings and equal opportunities are clear in the company's practices and are constantly upheld in its participation in organisations operating in these fields.

EDP recognises that human rights and fair labour practices must be considered fundamental and universal and based on international conventions, treaties and initiatives, such as the United Nations Universal Declaration of Human Rights, the International Labour Organization and Global Compact.

EDP bases its conduct with Portuguese and foreign local communities on this recognition and urges its contacts, suppliers and other stakeholders to recognise them too.

EDP's action is not limited to abiding by the requirements of national and international treaties aimed at human wellbeing; the Company also fosters compliance with them and acts accordingly. Proof of this is our Code of Ethics, which came out in 2005 and sets out that all labour practices, policies and procedures are designed to prevent discrimination and different treatment on the basis of race, ethnic or social origin, age, marital status, sexual orientation, politics, religion or opinions of another nature, physical disability or trade union membership. This code is being revised to incorporate improvements identified. The work should be completed in the first half of 2013.

EDP extends its principles and commitments to its business partners. It has a system for researching, selecting and segmenting suppliers, the Supplier Registration System in which they familiarise themselves with the Group's Code of Ethics and formally accept its values and principles. This computer programme enables the Company to act clearly, transparently and efficiently and any company wishing to be qualified or consulted or to submit a supply bid must be registered (for further information, see 2012 Annual Report and Accounts, "Suppliers", section "Management and Dialogue").

The Company has also signed an anti-mobbing agreement, which is a tool for protecting its employees against harassment in the workplace, psychological abuse and behaviour resulting in discrimination or going against its employees' convictions. Respect for everyone's dignity and moral integrity is ensured by internal control mechanisms. If an employee feels that s/he is a victim of workplace harassment, s/he should follow the procedures for reporting violations, confirmation, investigation and corrective action, as set out in the Code of Ethics regulations.

The EDP Group currently operates in four continents and does business in 13 countries: Europe (Portugal, Spain, France, Belgium, Poland, Romania, Italy and the United Kingdom), America (Brazil, Canada and the United States), Africa (Angola) and Asia (China). In Angola, China and Canada, the Company is present in terms of business although it does not have any resident employees yet. The internationalisation of the Company's business, especially due to the

development of wind power, has contributed to its geographical expansion.

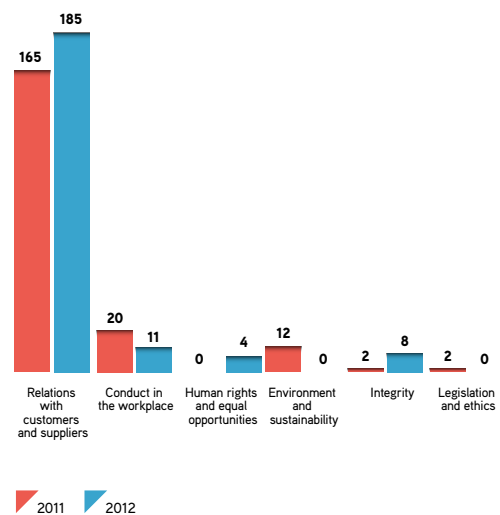
In all the areas in which it operates, EDP reflects the values of non-discrimination and diversity by taking specific measures such as hiring people of different nationalities (27 countries are currently represented) and people with disabilities (in 2012 there were 194 employees with special needs in the Group). The number of female employees has grown progressively. In 2012, 22% of the Group personnel was made up of women, which is 0.3% more than in 2011 and 0.8% more than in 2010. The continuing predominance of males has to do with historical and cultural factors underlying EDP's core business for which men were traditionally more inclined.

The defence of human rights is also clear in training on the subject and cooperation with NGOs. These subjects and the attitude of the Company, which considers that it respects and promotes human rights, are visible in its Group-wide initiatives aimed at raising awareness and strengthening EDP's culture.

VI.2. HUMAN RIGHTS PERFORMANCE INDICATORS

VI.2.1. NON-DISCRIMINATION

ETHICS COMPLAINTS BY SUBJECT (NO.)



There were 208 ethics complaints in 2012 (3.4% more than in 2011) lodged via the communication channels that the EDP Group provides. Only four (1.9%) of them had to do with human rights and equal opportunities (there were none in 2011).

VI.2.2. FREEDOM OF ASSOCIATION

EDP guarantees its employees' right to freedom of association and collective bargaining, as shown in labour agreements. No infractions in this area were recorded in 2012. For more detailed information on the subject, see Chapter "IX. Management of labour relations", section "Labour relations".

VI.2.3. CHILD LABOUR

The EDP Group condemns the use of child labour. No cases of child labour were identified in operations of the Company or its suppliers in 2012. This principle extends to suppliers, who are only registered in the system after stating that they do not use child labour.

VI.2.4. SLAVE OR FORCED LABOUR AND THE RIGHT TO STRIKE

EDP condemns all forms of slave or forced labour and there were therefore no cases of violations in 2012.

Employees also have the right to strike. There was an increase in the number of hours lost to strikes from 2,582 in 2011 to 8,475 in 2012.

The strikes took place in Portugal (approximately 4,278 hours) and Spain (around 4,197 hours) and were related to the social and economic situation in the two countries. In other words, the strikes in 2012 were general and did not originate in the Company itself.

EDP publicises the defence of human rights, for example in training for all employees and particularly those working in safety and security (see point VI.1.).

“GESTÃO TRANSPARENTE.ORG” INITIATIVE



GestãoTransparente.org
Guia prático de gestão de riscos de corrupção nas organizações

Under the aegis of Conselho de Prevenção da Corrupção (Anti-corruption Council), EDP and a wide range of other companies participate in a collaborative project to identify, prevent and manage risks of corruption in organisations. It is aimed at the business community in general and is available online free of charge.

The Practical Guide for Corruption Risk Management is an interactive tool that includes a simulator to assess exposure to the risk of corruption on the basis of the characteristics, activities and markets of the company using it. The guide uses the result to make recommendations on how to manage these risks in terms of diagnosis, orientation, intervention and monitoring.

This practical tool also offers information, documentation and legislation on the prevention and management of corruption and daily news of occurrences, studies and interventions. The guide is available at <http://gestaotransparente.org>, hosted on the Conselho de Prevenção da Corrupção website.

VII. MANAGEMENT OF ANTI-CORRUPTION AND ANTI-COMPETITION PRACTICES

The sustained success of EDP’s business strategies and its exercise of responsible citizenship are based on fundamental values such as ethics and integrity rooted in a business culture that generates transparency, relationships of trust and responsibility for the consequences of its acts and decisions.

In this context, the Company follows Group-wide anti-corruption and anti-competition practices. Its prevention of bribery and corruption includes participation in the “Gestão Transparente.org” initiative, which empowers organisations to assess the risks of corruption in certain business contexts and circulates applicable legislation and good practices in this area.

In 2012, for the first time, EDP included in the registration and qualification of suppliers evaluation criteria on integrity and procedures for monitoring bribery and corruption in order to improve management of its supply chain.

Where competition and anti-trust practices are concerned, the Group subscribes to the Commitment to Healthy Competition Practices, which clarifies and reinforces the guiding principles in a context of increasing competition and liberalisation of markets. EDP’s management, relations with its business partners and employees’ action include the defence of effective, tough competition, which is a condition for a healthy market that warrants consumers’ trust, in harmony with Portuguese and EU laws.

The principles and values on which the Company bases its activity, such as integrity, are set out in its voluntary public commitments, policies and procedures and, more broadly, in its Code of Ethics. Following approval of the code, a specialised committee was set up and operates in articulation with the General and Supervisory Board’s Corporate Governance and Sustainability Committee. The impartial, objective pursuance of the ethics process is also overseen by the Ethics Ombudsman, a position occupied by José Eduardo Figueiredo since September 2012.



VIII. DIVERSITY AND EQUAL OPPORTUNITIES

As a socially responsible company, EDP's mission and values include the principles of diversity and equal opportunities. It therefore follows practices to guarantee respect for everyone's dignity in the workplace and eliminate all forms of discrimination in all Group companies.

Based on a strict, innovative human resource policy, the EDP Group believes that attracting different sources of talent with diverse origins, ages, genders, training, experiences and cultures increases competitiveness and innovation by allowing the organisation to make the most of high potential and complementarity resulting from positive differences between employees.

In addition to the strategic perspective, the culture of diversity of human resources is based on a policy of social inclusion. The Group therefore encourages the hiring of people with special needs and ensures equal opportunities in terms of career management, remuneration, social benefits, training and sharing of knowledge.

Focus on diversity contributes to a positive climate that stimulates cooperation and synergy between employees by combating intolerance.

VIII.1. NATIONALITIES

The EDP Group operates in four continents (Europe, America, Africa and Asia) and does business in 13 countries: Portugal, Spain, France, Belgium, Poland, Romania, Italy, the United Kingdom, Brazil, Canada, the United States, Angola and China.

It has employees from 27 countries in group companies. Their nationalities are as follows: Portuguese, Spanish, Brazilian, American, French, Polish, Romanian, Italian, British, Indian, German, Chinese, Belgian, Cape Verdean, Canadian, Angolan, Bulgarian, Cameroonian, Chilean, Cuban, Dominican, Greek, Israeli, Mexican, Peruvian, South African and Uruguayan.

In 2012, there were 146 employees of a nationality other than that of the country in which they worked, 13.2% more than the year before (there were 129 in 2011). Spain is the one with the most foreign employees (46), followed by Brazil (28), the United States (27), the rest of Europe (25) and Portugal (20).

VIII.2. SPECIAL NEEDS (DISABILITY)

NO. OF EMPLOYEES WITH SPECIAL NEEDS BY COUNTRY			
COUNTRY/YEAR	2010	2011	2012
Portugal	90	103	108
Spain	11	11	16
Rest of Europe	0	0	0
Brazil	98	80	70
The United States	1	1	0
TOTAL	200	195	194

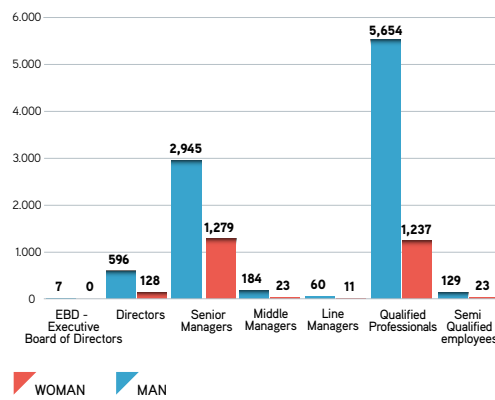
The EDP Group had 194 employees with special needs in 2012. Portugal and Spain both had five more people with disabilities than in 2011, while Brazil had 10 fewer than in 2011, with 70. The United States had one employee with special needs in 2011 but none in 2012. The rest of Europe continued to have no disabled employees.

VIII.3. GENDER EQUALITY

EMPLOYEES BY PROFESSIONAL CATEGORY, GENDER AND COUNTRY

PROFESSIONAL CATEGORY/COUNTRY	2011						2012					
	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL
EBD - EXECUTIVE BOARD OF DIRECTORS	7	0	0	0	0	7	7	0	0	0	0	7
Men	6					6	7					7
Women	1					1						0
DIRECTORS	427	149	17	68	31	692	434	154	15	74	47	724
Men	347	130	16	56	24	573	354	128	14	61	39	596
Women	80	19	1	12	7	119	80	26	1	13	8	128
SENIOR MANAGERS	1,960	928	96	879	226	4,089	2,023	966	123	901	211	4,224
Men	1,397	678	66	589	149	2,879	1,421	700	83	594	147	2,945
Women	563	250	30	290	77	1,210	602	266	40	307	64	1,279
MIDDLE MANAGERS	205	0	0	0	0	205	207	0	0	0	0	207
Men	181					181	184					184
Women	24					24	23					23
LINE MANAGERS	90	0	0	0	0	90	71	0	0	0	0	71
Men	74					74	60					60
Women	16					16	11					11
QUALIFIED PROFESSIONALS	4,412	913	10	1,569	27	6,931	4,317	853	10	1,678	33	6,891
Men	3,680	704	1	1,287	3	5,675	3,591	661	1	1,400	1	5,654
Women	732	209	9	282	24	1,256	726	192	9	278	32	1,237
SEMI-QUALIFIED EMPLOYEES	136	0	0	18	0	154	136	0	0	16	0	152
Men	117			12		129	117			12		129
Women	19			6		25	19			4		23
TOTAL	7,237	1,990	123	2,534	284	12,168	7,195	1,972	148	2,669	291	12,275

EMPLOYEES BY CATEGORY AND GENDER - 2012



In 2012, the largest professional category in the EDP Group was qualified professionals at 6,891 employees in all the countries, which was 56.1% of the EDP universe (not including corporate bodies). The second largest group was senior managers at 34.4%.

Portugal and Brazil had this in common, as 60% and 63% of the employees there were qualified professionals. Senior managers predominated in Portugal (48%), Spain (23%) and Brazil (21%).

As shown in the table above, Portugal is the country with the most directors, explained by the fact that this is where the EDP Group's Corporate Centre (holding company) is.

The figures also show gender in the Group and there were more men in all the categories. This difference is due to historical and socio-professional traditions in the energy business. Females have, however been increasing over the years, especially among senior managers.

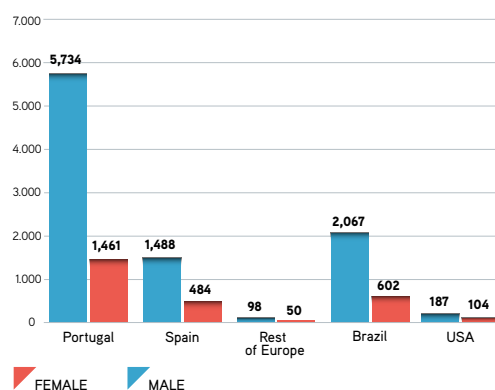
EMPLOYEES BY GENDER AND COUNTRY

COUNTRY/GENDER	2010		
	MALE	FEMALE	TOTAL
Portugal	5,842	1,377	7,219
Spain	1,535	450	1,985
Rest of Europe	67	26	93
Brazil	1,832	582	2,414
United States	202	130	332
TOTAL	9,478	2,565	12,043

COUNTRY/GENDER	2011		
	MALE	FEMALE	TOTAL
Portugal	5,802	1,435	7,237
Spain	1,512	478	1,990
Rest of Europe	83	40	123
Brazil	1,944	590	2,534
United States	176	108	284
TOTAL	9,517	2,651	12,168

COUNTRY/GENDER	2012		
	MALE	FEMALE	TOTAL
Portugal	5,734	1,461	7,195
Spain	1,488	484	1,972
Rest of Europe	98	50	148
Brazil	2,067	602	2,669
United States	187	104	291
TOTAL	9,574	2,701	12,275

EMPLOYEES BY GENDER AND COUNTRY - 2012



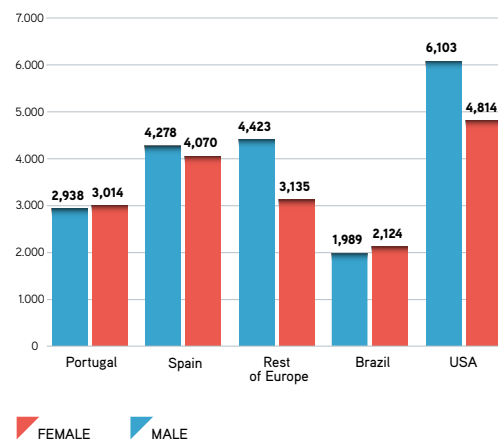
The trend of previous years towards an increase in the number of women working for the EDP Group continued in 2012. In the last three years, there was a 5.5% rise in female employees and there were 2,701 (22%) in 2012. The number of men has grown less (1% between 2010 and 2012), reaching 9,574 in 2012.

The gradual growth in female employees proves that there is no gender discrimination in hiring for the Group's companies.

AVERAGE MONTHLY SALARY BY GENDER AND COUNTRY (EUROS)
(EXCLUDING THE MEMBERS OF THE GROUP'S EXECUTIVE BOARD OF DIRECTORS)

COUNTRY/ GENDER	2011			2012		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Portugal	2,840	2,914	2,855	2,938	3,014	2,953
Spain	4,267	3,637	4,116	4,278	4,070	4,227
Rest of Europe	4,393	3,790	4,197	4,423	3,135	3,988
Brazil	2,253	2,127	2,224	1,989	2,124	2,020
United States	5,991	4,789	5,534	6,103	4,814	5,642
TOTAL	3,019	2,959	3,006	3,020	3,078	3,033

AVERAGE MONTHLY SALARY BY GENDER AND COUNTRY - 2012



In general, men's and women's average monthly salaries are balanced at EDP, as there is no gender discrimination for the same type of job. Going against the trend in 2011, the difference between the genders in 2012 was 58 euros a month for women. This trend occurred in Portugal and Brazil, where the women are paid slightly more than the men (76 and 135 euros more, respectively). The difference in Spain was 208 euros in favour of the men.

The most accentuated difference in salary was in the United States and rest of Europe. The difference in the United States can be explained by the fact that there were 33 employees in the top job category and only one was male, which brought down the women's average salary there. The same applies to pay differences obtained from overall averages.

The minimum salary in all the Group countries is higher than their minimum wage. In Portugal, the minimum salary paid by EDP in 2012 was 1.42 times the minimum wage. In Spain, the difference between the minimum salary in the Group companies and the country's minimum wage was 1.98, the highest figure of all. The ratio was 1.55 in Brazil and 1.66 in the United States. The ratio was higher than in 2011 in all the countries except the United States, where it remained unchanged.

IX. MANAGEMENT OF LABOUR RELATIONS

IX.1. LABOUR RELATIONS

IX.1.1. HUMAN RESOURCE MANAGEMENT POLICIES

EDP considers innovative strategies in the management of its people to be a competitive advantage and knows that investment in them shows clearly how the team implements the strategy and commits to the desired results. It defends dedicated human resource management close to the level of best market practices and counting on everyone's involvement.

EDP's organisation model considers the different nationalities and countries in which it is represented and responds to the characteristics of the universe of employees making up the Group. It is also aware of the importance of common EDP values, strategy and culture. In order to standardise criteria, it has the following commitments and key ideas:

- Attract and commit
- Value and develop
- Recognise equality
- Balance work, personal and family life and citizenship
- Prevent – occupational health and safety
- Generate opportunities
- Guarantee diversity and respect people's value
- Innovate, motivate, involve and manage change

Our human resource organisation model centralises the definition of strategies, policies and procedures while implementing them in a decentralised way. Responsibilities are shared by the Group's Human Resource Department, the companies' Human Resource Departments and, in the case of smaller companies, the teams in charge of managing their people.

Training, recruitment and processing are handled by the Group company that provides shared services (EDP Valor). The development of managers is also assisted by Universidade EDP, a corporate area set up to offer innovative development opportunities equivalent to the best practices in executive training.

The Group's Human Resource Department (HRD) has six competence centres that implement the value chain of human resources. They are: Communication and Change Management, Management of Potential, Careers and Succession, Training Management, Performance Management, Mobility, Selection and Integration, Compensation and Benefits, and HR Indicators.

This organisation model also includes relationship managers, who are responsible for the Group's HRD articulation with its internal customers, and an Information and Technology HR Management Support Team that is responsible for processes and ongoing improvement. The purpose of having a model with relationship managers responds to a strategy of proximity that we wish to instil in our everyday people management.

It is people who make companies and it is their commitment and involvement in projects, which are viewed as belonging to everyone, that EDP's internal communication wishes to nurture. Rather

than informing, it is necessary to integrate, share, encourage the exchange of ideas and make the targets and vision of a group made of different companies, different countries and lots of different people common to all.

EDP drafts programmes that apply to the entire Group. It is a way of having a common alignment for everyone in people management. EDP has specific initiatives for certain target groups to help increase knowledge and boost involvement and a feeling of belonging. It believes in management aligned with the concrete needs of certain critical segments.

Also in order to achieve strategic alignment of human resources on a global scale, EDP holds an annual meeting of HR professionals attended by people from all the Group's companies and countries. There are, however, other forms of mobilising them, such as "Rotas com Energia" (Routes with Energy), which take employees to visit EDP's main generation and distribution structures. The concept has also been extended to the children and grandchildren of employees in Portugal with "Rotas Júnior – Vem conhecer a EDP" (Junior Routes - Come and see EDP), an initiative in the Conciliar Programme designed to encourage a balance in employees' different roles in terms of work, family and the community.

There are also the "SMS" (Saiba Mais Sobre - Learn More About) and "Boca Livre" (Free Speech) initiatives, which are informal conversations for discussing matters of interest to employees. The contents of these meetings are published and made available to all. They can be viewed at EDP's documentation centres. These programmes are designed to increase sharing and management of knowledge in the EDP Group.

Young professionals located in different countries participate via "A moment with energy", a corporate initiative in which they have the opportunity to meet the Chairman of the Executive Board of Directors, share ideas and knowledge, participate in networking meetings and visit some Group facilities in Portugal. The participants are divided into virtual teams and do assignments on issues that are strategic to EDP. This enables them to develop communication skills, teamwork, relationships with people from different cultures, areas and jobs, all of which are essential to EDP's success. The best assignment of the year wins a course for all the team members at a distinguished university.

IX.1.2. LABOUR AGREEMENTS

Most of the Group's employees (83%) are covered by collective labour agreements (CLAs). The largest percentage is in Brazil with 94%, followed by Spain with 87% and Portugal with 83%. Overall, there was only one 1% drop against 2011.

The collective labour agreement (CLA) defines rights and duties common to everyone covered. It sets out pay scales on the basis of the complexities and responsibilities of jobs and career progression. Additional benefits are predefined.

The remaining employees are covered by individual employment agreements. In Portugal, the benefits from this regime are paid by the Flex system, a programme that allows those covered to choose benefits in accordance with their needs at any moment of their life in the company.

The system has a fixed component that is similar for all employees covered and includes the pension fund, life, health and personal accident insurance and an electricity plan and a flexible component in which everyone is entitled to a credit that they can divide up among the benefits placed at their disposal.

In 2012, the EDP Group continued to favour communication with the companies and employee representatives, workers' committees and trade unions as follows:

- The introduction, alteration or elimination of regulatory standards or procedures was always preceded by clarification meetings with all interested parties
- Negotiations on the revision and updating of collective regulations went smoothly. Meetings were and are still held with social partners and trade unions to negotiate the new collective labour agreement for EDP in Portugal
- The alignment of internal regulations and standards with legislation was guaranteed

In Portugal, EDP had contacts with official bodies, such as the Ministry of Labour and Social Solidarity and coordinated support for employees' recreational, cultural and social organisations, Clube de Pessoal EDP, blood donors and the retirees' association in their activities.

EDP kept up to date on labour contingencies. Proactive action was confirmed in the management of differences based on communication and information between the parties. Depending on their complexity, trade unions, workers' committees and employees are informed of operational changes in the company with an impact on them at least 30 days in advance.

IX.1.3. LABOUR RELATIONS

EDP has a regular relationship with official bodies, employees' representatives, workers' committees and trade unions when introducing, altering or eliminating regulatory standards or procedures and during negotiations on the revision and updating of collective regulations.

More than 50 individual meetings were held with trade unions in Portugal in 2012 and over 20 meetings with all trade unions present to guarantee the adaptation of internal regulations and standards to legislation.

Meetings were and are still held with social partners and trade unions representing around 63% of employees to negotiate the new collective labour agreement for the EDP Group in Portugal. These meetings are being accompanied by clarification sessions for employees all over the country.

In 2012, there were no labour conflicts for reasons within the EDP Group.

The collective labour agreements in the different countries in which EDP operates do not include a specific clause setting out the time limit for informing all employees of any operational changes in the company that affect them. Nonetheless, EDP has a management practice of communicating organisational changes with an impact on employees, which in some countries go beyond the stipulations of local labour law. In Portugal, trade unions, workers' committees and employees are informed at least 30 days in advance. In Brazil the communication is initially made by the trade unions, while EDP usually announces all alterations at each stage in the negotiations and guarantees a period for all employees to have their queries answered. In the other countries the minimum period is defined by national laws. Funding of €1.25m for employees' recreational, cultural and social organisations, including Clube de Pessoal EDP, blood donors and the retirees' association in their activities was also provided.

IX.2. MANAGEMENT OF LABOUR RELATIONS

IX.2.1. TRADE UNION MEMBERSHIP

NO. OF UNIONISED EMPLOYEES BY COUNTRY			
COUNTRY/YEAR	2010	2011	2012
Portugal	4,975	4,815	4,622
Spain	441	434	417
Rest of Europe	0	0	1
Brazil	1,172	1,179	1,178
United States	0	0	0
TOTAL	6,588	6,428	6,218

In 2012, there were 6,218 unionised employees in the EDP Group (210 fewer than in 2011), 4,622 of them in Portugal. This reduction can be explained by the rejuvenation of the Group and the departure of employees with more years of service. In other words, as new employees join there is a tendency towards lower union membership right away.

Even so, Portugal is still the country with the highest percentage of union members with 64% of its employees discounting union dues from their pay. The percentage of union members in Brazil is 97%, while Spain fell 1 percentage point against 2011 to 21%. There are no unionised employees in the United States.

In 2012, there were 36 trade unions in the countries in which EDP operates (three fewer than in 2011) as follows: 24 in Portugal, eight in Brazil and four in Spain.

IX.2.2. ABSENTEEISM

The absentee rate in 2012 was 3.16%, 0.19% lower than in 2011. The highest absentee rate was in Spain at 3.39%, followed by Brazil at 3.38% (0.66% down on 2011) and Portugal at 3.13%. The lowest rate was in the United States at 1.57%.

Hours actually worked in 2012 totalled 20,814,228, against 20,534,374 in 2011.

RETIREMENT

EMPLOYEES AS AT 31 DECEMBER OF EACH YEAR WHO MAY RETIRE IN THE NEXT 5 AND 10 YEARS BY COUNTRY AND JOB CATEGORY

JOB CATEGORY/ COUNTRY	2011						2012					
	NEXT 5 YEARS						NEXT 5 YEARS					
	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL
Directors	149	2		23	3	177	174	2	0	18	4	198
Senior managers	250	32		229	3	514	316	16	0	183	3	518
Middle managers	101	0		0	0	101	123	0	0	0	0	123
Line managers	34	0		0	0	34	34	0	0	0	0	34
Qualified professionals	1,356	7		436	4	1,803	1,621	26	0	304	2	1,953
Semi-qualified employees	42	0		0	0	42	47	0	0	2	0	49
TOTAL	1,932	41	0	688	10	2,671	2,315	44	0	507	9	2,875

JOB CATEGORY/ COUNTRY	2011						2012					
	NEXT 10 YEARS						NEXT 10 YEARS					
	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL
Directors	238	12		33	6	289	253	16	1	33	8	311
Senior managers	617	223		343	7	1,190	645	118	1	275	12	1,051
Middle managers	192	0		0	0	192	193	0	0	0	0	193
Line managers	62	0		0	0	62	58	0	0	0	0	58
Qualified professionals	3,153	64		697	13	3,927	3,227	184	0	558	3	3,972
Semi-qualified employees	86	0		0	0	86	84	0	0	4	0	88
TOTAL	4,348	299	0	1,073	26	5,746	4,460	318	2	870	23	5,673

Following the trend of the previous year, qualified professionals were the category expected to retire in the highest numbers in the next five years in all the countries. The estimate went from 1,803 people in 2011 to 1,953 in 2012. This trend is particularly evident in Portugal, where 83% of the cases are expected. The same applies to Brazil and Spain though in a lower proportion. Directors predominate in the United States (4).

In all the countries, 518 senior managers, 198 directors, 123 middle managers, 49 semi-qualified professionals and 34 line managers are expected to leave in the next five years.

Portugal is still the country with the most employees about to retire in the next five years, at 2,315 people in the different job categories, which can be explained by the fact that the majority of employees are located in Portugal.

Estimates also point to the retirement of a considerable number of qualified professionals at 3,972 employees in the next 10 years, followed by senior managers (1,051), directors (311), middle managers (193), semi-qualified employees (88) and line managers (58).

All together 5,673 employees are expected to retire (1.5% fewer than in 2011) in Portugal (4,460), Brazil (870), Spain (318), the United States (23), and the rest of Europe (2).

IX.2.3. DEPARTURES

DEPARTURES BY COUNTRY AND AGE GROUP - 2012				
COUNTRY	UP TO 29	30 TO 49	50 OR OVER	TOTAL
Portugal	21	19	174	214
Spain	1	15	38	54
Rest of Europe	4	9	1	14
Brazil	67	135	97	299
USA	13	24	2	39
TOTAL	106	202	312	620

The above table shows that in 2012 employees aged 50 or over represented 50% of departures from the EDP Group. The figure was 55% in Portugal, followed by Brazil (31%) and Spain (12%). The rest of Europe and the United States had the most departures in the 30 to 49 age group.

NO. OF EMPLOYEES LEAVING PER COUNTRY

COUNTRY/YEAR	2011	2012
Portugal	226	214
Spain	69	54
Rest of Europe	13	14
Brazil	250	299
United States	102	39
TOTAL	660	620

In 2012, there was a continuing downward trend in the number of employees leaving the EDP Group. There were forty people less leaving than in 2011. The rest of Europe and Brazil were the only areas that did not follow this trend. These departures include employees who retired and took early retirement, deaths and a few voluntary departures.

The average age of the employees who left in 2012 was 46 years, only one year older than in 2011. Portugal showed the highest average at 54. The leaving age was as follows in the remaining countries in descending order: 53 in Spain, 41 in Brazil, 37 years in the rest of Europe and 35 in the United States.

The average years of service on leaving was 20 years, higher than in 2011 (17). Following the previous year's trend, Portugal had the longest years of service (31 years). The figure in the rest of Europe was the lowest (only two years), while it was 23 years in Spain, 14 in Brazil and three in the United States.

NO. OF DISMISSALS BY COUNTRY

Countries	TOTAL
Portugal	0
Spain	7
Rest Of Europe	5
Brazil (Excluding Pecém)	205
United States	5

There were 222 dismissals in the EDP Group in 2012. Brazil has the most, at 205, which can be explained by the restructuring that took place, especially in the distribution unit and management decisions, due to the need to renew and adapt personnel to business needs.

On the other hand, there were no dismissals in Portugal. The others occurred in Spain (7), the rest of Europe and the United States (both with 5).

EDP has an outplacement programme to assist people who retire and or take early retirement. It is undertaken with external partners and helps these people remain active and reinvent their lives in a new business or a new activity.

VALUING EXPERIENCE

This programme is aimed at EDP employees with more than 30 years' service and is yet one more way of encouraging people from different areas and companies within the Group to meet one another and to establish closer relationships and consolidate the cultural wealth of the Organization.

Launched in 2010, Valuing Experience has held two events in which 600 people participated. When senior employees share their experience and knowledge, this is an asset for the company, and recognising and valuing this has a positive impact in terms of motivation.

The programme develops over a number of stages. In the awareness sessions, participants complete a questionnaire that lets us know about those areas in which they have gained most experience. There are then a number of workshops where they can choose those areas that best fit their profile and which they can put into practice. This culminates in the 'Celebrating Experience' event, which is a celebration of the participants' successes, representing a new set of initiatives within the organization, through the sharing of knowledge and experience. The benefits gained are enjoyed throughout the Group, with the initiatives covered extending to such areas as training, technical, communication and volunteering, and more.

The idea underlying the programme reinforces the view that the most experienced employees can leave their mark on the Company by passing on their knowledge to future generations. Around half of those who have participated have given Valuing Experience top marks.

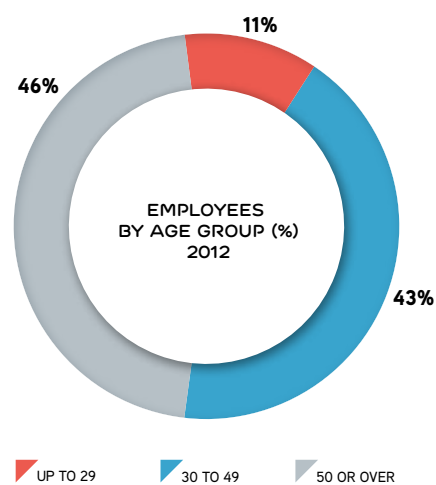
X. EMPLOYMENT AND MOBILITY

X.1. EMPLOYMENT

The EDP Group stands out not only because of its size, but also its social attitude in all the countries in which it operates as a creator of jobs. Its high stake in attracting talent generates value for the Company while actively contributing to fulfilment of its strategy of growth and employment in the countries where it is present.

EMPLOYEES BY AGE GROUP AND COUNTRY

2010				
COUNTRY/AGE GROUP	UP TO 29	30 TO 49	50 OR OVER	TOTAL
Portugal	403	2,560	4,256	7,219
Spain	161	1,230	594	1,985
Rest of Europe	24	65	4	93
Brazil	517	1,495	402	2,414
United States	89	181	62	332
TOTAL	1,194	5,531	5,318	12,043
2011				
Portugal	470	2,345	4,422	7,237
Spain	133	1,239	618	1,990
Rest of Europe	35	84	4	123
Brazil	599	1,501	434	2,534
United States	69	170	45	284
TOTAL	1,306	5,339	5,523	12,168
2012				
Portugal	484	2,195	4,516	7,195
Spain	114	1,220	638	1,972
Rest of Europe	44	100	4	148
Brazil	665	1,574	430	2,669
United States	56	183	52	291
TOTAL	1,363	5,272	5,640	12,275



In 2012, the majority of the Group's employees (45.9%) were aged 50 or over. This is particularly visible in Portugal, where more than half the employees were in this age group (62.7%). This is due to historical reasons as it is the Group's country of origin, where the business began and the first employees were hired. They are followed by people aged 30 to 49 years (30.5%) and around 7% of employees are aged 29 or less, which proves our constant commitment to rejuvenation.

In overall terms, the main age group in the other countries is 30 to 49 (42.9%). This group accounts for 67.5% of employees in the rest of Europe, 62.8% in the United States, 61.8% in Spain and 58.9% in Brazil.

The 29 or under age group represents 11.1% of the EDP Group employees, while in the rest of Europe it accounts for 29.7%, in Brazil 24.9%, the United States 19.2% and Spain 5.7%.

AVERAGE AGE OF EMPLOYEES BY COUNTRY

COUNTRY/YEART	2010	2011	2012
Portugal	49	49	49
Spain	44	44	44
Rest of Europe	35	35	34
Brazil	40	39	39
United States	39	38	38
OVERALL AVERAGE AGE	46	46	46

The average age of the EDP Group's employees in 2012 was 46. The highest average was in Portugal (49) and the lowest in the rest of Europe (34). There was no change in this trend in the last three years. The men's average age was 47 and women's 43.

X.2. RECRUITMENT AND INTEGRATION

NO. OF EMPLOYEES ADMITTED BY COUNTRY

COUNTRY/YEAR	2011	2012
Portugal	184	173
Spain	79	50
Rest of Europe	46	38
Brazil	369	433
United States	50	47
TOTAL	728	741

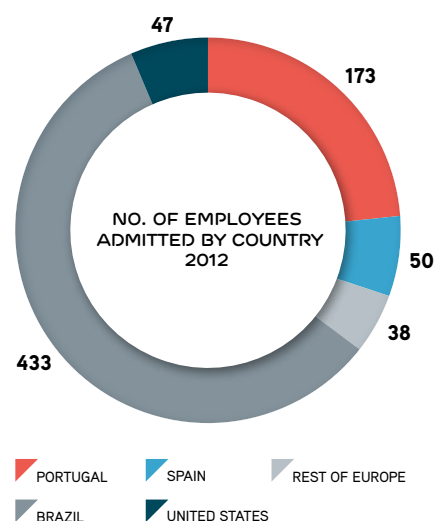
The number of employees admitted to the EDP Group in 2012 was 1.7% higher than in 2011 at 741. This growth was due to Brazil, the only country where hiring increased (17%). In its other countries there was a downward trend in admissions, especially in Spain (36.7%), followed by the rest of Europe (17.5%), the United States (6%) and Portugal (5.9%), mainly due to the needs to reinforce human capital in line with the business's strategy and goals.

EDP has 28 part-time employees.

The average age of the new employees admitted to Group companies in 2012 was 31 years, one year older than the average in 2011. The highest average was in Spain (34) and the lowest in Portugal and Brazil (30). The overall male to female ratio of admissions was 2.76, as opposed to 2.14 in 2011. The largest difference was in Brazil (3.37) and smallest in the rest of Europe (1.38).

NO. OF PERMANENT EMPLOYEES ADMITTED TO THE PERMANENT WORKFORCE BY COUNTRY - REJUVENATION

COUNTRY/YEAR	2011	2012
Portugal	170	107
Spain	69	45
Rest of Europe	43	37
Brazil	367	432
United States	43	47
TOTAL	692	668

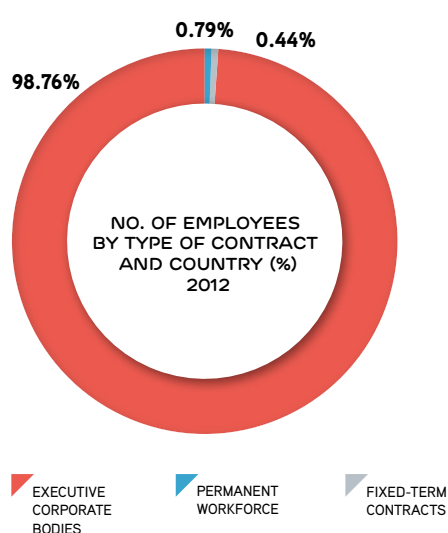


In all cases, the majority of the new employees were admitted directly to the permanent workforce, as part of the Group's rejuvenation policy. The hiring of permanent employees was 90% or more, with the exception of Portugal, at 62%. This figure for Portugal includes employees transferred from the two foundations and Instituto EDP, employees returning from unpaid leave and fixed-term contracts.

The EDP Group regards the induction and integration of new employees as a decisive stage in their professional lives and priority is given to fostering their alignment with EDP's strategy and culture. In the first 12 months, new employees go into a programme with a common core and specific initiatives for the business area in which they work. The Induction and Integration Programme's main goals are to increase organisational efficacy and foster more communication between everyone involved, such as co-workers and supervisors, more organisational commitment, better performance and higher motivation and satisfaction at work.

NO. OF EMPLOYEES BY TYPE OF CONTRACT AND COUNTRY

2010						
TYPE OF CONTRACT/COUNTRY	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	TOTAL
Executive corporate bodies	28	1		19		48
Permanent workforce	7,148	1,982	93	2,380	332	11,935
Fixed-term contracts	43	2		15		60
TOTAL	7,219	1,985	93	2,414	332	12,043
2011						
Executive corporate bodies	29	1		19		49
Permanent workforce	7,144	1,980	123	2,508	284	12,039
Fixed-term contracts	64	9		7		80
TOTAL	7,237	1,990	123	2,534	284	12,168
2012						
Executive corporate bodies	30	1		24		55
Permanent workforce	7,082	1,962	146	2,642	291	12,123
Fixed-term contracts	83	9	2	3		97
TOTAL	7,195	1,972	148	2,669	291	12,275



The vast majority of EDP Group employees are in the permanent workforce (98.7%), and only 0.79% have fixed-term contracts. The other 0.44% belong to the executive bodies.

A comparison by type of contract in 2012 and 2011 shows that the number of permanent employees fell slightly in Portugal and Spain and increased in the rest of Europe, Brazil and the United States. The number of fixed-term contracts increased, also slightly, in Portugal and the rest of Europe

(there were none in this region in the previous two years), fell in Brazil and remained the same in Spain.

The number of members of the executive bodies in Portugal and Brazil increased in 2012 (by one and five respectively against 2011). Spain has had only one in the last three years.

X.3. PROMOTION OF INTERNSHIPS

NO OF INTERNSHIPS (VOCATIONAL, EDUCATIONAL AND SUMMER) BY COUNTRY

COUNTRY/YEAR	2010	2011	2012
Portugal	252	301	387
Spain	259	260	277
Rest of Europe	0	0	10
Brazil	172	148	164
United States	23	13	15
TOTAL	706	722	853

EDP continues to encourage internships in Group companies to contribute to the personal and professional enrichment of young people and motivate them for possible future admission. The number of internships continued to increase in 2012 and they totalled 853, 18.1% more than in 2011. This was the highest growth rate in the last three years.

The growth trend was followed by all the countries in the following order: Portugal (+86), Spain (+17), Brazil (+16) and the United States (+2).

The Company has different types of internships according to the young people's profile and goals:

- summer internships
- school or curricular internships
- internships in preparation for working life
- vocational internships
- Internships under agreements such as the Community of European Management Schools/ Universidade Nova de Lisboa, Lisbon MBA and Magellan MBA

In the last three years, the EDP Group hosted 2,281 internships worldwide. The inclination to increase the number of interns in Group companies is related mainly to EDP's strategy of proximity to the academic community in order to step up its positions as employer of first choice, which is one of the purposes of the ON TOP – EDP Recruitment Programme. The idea is permanent interaction with students, universities and vocational training schools that are key to EDP.

The Company continues committed to initiatives at the institutions constituting its main sources of recruitment in order to attract young people with talent and the right profile for the Group and share its know-how and strategy, culture and business. The following initiatives took place in 2012:

- Presence at job fairs (ISCTE, UCP, UNL, IST (twice), ISEG, FEP and FEUP) with talks and workshops involving around 500 students
- Consolidation of presence at Talent City, currently with over 35,000 users, enriching its content and advertising recruitment opportunities
- Sponsorship of IST – Management Challenge Best in Class as part of management classes in the engineering courses at Instituto Superior Técnico
- Participation in the Global Management Challenge with nine teams made up of EDP employees and university students, three teams from management and eight student teams (who won the IST Management Challenge), while one of the mixed teams won the national final and will compete in the international final
- Promotion of PowerTrade, a competition for final year engineering and management

ON TOP – EDP TRAINEE PROGRAM

In recent years, as a result of the growth of its business, the EDP Group has been committed to attracting new talents in a rejuvenation process. The EDP Trainee Programme is one of the ways of doing this. The programme's attraction initiatives and recruitment and selection process took place from February to July 2012 and 3,000 enrolments were received. The seven stages of a stringent selection process were followed by the formation of a group of 16 trainees from key universities, whose high potential, skills and motivation stood out. This group was international in nature: 13 Portuguese, 1 Chinese, 1 Romanian and 1 Turk.

master's students involving around 60 students, in which the best team won a professional internship with the EDP Group

- The first FabLab Challenge 2012, competition for 12th grade students at key secondary or vocational schools of geographical interest to the Group, involving four schools and around 50 students, after which the winning team did a vocational internship at EDP Produção and Distribuição

The EDP Trainee Programme provides support in three basic areas: training, job rotation and project development. All trainees are monitored by a tutor and a mentor. The aim of its structure is the fast development of skills, transmission of knowledge about the different realities of the business and promotion of networking between business units.

X.4. MOBILITY

The EDP Group's strategy involves encouraging professional mobility to increase the number and diversity of career development opportunities for its employees while also facilitating the sharing of experiences by its different companies.

In a group the size of EDP operating in different countries, mobility fosters the sharing of knowledge and offers challenges, professional growth and a culture of diversity.

EDP's mobility policy takes three forms:

- Intra-company: employees can move around within their own company
- Inter-company: employees can to move another company or business area
- Geographical or international: employees move to another country and, as this category has a number of specificities, the Group has special international work regulations

Mobility may be on the Group's initiative as a result of systematic dissemination of opportunities, or on the employee's own initiative. All employees can use the intranet to access the EDPessoa platform to apply for vacancies meeting their criteria and knowledge.

In 2012, as part of the Lean human resource initiative, mobility was revised and a number of new initiatives were proposed for upcoming years. They include designing a temporary mobility programme for specific projects and improving communication. The aim of these measures is to step up mobility as a strategic human resource tool in the EDP Group.

TURNOVER BY COUNTRY, GENDER AND AGE GROUP

COUNTRY/YEAR	2011	2012
PORTUGAL	2.84%	2.68%
Men	2.72%	2.65%
Women	3.31%	2.80%
up to 29	16.84%	19.81%
30 to 49	1.59%	3.06%
50 or over	2.13%	0.66%
SPAIN	3.72%	2.63%
Men	3.25%	2.80%
Women	5.39%	2.08%
up to 29	14.63%	15.79%
30 to 49	3.08%	1.14%
50 or over	2.48%	2.95%
REST OF EUROPE	27.31%	19.19%
Men	23.33%	17.68%
Women	34.85%	22.22%
up to 29	47.46%	2.53%
30 to 49	19.46%	12.50%
50 or over	12.50%	337.50%
BRAZIL	12.51%	14.07%
Men	11.54%	13.74%
Women	15.61%	15.18%
up to 29	24.01%	8.54%
30 to 49	9.71%	9.56%
50 or over	7.17%	38.19%
THE UNITED STATES	24.68%	14.96%
Men	26.46%	15.70%
Women	21.85%	13.68%
up to 29	21.52%	4.00%
30 to 49	23.36%	10.20%
50 or over	33.64%	46.39%
TOTAL	5.73%	5.57%

The EDP Group's turnover rate fell slightly from 5.73% in 2011 to 5.57% in 2012. This reduction shows an even more positive balance in the number of people entering and leaving and demonstrates the organisation's alignment with the best sustainable development practices.

Motivation and the retention of talents are key processes for turnover in a consistent recruitment policy and this is what EDP has been working towards.

According to 2012 data, Spain had the lowest turnover, followed by Portugal, Brazil, the United States and the rest of Europe.

There was a change in turnover in terms of age in 2012, as it became more frequent in the 50 or over age group in the rest of Europe, the United States and Brazil. The trend towards higher turnover at EDP among employees aged up to 29 continued in Portugal and Spain.

Where gender was concerned, turnover was still slightly higher among women, except in the United States and Spain.

The EDP Group companies have a number of employees who were not hired locally and their number increased from 28 to 34 in 2012. The highest number of expatriates was located in Spain and Brazil, both with 10 and the lowest in Portugal with only one. There were eight in the rest of Europe and five in the United States.

X.5. TRANSFER OF EMPLOYEES

Movement of employees is still regulated and may be the result of transfer, appointment or application. Transfers may be on the company's initiative, by agreement between company and employee, collective, due to incompatibility between the job and status of a working student or mandatory.

Transfers on the company's initiative may be a result of restructuring and reorganisation of departments, elimination of a position, unsuitability to the position (after appropriate training) or for health reasons following a recommendation from occupational medicine. EDP ensures that the transfer is to premises in the same place or a maximum of 5 km from the previous place. If this is not the case, it is necessary to obtain the employee's written consent.

When there are collective transfers due to change or total or partial closure of establishment, employees and trade unions are consulted in advance. If an employee does not want to be transferred and the Company cannot offer an equivalent job in the location in which they work, it can retrain the employee for a job at their previous qualification level (maintaining the level and grade of the job they had and guaranteeing automatic progression at this level). If the employee prefers, s/he can rescind the employment agreement, in which they are entitled to compensation on the basis of years of service with the organisation.

In the event of a collective transfer farther than the 5 km mentioned above that does not entail moving house, the company will pay compensation for the added transport costs. If it does involve moving house, the company will offer another type of compensation on a case-by-case basis.

XI. TRAINING, DEVELOPMENT AND PERFORMANCE EVALUATION

XI.1. TRAINING AND DEVELOPMENT

AMOUNT OF TRAINING, NUMBER OF TRAINEES AND COURSES BY TRAINING FIELD AND AREA

TRAINING FIELD	TRAINING AREA	TOTAL AMOUNT OF TRAINING	NO. OF TRAINEES	NO. OF COURSES
		TOTAL		
Behavioural	Customer Service	940	64	13
	Leadership	10,001	1,665	136
	Others	3,860	831	39
	Communication And Inter-Personal Relations	27,263	4,051	320
BEHAVIOURAL TOTAL		42,063	6,611	508
Management	Commercial/sales	11,433	1,036	129
	Finance	10,498	676	138
	People management	25,568	5,395	336
	Project management	11,557	767	89
	General management - advanced training	10,868	198	84
	Logistics and procurement	519	80	23
	Marketing	533	51	21
	Others	14,683	951	149
	Management control planning systems	1,030	95	14
	MANAGEMENT TOTAL		86,688	9,249
Organisational	Environment	4,639	802	111
	Sustainable development	967	19	13
	Ethics	195	56	9
	Others	7,537	1,224	51
	Company project/culture	17,515	4,641	124
	Quality	9,036	1,666	145
ORGANISATIONAL TOTAL		39,889	8,408	453
Technical	Civil	679	49	19
	Technical drawing	628	20	5
	Electronics	51,546	1,012	157
	Gas	2,568	211	26
	Languages	32,618	2,958	300
	System/equipment maintenance	2,960	358	48
	Mechanics	19,023	554	73
	Energy business	18,099	1,567	149
	Others	60,839	1,706	328
	Prevention and safety	40,630	9,423	892
	Generation	14,433	889	156
	Electricity distribution grids	65,226	3,088	259
	Secretarial skills	884	37	17
	Information systems	23,240	1,965	374
	Testing and inspection techniques	1,260	76	28
TECHNICAL TOTAL		334,633	23,913	2,831
TOTAL TRAINING		503,272	48,181	4,775

A total of 4,775 training courses reached 48,181 trainees in 2012. The technical field predominated once again in all aspects with 334,633 hours in 2,831 courses for 23,913 trainees. Maintaining the trend in 2011, next was management (86,688 hours, 983 courses and 9,249 trainees). Then came behavioural (42,063 hours, 508 courses, 6,611 trainees) and organisational (39,889 hours, 453 courses, 8,408 trainees).

AMOUNT OF TRAINING BY BUSINESS AND JOB CATEGORY (HOURS)

	2012					2011				
	GROUP	PORTUGAL	SPAIN	BRAZIL	EDPR	GROUP	PORTUGAL	SPAIN	BRAZIL	EDPR
TOTAL HOURS OF TRAINING	503,272	207,609	59,795	218,085	17,784	477,091	179,121	77,676	181,705	38,589
Directors	22,647	17,444	3,953	526	723	26,985	20,023	3,182	1,320	2,460
Senior managers	195,185	100,834	30,180	54,014	10,157	210,755	99,617	49,954	30,050	31,133
Middle managers	3,820	3,820	0	0	0	5,180	5,180	0	0	0
Line managers	1,554	1,554	0	0	0	1,155	1,155	0	0	0
Qualified professionals	277,142	82,724	25,662	161,991	6,765	230,181	51,980	24,540	148,795	4,867
Semi-qualified employees	2,925	1,233	0	1,553	139	2,835	1,166	0	1,540	129

The amount of training in 2012 was higher than in 2011, going from 477,091 to 503,272 hours, an increase of 5.5 percentage points. Brazil had the highest number of training hours at 218,085. The other countries kept up the trend of the previous year in this respect. Next came Portugal (207,609 training hours), Spain (59,795 hours) and EDP Renováveis in Europe and America (17,784 hours).

An analysis by job category shows that qualified professionals were those who still had the most training hours with a total of 277,142. They are followed by senior managers, directors, middle managers, semi-qualified employees and line managers, as in 2011.

Training is a priority in human resource policy and management at EDP and in 2012 it represented a direct investment of almost eight million euros. The stake was higher in the last quarter of the year, which accounted for 46.6% of the investment.

last three years, though it is important to point out that employees do not always inform us of their status as working students or request this status, which means they must be given time off to study and take exams.

We want all companies to encourage employees to develop and explore their potential through training. EDP believes in and is committed to the development of its people, and it wants the number of employees who believe in training and improving their level of education as a factor of progress to grow. It is therefore creating the right

ADVANCED TRAINING - PARTICIPANTS AND INVESTMENT

EDP GROUP	2011		2012	
	PARTICIPATIONS	PROPOSED INVESTMENT	PARTICIPATIONS	PROPOSED INVESTMENT
GRUPO EDP	63	699,669€	35	396,814€
PORTUGAL	48	330,249€	26	206,348€
EDP RENOVÁVEIS	7	223,820€	2	74,591€
HC ENERGIA	4	88,000€	3	67,230€
NATURGÁS	4	57,600€	4	48,645€

The proposed investment for advanced training in the EDP Group in 2012 was €396,814, 43% less than in 2011, although there was an approximately 2% increase in the average investment per candidate.

XI.1.1. TRAINING PLAN

Every year, the Company draws up a training plan based on a diagnosis of needs performed during assessment of potential. The plan serves as a guideline for the Group's training management and is in line with EDP's vision, values, commitments and strategic challenges. The employees and their supervisors play an active role in the diagnosis of needs.

People in leadership positions undergo a 360° evaluation so that their needs can be properly assessed.

This plan requires close alignment with EDP's business strategy and solid articulation between the Group's Human Resource Department, business units, EDP Valor (TRD – Department of Training, Recruitment and Documentation) and Universidade EDP (group-wide and functional schools).

The training plan includes six main overall goals:

- Align training needs with the Group's strategy and business trends
- Encourage employees to update their skills
- Promote employees' motivation
- Address needs shown
- Foster sharing of knowledge and experience
- Develop abilities, skills, know-how and actions

conditions for improving its productivity rates and competitive profile.

Updating employees' knowledge and developing their skills are basic conditions for professional satisfaction and fulfilment and therefore fundamental in sustaining an intelligent, prosperous, happy, socially responsible business.

Through a number of principles, EDP shows a clear strategic intention in managing its people and has set up and strengthened a team full of merit that seeks to challenge itself, develop and do better every day. At the same time, it is boosting energy in the world and particularly in the communities for which it works.

Training involves commitment and unswerving conjugation of effort by the Group people involved and its execution is based on the following principles:

- Individual development – everyone's participation and commitment in the acquisition of individual skills, taking advantage of available resources and opportunities
- Organisation's responsibility – proactive responsibility for everyone in the organisation of work in order to guarantee availability for appropriate training in order to acquire skills
- Alignment with the business – availability of training processes and plans suited to business units' needs and in line with the Group's strategies
- Knowledge management – maximisation of human assets in the organisation
- Sharing with society – encouragement of cooperation with the communities to which the Group belongs with a view to sharing resources, improving knowledge and fostering innovation

NO. OF STUDENT EMPLOYEES BY COUNTRY

COUNTRY/YEAR	2010	2011	2012
Portugal	34	29	13
Spain	n/av	n/av	n/av
Rest Of Europe	n/av	n/av	n/av
Brazil	n/av	n/av	n/av
United States	n/av	n/av	n/av
TOTAL	34	29	13

In 2012, the EDP Group officially had 13 employees who were working students, all in Portugal (information not available in the other countries). This number has been falling in the

XI.1.2. UNIVERSIDADE EDP

Universidade EDP (UEDP) was set up by the Group to develop people, facilitate the acquisition and sharing of internal knowledge and develop the skills necessary for the sustainability of EDP's businesses in all the countries in which it operates.

It is therefore a meeting point for generations, cultures, businesses, knowledge, acquisition of skills and business needs.

Its mission is to be at the service of Group employees to help their development as people and professionals, improve their knowledge and adapt it to their professional needs and facilitate the appearance of new talents and full use of their abilities.

The Universidade EDP is intended to ensure that knowledge is passed on from one generation to the next and disseminate best practices throughout the Company.

The university has achieved its goals if the EDP Group's employees are increasingly competent and competitive in the market in which they operate, more active and knowledgeable, more committed to developing the corporate culture and more aware of their role in overcoming the challenges facing the Group.

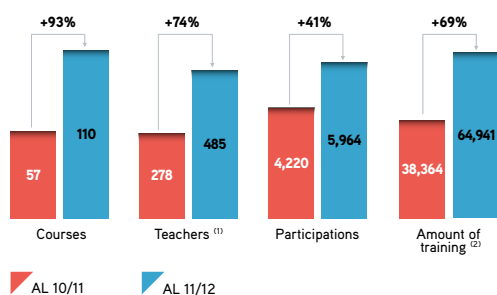
The university is run directly by the EBD and the Group's top management.

It has two types of school organised in accordance with areas of intervention:

- Functional schools are oriented towards business areas. This group includes generation, distribution, commercial, gas and renewables, which share the same goals of developing specific business skills, improving technical proficiency, retaining technical knowledge and identifying and developing new talents;
- Group-wide schools are oriented towards EDP's culture and personality and include Escola EDP and Escola de Desenvolvimento de Diretivos. Their aim is to help mature the EDP culture and disseminate fundamental knowledge on energy and the business, share good practices with businesses and companies, develop current managers' leadership schools and prepare the new generation of leaders.

COMPARISON BETWEEN 2010/2011 AND 2011/2012 ACADEMIC YEARS

YEAR 2011/2011 - GLOBAL INFORMATION2



(1) The same teacher may teach more than one course or participate at more than one school
 (2) Sum of participants' training hours

The graph shows that enrolments in the university have been rising not only due to employees' interest but also to the Company's ability to adapt the response to the students' needs. Only through mutual interest and shared values has it been possible for this project for all and of all to continue and succeed.

XI.1.3. MAIN DEVELOPMENT PROGRAMMES

The EDP Group values and promotes the development of its employees as agents of change by creating and recreating ideas and outlooks in new contexts and paradigms.

Training and knowledge management are an integral part of EDP's culture and values and all employees have access to an appropriate, comprehensive range in a wide variety of areas. Analysis and segmentation of people's development needs serve as a basis for the design and implementation of innovative programmes that improve their technical and behavioural skills.

Universidade EDP has played an essential role in this respect and has sought to update its training portfolio on the basis of new business needs and trends and emerging challenges.

The effort to maintain close alignment between the EDP Group's strategy and its employees' development takes the form of structured development programmes at Escola de Desenvolvimento de Diretivos at UEDP for specific segments:

- **Energizing Development Program**
 This two-year programme is for young non-management employees and develops strategic and behavioural skills that are critical to the success of the business. In 2012, Portugal began the fourth edition of this programme, which has involved around 310 employees since it started. EDP no Brasil and EDP Renováveis are using the same programme with local adaptations.
- **Executive Development Program:**
 This one-year programme is for senior managers or employees coordinating teams aged over 35 years and its third edition began in 2012. Both programmes in Portugal have classes of around 75 employees. They are identified by the different companies and pass through a development centre that identifies strong points and priority areas of development. These are then translated into an individual development plan that is followed during participation in the programme.
- **Mentoring Programme**
 A pool of mentors, employees with recognised experience and seniority was set up in 2010. Thanks to their career history, they constitute role models and a lever for the personal and professional growth of younger employees in the Energizing Development Program. In 2012, the pool grew from 112 to 126 participants. All mentors are given special initial training and are monitored during the programme.

- **Internal Coaching Programme**
 In 2012, the first pool of in-house coaches was set up to foster a coaching culture in the EDP Group. It has 33 top management employees who expressed an interest in developing their coaching skills in a special training programme, the Advanced Coaching Programme, in order to become internal coaches. Promoted by the Corporate Centre HRD in partnership with the CEBD, the Moment with Energy programme, which has been in effect since 2008, is aimed at bringing high-potential employees from the whole EDP Group closer to the CEBD by holding a working breakfast, developing business skills in the Power Trade and promoting networking. A breakfast was organised with 11 employees from different companies in Portugal, HC, Naturgás and EDPR at the end of 2012. As it is the 2012/2013 edition there will be two more breakfasts in February and April 2013. The 2011 winners had



the opportunity of short-term mobility in 2012. EDP Comercial hosted an employee from ENBR for one month and an employee from DAN spent a month at DRI.

XI.1.4. VALUING EXPERIENCE

Valuing Experience is a corporate programme for EDP employees with more than 30 years of service designed to enable its most senior employees to share their knowledge and experience. Its aim is to highlight experience working for EDP and combine the initiative with recognition of service and encourage, retain and develop the best skills. The programme involves the EDP Group's top management, such as the project sponsors (the Chairman of the Executive Board of Directors and the Executive Director of HR), and companies' boards. It is monitored by an advisory committee.

The Valuing Experience programme has been implemented every year since 2010. Up to the third edition, which began in 2012, it had already involved 905 participants from the different Group companies in Portugal. There are over 2,660 employees eligible for future versions.

The programme involves several stages. It begins with an awareness session with the supervisors of the employees in question to introduce them to the project's goals and the importance of their role with their employees. There are then awareness sessions for the participants to explain the programme's goals and show them the value added of this initiative for EDP.

The achievement of the project's goals is enhanced with Valuing Experience workshops, where the participants are given a place and incentive to reflect about themselves and define initiatives most suited to their interests and motivations.

There have been 23 awareness sessions for supervisors and employees and 44 workshops from north to south of the country since 2010, meeting with employees in Porto, Lisbon, Caldas da Rainha and Beja. The workshops resulted in 455 initiatives, 270 of which have been completed or are coming to a close.

The third and latest edition of the programme was divided in two to cover employees from north to south of the country. For a total of 281 employees there were eight workshops for employees from the south (in Lisbon, Beja and Caldas da Rainha) and seven for employees from the north (Porto). They are currently completing their initiatives.

The programme ends with an event, Celebrating Experience, at which the participants, HRD, committee, sponsors and partners celebrate good practices in the participants' sharing initiatives, which promote a culture of sharing and valuation of employees' experience as an intrinsic value in the Group.

The appraisals in each edition of the programme have shown the success of Valuing Experience, as the participants use expressions demonstrating its essence to describe it, such as sharing, recognition, satisfaction, pride, humanity, appreciation, belonging, emotion, willingness and energy. As in previous years, an appraisal of the workshops in the third edition showed that employees also said that the most important aspects were the sharing of knowledge and experiences, interaction between people from different Group companies and the opportunity to reflect on their whole career.

The success of the Valuing Experience programme has come to the attention of outside entities and aroused the interest of the academic,

political and social world, thanks to its innovative corporate practices for this segment. In addition to contacts with companies and education establishments who asked to analyse the programme as a case study, in 2012, during the European Year of Active Ageing and Solidarity between Generations, EDP was invited to share this senior talent management project during the commemorations of the European Year in the Portuguese Parliament and at the International Ageing and Innovation Conference at Fundação Calouste Gulbenkian. It also won an award at the closing session of the European Year in Braga on 3 December 2012.

There is also recognition of the programme's success and impact in motivating and valuing its employees' know-how within the EDP Group. The other countries have also encouraged reflection on their management of more senior talent. EDP no Brasil has implemented the programme and the idea of extending it to the other EDP Group countries is being analysed.

Thanks to the programme's success and innovative nature, Valuing Experience was recognised in the managing senior talent category of "Excelência SEDES 2012" and received an honourable mention in the European Year of Active Ageing and Solidarity between Generations competition in the Workplaces for All Ages category.

XI.2. PERFORMANCE EVALUATION

EDP knows how important its human capital is. It is therefore aware that the Company's success depends directly on its people, which is why evaluation of its human assets' potential and performance is a priority and the foundation for developing its employees and the organisation and making them grow.

The aim of the evaluation process is to recognise performance, identify and reward merit and orient employees' development and career opportunities. The promotion of dialogue between supervisor and team benefits and strengthens the culture of feedback, which is very important in the entire process.

This evaluation is designed to encourage behaviour that maximises employees' productivity, responsibility, participation and development and give each person an essential role in achieving overall goals by valuing individual contributions. Stimulating the creation of value through the management of skills and performance is vital in people management.

Evaluation of potential and performance encourages reflection on the employee's skills and ability to generate results. Individual contributions are valued in a plan of specific, measurable, realistic goals defined in time and aligned with the business. All employees therefore know what is expected of them, how their performance is and what aspects can be improved.

The evaluation is divided into phases in an annual calendar, in which the evaluation of skills and potential is performed in the first quarter and performance evaluation in the first four months of the following year. The whole process involves employee, supervisor and peers, if applicable. The more sources of evaluation, the greater the capacity for involving employees and more dialogue between supervisor and employee, the richer the evaluation is.

EVALUATION MODELS

There are three evaluation models at EDP:

- 270°: involving the employee, supervisor and two peers
- 180°: the weighted average of the supervisor's assessment and the employee's self-evaluation
- 360°: the average of four evaluations: employee, two peers, supervisor and, for supervisors, two subordinates

These variations are due to the different levels of maturity of the use of the process in the various EDP countries.

In 2012, we achieved the goal of implementing a common evaluation model for all countries, which was used to assess another 4,368 employees. This standardisation offers greater equality and alignment with our business strategy. It was also possible to continue implementing new developments and 360° evaluation was also applied to 47% of all Group managers, i.e. all senior managers.

As a company that is highly aware of the Group's size and geographical representation, its performance management models have been developing and there is increasing alignment between the evaluation cycles in all countries. The values that govern EDP's actions in this field are in line with the best international practices.

We also applied corporate KPIs that bind areas to Group people management targets (Mobility and Organisational Climate KPIs- Definition and Implementation of Improvement Plan). We held around 50 communication sessions to manage this change, attended by all employees, and gave training on feedback in people management for new supervisors to ensure that all involved were empowered and continue to strengthen a feedback culture.

EDP LEADER

The organisation believes that EDP leaders must have the following essential leadership skills:

- Change and innovation management – behaviour that shows that they understand the need for change, can adapt to it and can be proactive in seeking innovative ideas and solutions in line with the Group's challenges
- Integrated business vision – behaviour that shows that they understand the Company's business strategy, the importance of managing stakeholders and a management model aimed at medium- and long-term sustainability of the business
- Generation of value and results – behaviour that shows that their actions are designed to achieve strategic goals and demonstrates the ability to weigh critical information and choose solutions that best improve results
- Inspiring leadership – behaviour that shows that they are running and guiding the team towards its goals, clearly passing on orders and priorities, delegating appropriately to all employees for their development and positively influencing their motivation
- Organisational alignment and involvement – behaviour that shows that they are aligned with and involved in the organisation's principles, values and policies and act accordingly and facilitate transmission of the organisation's culture
- Emotional intelligence – behaviour that shows their ability to recognise and interpret their own and others' feelings, manage their own and the team's emotions effectively, self-motivate and adapt forms of relational action (attitudes, behaviour) to the organisation's needs and framework.

XII. REMUNERATION, OCCUPATIONAL HEALTH AND SAFETY AND BENEFITS

XII.1. REMUNERATION

More than a way of remunerating employees' time, energy, knowledge, skills and performance, EDP's compensation and benefit system also transmits its values and culture.

Where compensation and benefits are concerned, the Company seeks to recognise and establish the principle of internal equity and external competitiveness, i.e. to distinguish between contribution and reward while also being a market benchmark in terms of its remuneration policy.

The road to recognition and the way in which it is compensated includes the possibility of profit sharing, merit awards and moments of recognition, such as events celebrating each employee's 25 years of service with the Company. Recognising employees' merit means watching their day-to-day performance, how they go the extra mile to achieve goals and, no less important, how they show initiative.

EDP therefore values its human capital, who have made a fundamental contribution to the organisation's success and it is always ready to recognise this commitment. The role of supervisors is also essential here, as there are opportunities for praise recognition every day.

EDP has different levels of recognition, which take the form of monetary compensation and additional benefits. The former include permanent remuneration fixed, which consists of normal regular remuneration paid in return for work; regular work-related subsidies and bonuses each month (meal subsidy and attendance bonus); remuneration from special work schemes, such as flexible hours, shifts, rotating days off or availability; remuneration for jobs arising from work commissions, coordination of activity groups and functional managerial positions; the possibility of variable remuneration, which includes profit sharing and extraordinary or occasional bonuses for individual or group performance; other non-permanent or regular remuneration such as variable remuneration complements and extraordinary, extra-contract work complements.

Additional benefits arising from obligations in employment agreements may be applicable and social in nature (personal accident insurance); health care and medication (health plan pursuant to the Collective Labour Agreement (CLA) and FLEX health insurance, depending on each employee's employment contract); life insurance for people not covered by the Collective Labour Agreement or some other agreement; a defined benefit pension plan for employees covered by the CLA and a defined contribution plan for individual employment contracts; where applicable, other benefits such as low-price electricity. There is also a possibility of other additional benefits, such as a fuel card for travel, expenses when on EDP business, a mobile phone for personal use and, in some cases, a company vehicle.

VARIABLE COMPENSATION

Variable compensation is based on individual and corporate KPIs and is directly related to the potential and performance evaluation process throughout the organisation. Employees of the different EDP companies have undergone this process in phases since 2007, when it was used only at the first level (executive/top management).

Employees' performance, i.e. achievement of goals (KPIs) associated with compensation varies according to categories. The differences found when comparing the weight of variable remuneration in different segments are related to the higher or lower demands of the goals set annually. As responsibility grows, the weight of the variable component also increases.

On average, employees' individual performance accounted for 10.75% of variable remuneration in the EDP Group companies in 2011 (data for 2012 have not yet been processed, as Group employees' assessment is done up to the end of March 2013 to serve as a basis for calculating any variable remuneration).

AVERAGE MONTHLY SALARIES BY GENDER AND COUNTRY (EUR) (EXCLUDING MEMBERS OF THE GROUP'S EXECUTIVE BOARD OF DIRECTORS)

	2011		
COUNTRY/GENDER	MALE	FEMALE	TOTAL
Portugal	2,840	2,914	2,855
Spain	4,267	3,637	4,116
Rest of Europe	4,393	3,790	4,197
Brazil	2,253	2,127	2,224
United States	5,991	4,789	5,534
TOTAL	3,019	2,959	3,006

	2012		
COUNTRY/GENDER	MALE	FEMALE	TOTAL
Portugal	2,938	3,014	2,953
Spain	4,278	4,070	4,227
Rest of Europe	4,423	3,135	3,988
Brazil	1,989	2,124	2,020
United States	6,103	4,814	5,642
TOTAL	3,020	3,078	3,033

In 2012, there was a general, albeit restrained increase in average monthly remuneration in most of the countries except Brazil and the rest of Europe. In all the countries, the average monthly salary rose around 1%, equivalent to an average increase of 27 euros. Comparing all the countries, the United States headed the table with the highest average monthly salary, while Brazil had the lowest.

In general, the average monthly salaries of men and women at EDP are balanced, as there is no gender discrimination for people doing the same job. Unlike the trend in 2011, the difference between the two genders was 58 euros a month more for women. This trend can be seen in Portugal and Brazil, where EDP pays women slightly more than men (76 and 135 euros, respectively).

The difference in Spain is 208 euros a year in favour of the men. The greatest difference in salary is in the United States and the rest of Europe. In the United States, the difference can be explained by the fact that there are 33 less-qualified employees, only one of whom is male, which brought down the overall average salary of the women there. The same explanation applies to differences in overall averages.

ANNUALISED AVERAGE MONTHLY REMUNERATION (EUR) BY COUNTRY AND JOB CATEGORY

2011				
COUNTRY/JOB CATEGORY	EBD	DIRECTORS	SENIOR MANAGERS	OTHER EMPLOYEES
Portugal	52,537	6,983	3,469	2,242
Spain		8,553	4,266	3,239
Rest of Europe		5,145	4,103	3,493
Brazil		11,900	3,191	1,286
United States		11,581	5,022	2,876
TOTAL	52,537	7,955	3,691	2,164

2012				
COUNTRY/JOB CATEGORY	EBD	DIRECTORS	SENIOR MANAGERS	OTHER EMPLOYEES
Portugal	43,832	7,077	3,566	2,315
Spain		8,728	4,289	3,355
Rest of Europe		9,374	3,470	2,286
Brazil		11,952	2,989	1,099
United States		10,670	4,931	3,028
TOTAL	43,832	8,184	3,674	2,159

EDP upholds and implements a policy of balanced remuneration in accordance with the job. In 2012, only the EBD experienced a reduction of over 10%, the most significant. Directors' salaries were raised slightly, except in the United States, where they went down 8%. The salaries of senior managers and other employees also fell in almost all the countries but Portugal and Spain, where they rose slightly. The remuneration of other employees also went up in the United States.

Work productivity, expressed in gross value added per hours worked, fell 4%. This annual variation was due to a 12.6% increase in sales costs that was not offset by the 8.1% rise in turnover.

XII.2. OCCUPATIONAL HEALTH AND SAFETY

EDP's safety policy confirms its commitment to occupational safety management from a perspective of ongoing improvement and the conviction that work in a safe, healthy environment is a decisive factor in employee satisfaction and an asset to successful results.

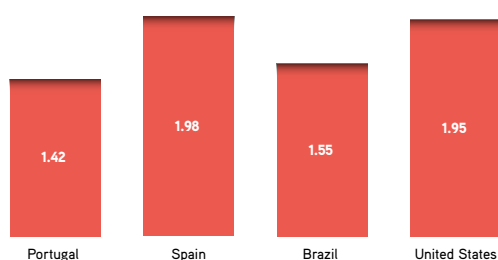
The Company's responsibility for prevention and control of labour risks is integrated in the chain of command. Where occupational health is concerned, EDP's occupational medicine are responsible for monitoring employees' health in medical exams, promoting health education and checking conditions in workplaces and the status of first aid equipment.

The Prevention and Safety Committee, where all the Group companies associated with risk are represented at the highest management level, assists EDP's Executive Board of Directors in setting strategic goals and managing safety. A corporate occupational health and safety unit assists the Prevention and Safety Committee and Executive Board of Directors in the coordination

SALARY RATIO BY GENDER, JOB CATEGORY AND COUNTRY

JOB CATEGORY/COUNTRY	2011						2012					
	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	THE UNITED STATES	TOTAL	PORTUGAL	SPAIN	REST OF EUROPE	THE UNITED STATES	BRAZIL	TOTAL
Salary ratio by gender (M/W)	0.97	1.05	1.41	0.94	1.27	0.98	0.97	1.17	1.16	1.06	1.25	1.02
Directors	1.14	1.13	0.97	1.03	0.95	1.09	1.14	1.09	0.67	1.21	0.98	1.11
Senior managers	1.11	1.00	1.14	1.23	1.01	1.11	1.10	1.09	1.15	1.26	1.08	1.13
Middle managers	0.93	n/av	n/av	n/av	n/av	0.93	0.92	n/av.	n/av.	n/av.	n/av.	0.92
Line managers	1.00	n/av	n/av	n/av	n/av	1.00	0.99	n/av.	n/av.	n/av.	n/av.	0.99
Qualified professionals	0.93	1.03	1.26	0.93	0.86	0.92	0.94	1.19	0.61	1.09	1.14	0.98
Semi-qualified employees	0.97	n/av	n/av	1.65	n/av	1.06	1.02	n/av.	n/av.	1.59	n/av.	1.17

EDP promotes equal opportunities and upholds a balance in salaries between genders. In 2012, the male/female pay ratio rose 0.04 points in relation to 2011. There has been a trend towards a balance over the years. It is therefore clear that EDP is committed to guaranteeing salaries that foster equal opportunities based on employees' merit, performance and skills.

RATIO BETWEEN LOWEST SALARY AND MINIMUM WAGE - 2012

The minimum salary paid in any of the Group countries is higher than their minimum wage. The minimum salary paid by EDP in Portugal is 1.42 times the national minimum wage. In Spain it is 1.98, which is the highest figure, followed by the United States with 1.95. The lowest salary paid by Group companies, in Brazil, is 1.55 times the national minimum wage. The ratio increased in all the countries against 2011.

and management of the Group's occupational health and safety. Activities are performed locally by the business units' prevention and safety services.

To ensure commitment to employees' safety, health and wellbeing, EDP takes responsibility for the provision of medical care in the area of occupational medicine and health. Medical assistance is provided in all the companies and countries, though there are different forms and levels for providing this benefit for reasons of types of contract, agreements, tax and para-fiscal legislation. As a rule it also covers families with a co-payment lower than that of employees.

In order to reduce non-occupational risks, in 2012 the programme and an information and awareness campaign were conducted and planned for the implementation of EDP's alcohol prevention and control policy. There were 20 courses involving around 400 employees from EDP in Portugal.

In 2012, a study was begun of the decisive psychosocial risk factors, in partnership with Instituto de Medicina Preventiva at the Lisbon Faculty of Medicine, to take preventive action in reducing health risks and introduce an occupational stress management programme at EDP. The programme includes diagnosis by sampling, awareness campaigns and an occupational medicine monitoring programme. The diagnostic phase took place in 2012 covering around 5,000 people.

In 2012, seven cases of occupational diseases were recognised in Portugal, only five of which with disability, and one in Brazil.

Considering the number of disability situations, the occupational disease rate with disability per million hours worked was 0.42 in Portugal, 0.21 in Brazil and 0.29 for the EDP Group.

OCCUPATIONAL MEDICINE IN PORTUGAL

The most important aspects of occupational medicine in 2012 were as follows:

- Fulfilment of the medical exam plan
- Awareness of health and wellbeing and the prevention of heart disease
- Continuation of nutrition and anti-smoking campaigns

OCCUPATIONAL MEDICINE ACTIVITY	
DESCRIPTION	2012
MEDICAL EXAMS	5,882
Admission	145
Periodic	5,575
Occasional	162
GIVE-UP SMOKING CONSULTATION	56
NUTRITION CONSULTATION	600
OTHER ACTIVITIES	
Cardiovascular risk screening	1,528
Health education	29
Participation in safety committees	37
Visits to workplaces	34

TRAINING AND AWARENESS OF EMPLOYEES AND ESPS

Training on occupational health and safety for EDP employees and service providers in 2012 involved a large programme of 1,811 courses involving 17,202 employees and 92,014 hours of training.

In 2012, 170 first aid courses were given to EDP employees and ESPs involving 1,491 trainees.

In collaboration with fire brigades, secondary and vocational schools, business associations and trade unions, 65 information sessions were held on procedures when fighting fires at electrical facilities and in or near gas networks and facilities and precautions when handling electrical equipment.

EDP's concern for ensuring that employees and service providers have the right conditions for sustainable development in matters of occupational safety is one of its commitments set out in its Safety Policy and Code of Ethics.

Training in occupational health and safety abides by the procedure "PG 38.005 EDP Formação, Sensibilização e Competências em Segurança" (Safety Training, Awareness and Competences) in the corporate safety management system.

For EDP employees, training needs are identified during their performance evaluation. This is done by agreement between supervisor and employees and takes account of risks that may come from:

- Work activity
- Change in employee's job
- New workplaces
- New working equipment or changes in equipment
- New technologies, materials or products

When employees are admitted their supervisor ensures that they are informed and aware of:

- The EDP Group's Safety Policy and compliance with it in the workplace
- The risks of their work and operational means

of control, including individual and collective protection

- The emergency and evacuation plan of their workplace
- The training required for them to do their job

Training in occupational health and safety for EDP employees in 2012 entailed a large programme that included:

COUNTRY	NUMBER OF COURSES	EMPLOYEES INVOLVED	TRAINING HOURS
Portugal	832	10,129	39,826
Spain	403	3,518	9,170
Brazil	478	3,305	40,362
United States	40	114	1,529
Others	58	136	1,127
EDP GROUP	1,811	17,202	92,014

Service providers' employees attended 11,635 occupational health and safety training courses and awareness sessions involving 127,169 employees and 973,665 hours. The details are shown in the table below.

COUNTRY	ESPS - NUMBER OF COURSES	ESPS - EMPLOYEES INVOLVED	ESPS - TRAINING HOURS
Portugal	10,287	40,423	45,990
Spain	110	482	737
Brazil	1,225	86,198	926,907
United States	0	0	0
Others	13	66	31
EDP GROUP	11,635	127,169	973,665

Note: the above figures include training recorded in the system by the Department of Training, Recruitment and Documentation (TRD) at EDP Valor and training/awareness performed and recorded and reported by each company.

In addition to the above training, there were 170 first aid training courses for EDP and ESP employees involving:

COUNTRY	NUMBER OF COURSES	TRAINING HOURS
Portugal	32	257
Spain	27	272
Brazil	101	895
United States	6	52
Others	4	15
EDP GROUP	170	1491

ACCIDENTS AND NEAR MISSES

In 2012, there were 38 occupational accidents involving EDP employees and resulting in absences of one day or more, which was 17% fewer than in 2011. There were reports of 308 near misses. With a strategic goal of "Zero accidents, no personal injuries", EDP set a goal of reducing the occupational accident frequency rate for EDP and service providers by 5% in 2013.

The indicators published by EDP reflect the results of actions and initiatives undertaken during the year to further improve occupational safety conditions, especially in the areas of training and awareness, risk assessment and control, preventive action with service providers and more audits and inspections.

In spite of all efforts, there were unfortunately five fatal road accidents involving EDP employees in Portugal. There were 13 fatal road accidents involving ESPs, three of which were due to a sudden, unexpected landslide, one to a road accident and the others due to unsafe actions or situations. For more details, see [www.edp.pt/en/sustentabilidade > prevenção e segurança > segurança em números](http://www.edp.pt/en/sustentabilidade/prevencao_e_seguranca/seguranca_em_numeros).

There were also eight fatal electricity-related accidents involving EDP facilities or equipment and people from outside EDP, essentially in construction work in the vicinity of operating transmission lines.

PREPARATION FOR RESPONDING TO EMERGENCIES

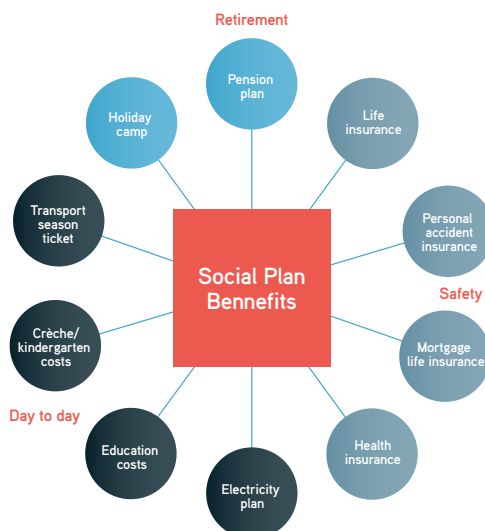
In 2012, there were 212 drills at a number of industrial and administrative facilities and work sites to test the efficacy of their emergency plans (49 in Portugal, 94 in Spain, 40 in Brazil, 18 in the United States and 11 in the other countries). These drills involved outside entities, such as civil protection, the fire brigade, the police and public safety authorities. In particular, there was a drill at the WindFloat platform in partnership with the air force to test the readiness of the rescue resources in the evacuation of a seriously injured person.

XII.3. BENEFITS

EDP guarantees all its employees sickness protection in addition to the public health services in each country and in old age it offers supplementary retirement plans and personal accident and life insurance.

Employees are also entitled to specific study subsidies for themselves and their children. Mechanisms in addition to the National Health Service in some cases provide health care during retirement and early retirement.

In this context, EDP offers its employees a number of additional benefits, in which it invested more than 131 million euros in 2012, about the same as in 2011.



This plan has a fixed and a flexible component. The fixed component involves benefits that cannot be changed by the employees. The employees are free to use the flexible benefits as they see fit.

- Fixed component: benefits that have no flexibility option and that the Company considers essential for all employees, some of whom can increase it by means of the flex component;

SOCIAL BENEFITS IN 2012

	PORTUGAL	SPAIN	REST OF EUROPE	BRAZIL	UNITED STATES	EDP GROUP
Life, health and personal accident insurance	1,188,622.53	1,077,832.23	117,170.52	1,031,733.38	2,668,082.68	6,083,441.34
Medical assistance	26,712,384.94	86,264.76	0.00	10,112,023.60	0.00	36,910,673.30
Pension fund	58,112,614.03	6,161,666.60	226,542.18	4,727,640.01	1,780,823.52	71,009,286.34
Crèche and schools	2,683,548.51	62,939.49	0.00	241,588.26	0.00	2,988,076.26
Holiday camps	581,125.44	222,321.47	0.00	0.00	0.00	803,446.91
Death and funeral subsidy	3,017,422.58	0.00	0.00	0.00	0.00	3,017,422.58
Bonus for years of service	541,802.65	0.00	0.00	0.00	0.00	541,802.65
Retirement bonus	622,450.00	0.00	0.00	0.00	0.00	622,450.00
Subsidies for social and cultural activities	1,111,817.11	19,557.42	0.00	0.00	0.00	1,131,374.53
Cut-price electricity	5,121,254.79	1,344,742.48	0.00	0.00	0.00	6,465,997.27
Others	604,400.74	330,586.13	0.00	558,523.36	0.00	1,493,510.23
TOTAL	100,297,443.32	9,305,910.58	343,712.70	16,671,508.61	4,448,906.20	131,067,481.41

Overall, the largest investment (54%) was in the pension fund – over 71 million. In Portugal 58 million was invested in the fund, in Spain six million and the rest of Europe, 226,000 euros.

A geographical analysis shows that largest slice of the investment in Brazil went once again to medical assistance, with 10 million euros. Investment in social benefits in the United States went mainly to health, life and personal accident insurance.

Where benefits are concerned, employees in Portugal covered by the Collective Labour Agreement have a defined benefit pension plan. This plan is financed from a pension fund and complemented by a specific provision. This pension fund includes liabilities for retirement pension supplements (age, disability and surviving spouse). For the remaining permanent employees in the companies in Portugal, the Group has set up a defined contribution pension plan to which it pays a monthly contribution of 3% of the employee's annual remuneration (14 salaries). In order to encourage long-term saving, the company adds another 1% to its monthly contribution if the employee also contributes 2% of their remuneration.

Through its EDP Flex Social Plan, EDP also makes available a series of social benefits to employees not covered by the CLA, which belong to the permanent staff of a set of EDP Group companies with individual employment contracts.

- Flex component: flexible benefits in which they can distribute their flex credits and which may include the employee's family in some cases;
- Voluntary benefits: benefits offering more advantageous conditions for EDP employees and are the result of agreements between EDP and other entities.

FIXED PLAN

Pension fund, life, health and personal accident insurance and electricity plan

FLEX PLAN

5% of regular remuneration, with a minimum of 900 euros a year that can be spent on the pension fund, life, health and personal accident insurance, crèches and kindergartens, transport season ticket, donations and holiday camps

CONCILIAR PROGRAMME

The Conciliar Programme was born in 2008 and is divided into four main areas: health and wellbeing, family support, work-life balance and citizenship. It has a growing number of conciliation measures and policies on the initiative of companies, business units and departments or set out in the terms of collective and individual employment contracts. The Company wishes to help improve its people's quality of life.

In the field of health and wellbeing there are agreements with different entities that offer EDP

IMPORTANT ACTIVITIES IN 2012

The implementation of the annual occupational health and safety programme at EDP was designed to prevent occupational accidents and diseases. It included training and drilling of EDP and service provider employees, permanent assessment and monitoring of labour risks and a programme of internal inspections and audits of EDP facilities and worksites.

EFR MANAGEMENT MODEL

This model is based on a series of rules making up the “efr 1000” family and was designed to meet the needs and expectations of large companies and SMEs.

The elements of the efr (1000-1) model are:

- Diagnosis and commitment
- Policies and measures
- Improvement goals
- Supports:
 - Organisational
 - Processes
 - efr indicators
 - Records and evidence
- Plans and programmes
- Communication and in-house training
- Monitoring and assessment
- Internal audits
- Self-assessment

efr is an international movement that offers CSR solutions and answers questions on the work-life balance, support for equal opportunities and inclusion of the disadvantaged. Based on compliance with applicable legislation and collective bargaining agreements, our goal is for efr companies to voluntarily self-regulate in this field.

efr is a response to a new social, labour and corporate culture based on flexibility, respect and mutual commitment.

Fundación Másfamilia currently owns the private efr certification system.

employees advantageous conditions in acquiring products and services.

Family support is another of the essential aspects of the programme and it often organises initiatives specially designed for the children and grandchildren of EDP employees. They are adapted to different age groups and may involve entertainment, training and development.

Each employee’s family and private life must be stimulated and recognised as an integrative complement in the EDP Group. Being EDP is also being able to reconcile a career with the individual and family interests that the Company values.



EDP believes that people who manage a balance between their different roles (personal and professional) are happier and more creative, energetic, motivated and productive, characteristics that make employees and organisations successful. Strengthening the emotional bond between people and the Company generates success and EDP knows that organisations are made of people like this.

As a family-friendly company, EDP celebrates with its employees some of the most important moments of their lives. For example it gives pregnant employees two weeks’ leave with no loss of benefits prior to their expected delivery date and 500 euros for each birth of an employee’s child is deposited in a bank account for the child.

EDP offers four hours a month for each employee to do volunteer work, to a total of 44 hours during work time.

The company also organises countless activities for working and retired employees’ children and grandchildren: Junior Citizenship Award, excursions to power generation and distribution plants, evenings at Museu da Electricidade, evenings at dams, holiday camps, educational activities at FabLab Junior and a Christmas circus. Considering the average age of the company’s employees, EDP gives a gift and a card to each employee grandparent celebrating the birth of a new member of the family.

Where work-life balance is concerned, in cases of extreme need employees are allowed to work from home, if the job is compatible and the supervisor authorises it.

The Group companies provide full details of the Conciliar Programme on the intranet. The way in which each company implements the project depends on its reality and culture.

EFR CERTIFICATION

Finding balance in all areas of life is why we talk about reconciliation. It is the need to combine work with family and personal responsibilities without forgetting free time.

Corporate social responsibility is therefore a growing priority at institutions and companies in Portugal today. Fundação MásFamilia therefore created the efr (family friendly company) Certificate as a highly professional solution to this issue, specifically for a work-life balance and equal opportunities.

EDP followed the management models of Fundação MásFamilia and all the Group’s European companies have efr certification, i.e. in addition to the Group companies in Portugal, also HC Energia, Naturgas and EDP Renováveis. The last three obtained certification last year.

EDP Energias de Portugal has been certified since 18 January 2013. A total of 163 measures considered to foster employees’ quality of life and prove that EDP is a family friendly and socially responsible company underwent internal and external audits. These benefits were analysed and divided into five pillars in light of efr standards:

- Quality at work – 79 measures
- Support for families – 34 measures
- Flexibility of time and space – 15 measures
- Professional development – 24 measures
- Equal opportunities – 11 measures

CONCILIAR PROGRAMME 2012 – MEASURES BY COUNTRY ⁽¹⁾

COUNTRY/ MEASURE	CELEBRATING BIRTH OR ADOPTION (NO. CHILDREN)	SUPPORTING PREGNANT WOMEN (NO. EMPLOYEES)	CHILDREN'S VISITS TO PARENTS' WORKPLACE (NO. CHILDREN)	ASSISTANCE TO PENSIONERS (NO. PENSIONERS)	NO. CHILDREN PARTICIPATING IN HOLIDAY CAMPS (EMPLOYEES' CHILDREN AND GRANDCHILDREN)	JUNIOR CITIZENSHIP AWARD (STUDENTS)
Portugal	158	16	145	496	863	85
Brazil	62	48	200	n.a.	174	41
Spain	90	16	193	n.a.	2	n.a.
TOTAL	310	80	538	496	1,039	126

(1) The Conciliar Programme has not yet been introduced in the United States.

XII.4. EXAMPLES OF EFR'S MEASURES IN EDP

QUALITY AT WORK							
PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET AUDIENCE	INDICATORS	TARGET FOR 2012	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
BLOOD DONNER'S ASSOCIATION	An association that encourages EDP employees to give blood	An association that encourages EDP employees to give blood and conducts campaigns in different parts of the country during the year	Employees	Number of employees present to give blood	6,000 presences	Associação Dadores de Sangue EDP	7010 presences
FUNDAÇÃO EDP	Cabazes Sabores das Barragens	Fundação EDP and EDP Produção promote the sale of regional products from Trás-os-Montes, in the areas where the company is building dams, in order to support local farmers and bring employees (EDP offices in Lisbon and Porto) organic products of high quality	Employees working in Lisbon	Number of hampers sold to employees in Lisbon and Porto, with annual deliveries to the company	1,500	Fundação EDP	1,461 hampers
SUSTAINABILITY AND ENVIRONMENT	Office lights go out at 9 p.m.	Lights at EDP offices go out automatically at 9 p.m. to remind employees that they are still working and need to leave	Employees	% of employees covered by the measure	45% of employees covered	Sustainability and Environment Department (SED)	45% of employees covered in 2012
SUSTAINABILITY AND ENVIRONMENT	econosco	A programme encouraging a car pooling system (for commuting or on duty travel). It included creation of the website www.boleias.edp.pt , that employees can apply to or check if there are lifts available for their area or route. After a study of the impact of the programme, which was the subject of a PhD thesis, a new idea for revitalising the project is being analysed and validated by the EBD	Employees	n.a.	Reassessment for relaunch in 2013.	SED	n.a.
SUSTAINABILITY AND ENVIRONMENT	Bicycle parking at company facilities	After the opening of its new headquarters in Porto, EDP provides bicycle parking spaces for employees who cycle to work	Employees who cycle to work	Number of parking places for bicycles	Measure being validated by the board.	SED	n.a.
EDP FLEX	Pension plan	Basic contribution of 3% of employee's monthly salary	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	n.a.	Measure for all EDP employees with an indefinite individual employment contract	EDP Estudos e Consultoria	Group-wide
EDP FLEX	Complement to sick leave subsidy from Social Security	As part of the edp flex social plan, several employees expressed an interest in having a supplement to their Social Security sickness benefit, in order to bring their net salary (supplement + SS subsidy) up to the same as if they were not on sick leave. The solution was to take out an insurance policy that was unprecedented in Portugal and specifically negotiated by EDP and the Seguradora Fidelidade Mundial. Insurance firm. It is a benefit with a high fixed component that has widened the range of benefits offered by edp flex	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	Measure introduced in December 2012 and therefore with no target for that year	EDP Estudos e Consultoria	80.7% of employees subscribed (in December 2012, the month of its launch)
EDP FLEX	Profit sharing (PS) in the Flex plan	The process which consists of allocating a part of the PS, if any, to available flex benefits, is in line with the annual process revision of choices in the Flex plan. So if EDP conducts PS in a certain year (from the previous year), it may decide to allocate a part of the PS, if any, to the pension plan, crèche or kindergarten (children up to 6 years old, inclusive) or employees' education or vocational training with tax advantages, i.e. exempt from income tax. This advantage is only valid if the choice is made before knowing how much the Company will allocate to the employee as PS	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	10% of employees covered by the Flex plan	EDP Estudos e Consultoria	13% of employees subscribing
EDP FLEX	Addition to pension plan	On top of the company's contribution for employees to the pension plan (3%), employees can use the variable component of the Flex plan to increase their contributions by 2% to 10%. In this case, the company gives an extra incentive of 1%	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	40% of employees covered by the Flex plan	EDP Estudos e Consultoria	46.7% of employees subscribing.
EDP FLEX	Life insurance	Coverage of 14 monthly salaries discounted from the amounts in the pension fund with a possibility of additional coverage of 14 or 28 monthly salaries	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	n.a.	Measure for all EDP employees with an indefinite individual employment contract	EDP Estudos e Consultoria	Group-wide
EDP FLEX	Employee health insurance	EDP co-pays 90% of the employee's premium	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract. Currently, all employees with an indefinite individual employment contract (1,007 people) have subscribed	% of employees subscribing	90% of employees covered by the Flex plan	EDP Estudos e Consultoria	99% of employees subscribing
EDP FLEX	Personal accident insurance	Employees are insured against personal accidents resulting in permanent disability or death. Amount insured: 48 monthly salaries	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	n.a.	Measure for all EDP employees with an indefinite individual employment contract	EDP Estudos e Consultoria	Group-wide
EDP FLEX	Transport season ticket	Total amount of receipts for season tickets used by employees, on presentation of a copy of the ticket and credits for the annuity	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	20% of employees covered by the Flex plan.	EDP Estudos e Consultoria	26.4% of employees subscribing

QUALITY AT WORK

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET AUDIENCE	INDICATORS	TARGET FOR 2012	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
EDP FLEX	Social Stock Exchange (donations)	Opportunity to make donations with Flex credits, invested in the form of social action at organisations chosen by the employee	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	3% of employees covered by the Flex plan	EDP Estudos e Consultoria	3% of employees subscribing
SOCIAL MATTERS	Psychosocial support by EDP's team of social workers	EDP Valor analyses and supports employees in psychological and social need	Employees (in case of need)	The EDP team of social workers acts on the basis of the cases requesting help	n.a	Department of Social Affairs of the Department of HR (DSR) Services at EDP Valor	Group-wide in case of need
SOCIAL MATTERS	Special social fund	Fund set up in 2009. It grants salary advances to employees, retirees and pensioners in a difficult social, economic and financial or serious health situation who are not covered by the health plan provided	Employees, retirees and pensioners (in case of need)	Measure taken in case of need	n.a	Department of Social Affairs of DSR at EDP Valor	In case of need
SOCIAL MATTERS	Workshops "How to manage my budget"	Training organisation: DECO. Goals: manage the family budget, optimise available financial resources and increase savings, learn who to turn to in the event of over-indebtedness	Employees who are interested	Number of workshops	2 workshops a year (one each in Lisbon and Porto)	Department of Social Affairs of DSR at EDP Valor	In 2012, the 2 workshops were held in Lisbon and Porto
SOCIAL MATTERS	Assistance programme for employees with dependency problems (alcoholism and other addictions)	Detection, referral for treatment and prevention of relapses	Employees (in case of need)	Measure taken in case of need	n.a	Department of Social Affairs of DSR at EDP Valor	Group-wide in case of need
SOCIAL MATTERS	Training and awareness on stress management	EDP participated in training on the subject for Soluções Comerciais stores' employees ("Intervenção Bem-estar - Atendedores").	Customer-service employees at EDP Soluções Comerciais stores	Measure taken in case of need	n.a	Department of Social Affairs of DSR at EDP Valor	Group-wide for segment in case of need
SOCIAL MATTERS	Information / awareness sessions on alcohol prevention policy	Information / awareness sessions on alcohol prevention policy, a joint initiative of the DSS/DSR in partnership with the Ministry of Health through former IDT, now SICAD - Serviço de Intervenção nos Comportamentos Aditivos e Dependências)	Employees	Number of sessions	90 sessions nationwide	Department of Social Affairs of DSR at EDP Valor	In 2012, the 90 sessions were held.
CLA - COLLECTIVE LABOUR AGREEMENT	Personal accident insurance	EDP employees are insured against personal accidents resulting in permanent disability or death. Amount insured: 48 monthly salaries	Employees covered by the CLA.	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	Collective Labour Agreement (CLA)	Group-wide in case of need
CLA - COLLECTIVE LABOUR AGREEMENT	Preparation for retirement	Reduction in working hours and three-months off work, 2 days off a month and 25% reduction in working hours	Employees covered by the CLA 1 year away from retirement or early retirement.	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Monetary bonus on retirement and early retirement	EDP gives a monetary bonus to employees who have been in the company's full-time service on the date of their retirement or early retirement. The amount is calculated by years of service and varies between 1, 1½ and 2 salaries in BR17 (by the salary chart for 2012 the amount is 2,110 euros), for 30/32, 33/35 or 36 years of service, respectively	Employees covered by the CLA with a minimum of 30 years of service	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Early retirement	Employees with over 40 years of service or who have reached the age of 60 years with 36 years of service are entitled to early retirement due to old age	Employees covered by the CLA.	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Health care and medication from private partners with agreements	An additional health care and medication scheme, involving private medical centres, doctors' house calls, including dental care	Employees covered by the CLA.	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Supplement to social security benefits	A supplement to disability pensions, old-age pensions and surviving spouse pensions	Employees covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Supplement to sickness benefit	Supplement to sickness benefit	Employees covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Supplement to maternity and paternity benefit	Supplement to maternity and paternity benefit	Employees covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a	DSR at EDP Valor	Group-wide

QUALITY AT WORK

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET AUDIENCE	INDICATORS	TARGET FOR 2012	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
CLA - COLLECTIVE LABOUR AGREEMENT	Supplement to subsidy for disabled children	Supplement to subsidy for disabled children	Employees covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Extra subsidy and leave - 25 years of service	Employees completing 25 years of service at EDP are entitled to 15 days (10 working days) and a holiday subsidy (in proportion to these days)	Employees who complete 25 years of service with the company every year	Measure provided for in the CLA and therefore applicable to all EDP employees covered, i.e. completing 25 years of service de in the current year	n.a.	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Commemoration of 25 years of service	Employees completing 25 years of service with the company are invited to a party and receive a commemorative medal	Employees completing 25 years of service with the company	% of eligible employees who attend the celebration every year	75% of eligible employees	DSR at EDP Valor	73% of eligible employees participated
HUMAN RESOURCE SYSTEMS	Advances on expenses	At EDP, employees can use the Quiosque platform to request an advance to cover travel expenses	Employees	Whenever requested in the system by employees	n.a.	DSR at EDP Valor	Group-wide
HUMAN RESOURCE SYSTEMS	Quiosque EDP	Employees manage the scheduling of their leave, justification of absences, submission of travel expenses and requests for a company vehicle, among others, on the Quiosque EDP platform	Employees	All employees use this system for scheduling of their leave, justification of absences and submission of travel expenses	n.a.	DSR at EDP Valor	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Health care and medication from SãVida (Group company)	Health care and medication from the EDP scheme provided by SãVida, in addition to public health services	Employees and pensioners covered by the CLA plus spouse, children and equivalent and dependent parents or similar	Satisfaction rate of eligible employees	70% satisfaction rate in satisfaction questionnaire answered by eligible employees	SãVida	74% satisfaction rate according to survey in 2012
SÃVIDA	EDP Heart Day	Sãvida promotes EDP Heart Day in collaboration with Fundação Portuguesa de Cardiologia in May - Heart Month activities organised by the foundation.	Employees	EDP sponsors the campaigns of Fundação de Cardiologia and promotes them with its employees.	n.a.	SãVida	Group-wide
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Vending machines at company offices	There are vending machines at company offices for rapid access to food and drinks by employees	Employees	Number of vending machines per thousand employees	15 vending machines per thousand employees	Department of Premises and Services (DIS) at EDP Valor	17.9
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Company vehicle for employees travelling on business	EDP has a fleet of vehicles for employees to travel on business. This means that they do not have to pay fuel costs, as each vehicle has a Galp Frota card, or tolls, as all cars have Via Verde. All employees can request a company vehicle from quiosque online, only requiring approval from their direct supervisor if the vehicle is not returned on the day it was requested.	Employees	No. days' use of company vehicles	20,000 days' use of company vehicles	DIS at EDP Valor	20,909 days
LOGISTICS, TRANSPORT AND GENERAL SERVICES	ATMs at company premises	At company premises in cities where a large number of employees work, there are ATMs to make people's life easier	Employees	Number of ATMs per thousand employees.	1 ATM per thousand employees	DIS at EDP Valor	1
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Canteens	EDP runs two canteens in Lisbon, where around 30% of its employees in Portugal work. The meals are very good value for money	Employees in Lisbon, Porto, Coimbra and Setúbal	Number of lunches a year served by company canteens	220,000 lunches a year	DIS at EDP Valor	221,000 meals in 2012
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Kitchens with a fridge, microwave, coffee machine and crockery	Our buildings have kitchens on each floor with a fridge, microwave, coffee machine, toaster and crockery so that employees can make snacks. EDP also has coffee machines at its premises all over the country	Employees	Number of kitchens per thousand employees	6 kitchens per thousand employees	DIS at EDP Valor	8.6
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Raising employees' environmental awareness with paper recycling bins at premises managed by EDP Valor and publicity on saving water	EDP premises have paper recycling bins to encourage environmental sustainability practices among its employees. Stickers are placed on restroom mirrors to encourage employees to save water and facilitate saving by small changes in routine	Employees	Number of paper recycling bins per thousand employees	200 paper recycling bins per thousand employees	DIS at EDP Valor	224
CONCILIAR PROGRAMME	Telecommunications: free mobile communication for the EDP network	EDP signed an agreement with Optimus allowing employees and their families to use mobile communications free of charge within the EDP network	Employees and their families	There are no indicators or targets for this measure, as it is an advantage resulting from an agreement between EDP and Optimus on communication costs for employees and their families in the edp network	n.a.	DIS at EDP Valor	n.a.

QUALITY AT WORK

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET AUDIENCE	INDICATORS	TARGET FOR 2012	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
CLUBE PESSOAL EDP	Promotion of Clube de Pessoal EDP	The aim of this club is cultural, social, recreational and sports promotion and ties with the EDP Group companies	Employees belonging to Clube do Pessoal	% of employees belonging to club	75% of employees	Clube do Pessoal	70% of employees were members of the club in 2012.
CLUBE PESSOAL EDP	Clube de Pessoal EDP cultural activities	Competitions including literature (story, poem and verse), Photography (black and white and colour), drawing and plastic arts (sculpture and painting); management of an art gallery; exhibitions of employees' art works; issue of commemorative medals and the nativity scene competition at club branches	Employees belonging to Clube de Pessoal	% of active club members	2% of active club members	Clube do Pessoal	1% of active club members
CLUBE PESSOAL EDP	A Clube do Pessoal EDP sports activities	The aim of these activities is to encourage sports and increase socialising at EDP. In addition to the different sports, there is also Golfe Clube EDP; orienteering (on foot, mountain bike, skis and trail); amateur radio and motorcycles	Employees belonging to Clube do Pessoal	% of active club members	2.5% of active club members	Clube do Pessoal	2.3 % of active club members
CLUBE PESSOAL EDP	Clube EDP agreements	Discounts on products and services purchased by club members	Employees belonging to Clube de Pessoal.	Employees have information on agreements on the Clube do Pessoal website and the benefits are articulated directly with the partners	Clube de Pessoal is managed independently and has not defined any indicators or targets to assess this measure	Clube do Pessoal	n.a.
CLUBE PESSOAL EDP	EDP Wellness Centre	EDP co-pays for chiropractic postural correction sessions at Global Wellness Centres at EDP premises in Lisbon	Employees working in the Greater Lisbon area	% of employees and direct family in the Greater Lisbon area using this treatment	10% of employees in the Greater Lisbon area	Clube do Pessoal	10% users
CLUBE PESSOAL EDP	Snack bars at EDP premises	Clube de Pessoal runs snack bars at power generating facilities and others in different parts of the country, so that employees have access to fast, economical meals in the workplace	Employees	Clube de Pessoal is managed independently and runs the 14 snack bars aimed at quality at work for employees at these facilities	n.a.	Clube do Pessoal	Group-wide
AREP	Promotion of Associação de Reformados da EDP (AREP)	This association is subsidised by EDP and offers social and cultural support to its members and spouses or equivalent in the area of social security, health, housing and culture. It pays particular attention to members in physically, psychologically, financially or affectively fragile circumstances.	Employees belonging to AREP.	% of active members of AREP	20% of active employees	AREP	Awaiting information on 2012 from AREP
AREP	Psychotherapy, psychology, alternative medicine consultations, manicure and pedicure service, hairdresser and loan of orthopaedic equipment	Consultations and treatments take place at the AREP premises. Alternative medicine treatments include massages, acupuncture and traditional Chinese medicine. AREP purchased orthopaedic equipment that can be loaned to help its members. Each branch has 3 wheelchairs, 3 walkers and 3 pairs of crutches. They are loaned free of charge for up to 3 months against a refundable deposit	Retired employees belonging to AREP	AREP is managed independently and, considering the variety of services listed here, it is not possible to define indicators or targets	n.a.	AREP	n.a.
AREP	Legal advice	AREP has two lawyers who give free legal advice to members	Retired employees belonging to AREP	Number of retired employees helped every year	Minimum assistance to 30 employees a year	AREP	Awaiting information on 2012 from AREP
AREP	Social agreements	Agreements with companies for services and sale of social products at competitive prices	Retired employees belonging to AREP	AREP is managed independently and has not defined indicators or targets to assess this measure	n.a.	AREP	n.a.
HUMAN RESOURCES	Minimum pay above national minimum wage	The minimum salary at EDP is 1.4 times the current minimum wage in Portugal. The average annual remuneration of EDP employees in Portugal is 2,953 euros. The lowest salary paid by EDP in Portugal is 890 euros a month	Employees	Ratio between national minimum wage and minimum salary paid by EDP in Portugal	1.2 the national minimum wage though conditioned by changes in the minimum wage and approved annual pay rises at EDP	Department of Human Resources (HRD-CC) of EDP Group	In 2012, the minimum salary at EDP in Portugal was 1.42 times the national minimum wage in Portugal
HUMAN RESOURCES	Profit sharing (possibly approved annually)	Annually, on the basis of Company profits, employees' performance evaluation and EDP strategy, there may be profit sharing with employees	If approved, it will include employees who were working in the previous year for a minimum of 6 months and have had a positive evaluation	It will take place in 2013 for 2012 profits (in decision phase). If approved at the EDP Group AGM, profits will be shared with the employees	n.a.	HRD-CC	Group-wide when approved, based on reaching minimum attendance, 6 months of service and a positive performance evaluation
HUMAN RESOURCES	Outplacement after leaving for early retirement	Employees leaving EDP for early retirement at the company's suggestion can receive support from a partner outplacement company for a year after leaving	Employees leaving EDP for early retirement. From 2003 to 2012, 2,994 employees left the company for early retirement. 598 (20%) of them voluntarily used this benefit	% of employees every three years who leave for early retirement at the company's suggestion choose outplacement promoted by the company	20% of employees in 2010-2012	HRD-CC	18% of employees opted for this measure in 2010-12 (44)

QUALITY AT WORK

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET AUDIENCE	INDICATORS	TARGET FOR 2012	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
HUMAN RESOURCES	EDP life-work balance policy published on the intranet and circulated in-house	The EDP Group's work-life balance policy was defined, published and circulated to employees	Colaboradores	Esta política está publicada na intranet e é por essa via difundida para todos os colaboradores.	n.a.	Área de Gestão da Cultura Empresarial (AGCE) da Direcção da Marca e Comunicação (DMC) do Grupo EDP	Aplicação global.
HUMAN RESOURCES	Memory Project	The aim of the Memory Project is to get the stories of EDP employees that are the company's historical heritage. It began in 2011 and its pilot phase collected stories from 30 employees with over 30 years of service at EDP. The stories are now available online in written and video form	Employees	This is a pilot project and does not yet have any indicators or targets	n.a.	HRD-CC	n.a.
CONCILIAR PROGRAMME	Advantage for Conciliar - agreements with special conditions to buy goods and services	Negotiation and dissemination of agreements offering advantageous conditions for EDP employees and their families	Employees and their families	% of partners (companies with which EDP forms partnerships) that are satisfied with employees' use of agreements. This indicator will only be measured in 2013, as 2012 was a year of negotiation, contracting and communication of first agreements	25% of partners satisfied with results of partnership with EDP	AGCE at DMC	n.a.
CONCILIAR PROGRAMME	Exercise in the workplace	Gym classes for employees in their workplace to help them learn small stretching and posture exercises	Employees	Satisfaction rate of employees covered	75% satisfaction rate achieved in employee satisfaction questionnaire	AGCE at DMC	This was a pilot measure in 2012, and it will be adapted and defined for 2013, when the satisfaction rate will be measured
BRAND AND COMMUNICATION	Viva a nossa energia (Feel our Energy) competition	Employees are asked to participate in competitions about energy efficiency on the intranet to win free tickets for sports events, shows and for their children	Employees	Number of visits a year	50,000 visits a year	DMC	In 2012, there were 88,625 visits (26,278 unique visitors)
BRAND AND COMMUNICATION	EDP Intranet	Corporate intranet accessible to all employees, with information, highlights, interfaces with other platforms, news, competitions, etc.	Employees	Number of visits (homepage) a year and employees' satisfaction rate (%)	3.5 million page views a year (homepage), including the 12,000 employees all over the world and minimum satisfaction rate of 65%	DMC	Number of visits in 2012: 4,180,353, satisfaction rate 71.5% (for 2011)
BRAND AND COMMUNICATION	On magazine	Bimonthly publication with relevant information on the EDP Group's business and latest news	Employees and retirees	Satisfaction rate of employees covered	Minimum satisfaction rate of 65%	DMC	Satisfaction rate 71.5% (for 2011)
BRAND AND COMMUNICATION	TV On	EDP Group internal television channel in three languages and broadcast on screens at premises and on the intranet	Employees	Satisfaction rate of employees covered	Minimum satisfaction rate of 65%	DMC	Satisfaction rate 71.5% (for 2011)
BRAND AND COMMUNICATION	Rádio On	The company's in-house radio station is in a pilot phase, which should start officially with access by all employees in the first quarter of 2013	Employees	This measure can only be assessed for its performance in 2013	n.a.	DMC	n.a.
BRAND AND COMMUNICATION	Annual Employees' Meeting (global scope)	Every year there are a number of sessions of the Employees' Meetings (in Portugal there are usually three: 1 in Porto and 2 in Lisbon). The aim is to share our plan and business strategy and create a moment of alignment and socialising among employees	Employees	Satisfaction rate of employees covered (100% of employees are invited)	Minimum satisfaction rate of 75%	DMC	At the 2012 meeting, 95% of employees considered the measure to be 'Excellent', 'Very good' or 'Good'
CEBD	Direct communication channel with the CEBD (Chairman of Executive Board of Directors)	Employees can send emails directly to the EDP Group CEBD. There is a special button on the EDP intranet that refers employees to a form for this purpose	Employees	Number of contacts a year	35 contacts a year, or 0.5% of employees	Chairman of the Executive Board of Directors (CEBD)	Awaiting information
OCCUPATIONAL HEALTH AND SAFETY	Anti-smoking consultations	Consultations at occupational health centres in Lisbon, Porto and Coimbra	Employees	Number of consultations for employees every year	100 consultations	Department of Safety and Health (DSH) at EDP Valor	In 2012, employee enrolments exceeded vacancies
OCCUPATIONAL HEALTH AND SAFETY	Prevenir para viver melhor (Prevention for a better life) Campaign	Occupational medicine at EDP in partnership with Universidade Fernando Pessoa began the Prevenir para viver melhor campaign in November 2012. It includes initiatives to encourage people to lead an active life with proper diet for their health and a healthy body. The first initiative took place in Porto on 26 and 28 November and included screening and awareness on two important prevention issues in occupational health: osteoporosis and correct use of the voice	Mainly female employees aged over 50 and employees who work mostly in customer service	This was a pilot measure held for the first time in 2012. The decision on its continuity and any indicators will be made in 2013	n.a.	DSH at EDP Valor	In 2012, there were 56 nutrition consultations (44% of target). NOTE: As of 1 January 2012 consultation hours were halved and operated fortnightly in Porto and Lisbon, it makes sense to review the target for annual consultations at least in the same proportion

QUALITY AT WORK

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET AUDIENCE	INDICATORS	TARGET FOR 2012	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
OCCUPATIONAL HEALTH AND SAFETY	Nutrition consultations	Consultations at occupational health centres in Lisbon, Porto and Coimbra	Employees	Number of consultations a year	Minimum 300 consultations a year	DSH at EDP Valor	In 2012, 158 people were screened
OCCUPATIONAL HEALTH AND SAFETY	EDP Sport and Fitness Prize	This initiative takes place every 2 years and every year recognises employees who distinguished themselves the year before for healthy practices in amateur sports or fitness	Employees	Number of participants a year	Minimum of 75 participants a year	DSH at EDP Valor	In 2012, there were 600 nutrition consultations (over 100% of the target)
OCCUPATIONAL HEALTH AND SAFETY	Automatic defibrillator programme	The automatic defibrillator programme was certified in January 2012, with 20 defibrillators (13 in buildings with over 100 people, 2 at Fundação EDP, 2 at Sávida health centres and 3 at dam construction sites). Around 230 people have now been trained and certified including gatekeeping teams	Employees (in case of need)	Automatic defibrillators at all EDP facilities with more than 100 employees	Defibrillators in 13 company buildings with more than 100 employees	DSH at EDP Valor	In 2012 only the prizes for 2011 were presented as the initiative only takes place every 2 years
OCCUPATIONAL HEALTH AND SAFETY	Screening and prevention of cardiovascular risk	Continuous campaigns at occupational health centres in Lisbon and Porto	Employees aged over 40	% of employees joining the campaign every year	15% of employees	DSH at EDP Valor	Programme certified by INEM on 10 January 2012. In 2012, defibrillators were installed at the most populous facilities. 245 people including employees and gatekeeping personnel received training and certification
HUMAN RESOURCES	Leaving present	EDP gives a symbolic present to all employees leaving the company for retirement or early retirement. There are two moments: when employees leave their direct supervisor gives them a 30 euro fnac voucher and when they are retired they are sent a book with a message from the Chairman of the Executive Board of Directors	Retirees and similar	This measure is for all employees who retire or similar and there are therefore no indicators defined	n.a.	HRD-CC	Whole segment

Some of the most successful measures in quality at work are EDP's co-payment of 90% of the health insurance premium of working employees not covered by the Collective Labour Agreement and payment of their transport season ticket, participation in the "Viva a nossa energia" competition and the EDP Sport and Fitness Prize, which rewards employees for healthy practices in amateur sports or fitness. There is also a high satisfaction rate with health care and medications provided by SáVida, the Annual Employees' Meeting, the intranet, On magazine and On TV channel. This is the pillar in which EDP has the most measures aimed at balance and quality of employees' personal, family and professional lives, with 84 initiatives in 2012.

SUPPORT FOR FAMILIES

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
PRODUÇÃO	+ perto Programme	Employees and their wives who have just had babies are sent a bouquet of flowers and a card by EDP Produção	Employees of EDP Produção who are parents	n.a.	For all employees of EDP Produção who are parents	EDP Produção	Group-wide
EDP FLEX	Crèche and kindergarten costs	Monthly amount decided by employee up to the limit of his/her Flex credits, financed in the form of a voucher for employees' children aged over 7 years	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	10% of employees covered by the Flex plan	EDP Estudos e Consultoria	14.2% of employees subscribing
EDP FLEX	Dependents' education costs	A monthly amount to be decided by the employee up to the limit of his/her Flex credits in the form of a voucher for employees children aged over 7 years	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	5% of employees covered by the Flex plan	EDP Estudos e Consultoria	9.5% of employees subscribing
EDP FLEX	Electricity plan	Discount of up to 80% on the electricity bill with a maximum co-payment of 548 euros a year	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	n.a.	For all employees with an indefinite individual employment	EDP Estudos e Consultoria	Group-wide
EDP FLEX	Life insurance associated with mortgage	Employees can use their Flex credits to take out health insurance associated with their mortgage on advantageous terms	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	5% of employees covered by the Flex plan.	EDP Estudos e Consultoria	6% of employees subscribing
FUNDAÇÃO EDP	Christmas Concert at Teatro Camões for employees and their families	Employees can enrol to take their children to the theatre.	Employees	% of participants enrolled considering vacancies	80% of seats filled	Fundação EDP	In 2012, there were more enrolments than vacancies
SOCIAL MATTERS	Holiday camps for employees and retirees' children and grandchildren	Summer holiday camps at EDP facilities (Palmela, Castelo do Bode and Árvore).	Children and grandchildren of employees and retirees aged 6 to 15 (up to 30 June)	Fulfilment of camps' activity plans	95% completion of morning, afternoon and evening activities	Department of Social Affairs of DSR at EDP Valor	95% completion of morning, afternoon and evening activities
FUNDAÇÃO EDP	Promotion of Museu da Electricidade for visits by employees and their families	The exhibitions and recreational activities for children at Museu da Electricidade are widely publicised so that employees and their families can enjoy this opportunity	Employees and their families	The cultural initiatives at Museu da Electricidade are constantly promoted to employees and so no indicators are possible	n.a.	Fundação EDP	Group-wide

SUPPORT FOR FAMILIES

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
CLA - COLLECTIVE LABOUR AGREEMENT	Electricity Plan	Co-payment of electricity costs	Employees, retirees and pensioners covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	CLA	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Supplement to death and funeral subsidies	EDP supplements the death and funeral subsidy for its employees. The supplement goes to the survivors of the deceased employee, retiree or pensioner	Employees, retirees and pensioners covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	CLA	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Study subsidy for children of employees and pensioners	Subsidy for children of employees who are studying from primary school to the age of 25	Children of employees covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	CLA	Group-wide
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Casas e Pousadas EDP	EDP has accommodation where its employees can spend their holidays	All employees and pensioners	% of employees using it per year	6% of employees a year	DIS at EDP Valor	6.6%
EDP COMERCIAL	Microgeração EDP	EDP Comercial offers Group employees photovoltaic microgeneration with exclusive services, lower prices and special finance conditions	Employees	% of subscribing employees per year	1% of employees subscribing per year	EDP Comercial	0.48% of employees subscribing in 2012
CLUBE PESSOAL EDP	Renting of holiday accommodation at special prices	The club contacts holiday units all over the country to provide its members with pleasant places to spend holidays, weekends, Carnival, Easter, New Year, etc so that they have a wide choice. The aim is always to achieve the best conditions and prices	Members of Clube do Pessoal	% of club members of who use holiday accommodation per year	3% of active club members	Clube do Pessoal	3% of club members subscribing
CLUBE PESSOAL EDP	Ribeira do Tomão park in Castelo de Bode	The park is run by Clube EDP and has 13,000 m ² of fully fenced in land, 40% of which can be used for camping	Members of Clube do Pessoal	% of active club members using the park every year	2% of active club members	Clube do Pessoal	2% of club members subscribing
CLUBE PESSOAL EDP	Christmas Circus	Christmas shows (Christmas circus and others) for employees' children in different parts of the country	Members of Clube do Pessoal	% of participants per year	75% participants per year	Clube do Pessoal	90% participation rate in 2012
HUMAN RESOURCES	Flowers in the event of an employee's death	The company sends flowers in the event of the death of a working employee	Employees' families	Measure in the event of death	n.a.	HRD-CC	Group-wide
HUMAN RESOURCES	Supports for expats and their families	Expat employees are supported by the company in terms of their move, residence and travel to the country of origin and support for their families, e.g. education of children. On their return, the reintegration of employees ending their expatriation contracts is facilitated	Expat employees	Application of international work regulations to expatriated employees and consequent organisation of their individual files	All expat employees	HRD-CC	All 44 expat employees in 2012
CONCILIAR PROGRAMME	Rotas Junior - vem conhecer a EDP	Eight annual visits and excursions to EDP generation and distribution facilities in Portugal	Children of employees aged 6 to 16	Number of participants a year	250 participants	AGCE at DMC	In 2012, 107 children participated
CONCILIAR PROGRAMME	Life Choices Today	Simulation of a day in working life to convey the importance of medium- and long-term planning to achieve goals, optimise resources, time and money and create wealth for a work activity	For employees' children and grandchildren completing the 9th, 10th, 11th or 12th grade or about to start higher education	Number of participants a year	90 participants a year	AGCE at DMC	In 2012, 80 young people participated
CONCILIAR PROGRAMME	EDP grandparents	A stuffed EDP toy and a greetings card for employees who become grandparents to give to a grandchild born in the last 6 months	Employees who have become grandparents in the last 6 months and inform the company of the fact	Number of requests a year	Minimum of 50 presents a year	AGCE at DMC	88 requests in 2012
CONCILIAR PROGRAMME	Summer internships for employees' children	Two- or three-month internships between July and September for employees' children	Children of working employees or pensioners attending the 3rd year of a degree or master's course	% of employees' children doing summer internships at EDP	10% of all annual vacancies at EDP in Portugal for summer internships	AGCE at DMC	In 2012, EDP had 64 summer internships, 13 of which were for employees' children or grandchildren, 20% of the total
CONCILIAR PROGRAMME	Children's visit to workplace	Visit by children aged up to 12 to their parents' workplace, when they are given an EDP gift sponsored by the Conciliar Programme	Employees' children aged up to 12	This is an informal measure that depends on the employee's need or interest and notification of their supervisor. It is not feasible considering that in Portugal the company has more than 250 facilities all over the country	n.a.	AGCE at DMC	Group-wide for visits by employees' children to company facilities
CONCILIAR PROGRAMME	Junior Citizenship Award	Annual award for employees' children with the best school results and participation in civic activities	Employees' children finishing the 9th or 12th grade or a university degree the previous year	Number of enrolments allowed each year	75 enrolments allowed each year	AGCE at DMC	In 2012, there were 63 enrolments accepted as they met the conditions

SUPPORT FOR FAMILIES

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
CONCILIAR PROGRAMME	Junior Citizenship Award Gala	Award ceremony for employees' children winning every year among candidates for the Junior Citizenship Award	Employees' children finishing the 9th or 12th grade or a university degree the previous year	Number of young people and their families invited and participating in the annual gala	60% of participants in annual Junior Citizenship Award	AGCE at DMC	The 2012 ceremony will be held in March 2013
CONCILIAR PROGRAMME	A night at the dam	Annually during the summer holidays employees' children and grandchildren spend the night at one of EDP's dams	Children of working employees aged 10 to 16	Number of participants enrolled every year	100 participants	AGCE at DMC	In 2012, 101 young people participated
CONCILIAR PROGRAMME	A night at the museum	Annually during the summer holidays employees' children and grandchildren spend the night at Museu da Electricidade	Children of working employees aged 10 to 16	Number of participants enrolled every year	120 participants	AGCE at DMC	In 2012, 158 young people participated
CONCILIAR PROGRAMME	EDP Junior FabLab Workshops	Workshops for four age groups, where the participants can familiarise themselves with modern digital manufacturing technologies	Children and grandchildren of working aged 7 to 18	This was a pilot measure in 2012 based on 11 workshops attended by around 100 employees' children and grandchildren. It is being analysed for 2013 and therefore has no indicators or targets	n.a.	AGCE at DMC and LABELLEC	n.a.
CONCILIAR PROGRAMME	Family Coaching at EDP	Internal talks by specialists in parental coaching to assist parents and raise their awareness of better management of family life	Employees	Number of sessions and employees enrolled and attending per session	Minimum of 3 sessions a year and minimum participation of 50 employees at each	AGCE at DMC	In 2012, there were 3 sessions in Lisbon, Porto and Coimbra, attended by 113 employees
CONCILIAR PROGRAMME	Celebrating birth and adoption	500 euros transferred to a bank account opened in the employee's child's name, that can only be used when the child comes of age	Employees who have had a child in the current year (also applies to adoption)	% of employees who have had a child in the current year and requested the subsidy	Use by 80% of employees who have had a child	AGCE at DMC	72% who had a child in 2012 had used this measure by 22 February (118 of the 164 children born used the measure, an investment of 70,000 euros. As employees have one year from the birth to request this benefit, this is not the final percentage as more requests will come in the next few months
CONCILIAR PROGRAMME	Leave for pregnant employees	Leave for pregnant employees up to 15 calendar days immediately before their delivery date with no loss of pay	pregnant employees	% of pregnant employees subscribing	Use by 30% of pregnant employees (minimum		
BRAND AND COMMUNICATION	Advertising campaign with employees' children	In 2012, EDP organised an advertising campaign in which the stars were employees' children. Parents were invited on the intranet to enrol their children	Employees' children	EDP selected the children whose parents expressed an interest in participating. The final choice for the advert depended on the children's international representation and each one's profile	n.a.	DMC	n.a.

The Conciliar Programme and EDP Flex Social Plan were the initiatives that contributed most to supporting EDP employees' families in 2012. Exams of benefits in terms of balance were a higher number of pregnant employees taking leave before delivery with no pay loss and the present given to employees' grandchildren born in the last six months. EDP Flex helped pay crèche and kindergarten costs for dependents of employees not covered by the CLA. The family support pillar promoted 34 measures in 2012.

FLEXIBILITY IN TIME AND SPACE

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
EBD	Optional day off on 24 or 31 December	Employees can choose to take a day off on 24 or 31 December. If they are unable to do so, they can take 26 December or 2 January. Employees unable to take a day on these dates can take one later	Employees	n.a.	Applies to all employees, except those who work in shifts on these days, who can take a day at another time	Executive Board of Directors (EBD)	Group-wide when approved
EBD	Easter optional day off	Employees can choose to take a day off on Easter Thursday. Employees unable to take this day can take the following Monday or a later day	Employees	n.a.	Applies to all employees, except those who work in shifts on these days, who can take a day at another time	EBD	Group-wide when approved

FLEXIBILITY IN TIME AND SPACE

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
CLA - COLLECTIVE LABOUR AGREEMENT	Optional day off on Carnival Tuesday	Employees can take Carnival Tuesday off	Employees	n.a.	Applies to all employees provided that it is approved every year by the Executive Board of Directors	CLA	Group-wide
CLA - COLLECTIVE LABOUR AGREEMENT	Temporary disability	Compensation of the difference between the legal amount paid and employee's net salary. Social benefits are maintained when employees are on sick leave or parental leave	Employees with a temporary disability	Measure provided for in the CLA and therefore applicable to all EDP employees proving temporary disability	n.a.	CLA	Group-wide when necessary
CLA - COLLECTIVE LABOUR AGREEMENT	Four hours per month personal time off	Employees are allowed to be absent from work to deal with personal matters up to a limit of 4 hours a month	Employees covered by the CLA	% of employees using the measure	30% of CLA employees	CLA	24% of CLA used the measure in 2012
CLA - COLLECTIVE LABOUR AGREEMENT	Half- and part-time work	Possibility of reducing work day	Employees with family responsibilities, reduced work capacity and working students	Measure provided for in the CLA and therefore applicable to all EDP employees proving reduced work capacity or working students	n.a.	CLA	Group-wide in case of need
HUMAN RESOURCE SYSTEMS	Flexible work schedule	Flexible starting and finishing time, enabling employees to adapt it to their needs provided that they work the stipulated weekly hours and there is a compulsory attendance period	Employees, except those working in shifts or customer service	Applicable to all employees, except those working in shifts	n.a.	DSR at EDP Valor	Group-wide for segment
HUMAN RESOURCE SYSTEMS	Leaving work to handle a family emergency	Employees are allowed to leave work to handle family emergencies	Employees	There are no indicators or targets due to the fact that these are emergency situations	n.a.	DSR at EDP Valor	Group-wide in case of need
HUMAN RESOURCE SYSTEMS	Compensation for mobility	Employees who are moved to different regions due to business needs receive financial compensation for this mobility	Employees who are moved from the region where they work	Applicable in mobility situations providing for this compensation	n.a.	DSR at EDP Valor	Group-wide when applicable
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Promotion of videoconferencing	EDP has been investing in videoconferencing technology to facilitate meetings at a lower cost to the company and employees	Employees	% of meeting rooms with videoconference capability	50% of rooms with a videoconference system	DIS at EDP Valor	50.6%
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Business phone	The company uses mobile phones to speed up business contacts. Employees may or may not have a maximum limit on use of this phone in their everyday lives	Supervisors, senior managers and employees whose job makes a company mobile essential	% of employees with a company phone and maximum limit	55% of employees	DIS at EDP Valor	59.4%
HUMAN RESOURCES	Internal mobility	EDP's intranet provides direct access to the internal mobility area so that employees can apply to campaigns or show an interest in change. The company has 4 types of internal mobility: international, intra-company, inter-company and functional	Employees	% of employees involved in internal mobility (of the 4 types)	3% of employees a year	HRD-CC	4,85% (590 employees)
CONCILIAR PROGRAMME	Time management during meetings at EDP	A sticker to be placed on all meeting tables setting out the basic rules on efficient meetings in order to encourage to manage their time better before, during and after meetings	Employees and external partners attending meetings at EDP	% of meeting rooms with stickers	100% of company's meetings rooms	AGCE at DMC	The placing of stickers in the dozens of meeting rooms at EDP in Portugal began in January 2013
CONCILIAR PROGRAMME	Remote work	The possibility to work remotely via webmail, provided that the job is compatible. Days worked remotely count as normal work days	Employees whose jobs allow remote work	% of employees working remotely and number of hours of remote work	5% of employees and 5,000 hours/625 days	AGCE at DMC	In 2012, 0.2% of employees used this measure (14 people) in a total of 546.2 hours/68.3 days

The flexibility of time and space pillar, which includes 15 initiatives, covers measures in the Collective Labour Agreement, human resources, logistics, transport and general services and the Conciliar Programme. Internal intra-company, inter-company and international mobility was the most important area, with 590 employees moving. The use of a company phone is also one of the largest practices in the Company, at almost 60% in 2012.

PROFESSIONAL DEVELOPMENT

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
EDP FLEX	Employees' vocational training and education costs	Monthly amount decided by employees up to the limit of their Flex credits, when, exceptionally, the institution does not accept an education voucher (refundable)	Working employees not covered by the CLA, i.e. with an indefinite individual employment contract	% of employees subscribing	5% of employees covered by the Flex plan	EDP Estudos e Consultoria	5% of employees subscribing
CLA - COLLECTIVE LABOUR AGREEMENT	Study subsidy for working students	Subsidy for working students who pass for costs of enrolment and fees and purchase of school supplies	Children of employees covered by the CLA	Measure provided for in the CLA and therefore applicable to all EDP employees covered	n.a.	CLA	Group-wide in case of need

PROFESSIONAL DEVELOPMENT							
PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
TRAINING, RECRUITMENT AND DOCUMENTATION	EDP Libraries	EDP has a physical library (with limited access as a depository for books) and a virtual library open to all employees	Employees	Number of requests (loans and requests) a year	At least 5,000 requests a year	Department of Training, Recruitment and Documentation (TRD) at EDP Valor	In 2012, there were 10,329 requests, (10,194 digital and 135 hard copy)
TRAINING, RECRUITMENT AND DOCUMENTATION	Purchase of technical books and subscription of technical publications	Employees can request the purchase of technical books or subscription thereof for their personal and professional development	Employees	Number of requests a year	250 requests a year	TRD at EDP Valor	254 requests in 2012
TRAINING, RECRUITMENT AND DOCUMENTATION	Training Guide	All employees have access to the digital Training Guide, a catalogue for choosing technical courses and enrolling easily with no bureaucracy	Employees	n.a.	Digital guide available to all employees	TRD at EDP Valor	Group-wide
TRAINING, RECRUITMENT AND DOCUMENTATION	WikiEDP	EDP has created and manages its WikiEDP to encourage the sharing of knowledge within the organisation	Employees	Number of views a year	500,000 views a year	TRD at EDP Valor	500,000 views a year (average of last 3 months of 2012, when view reports began)
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Press and distribution of newspapers and magazines	The company's departments receive a number of newspapers and magazines every day	Employees	n.a.	Choice made by company departments based on rules defining amounts and publications	DIS at EDP Valor	n.a.
HUMAN RESOURCES	360° employee assessment	Employee assessment at EDP is 360°, including self-assessment, evaluation by a supervisor, peer assessment and evaluation by subordinates	Employees	% of supervisors assessed 360°	47% of supervisors	HRD-CC	In 2012 47% of supervisors were assessed 360°
HUMAN RESOURCES	Assessment of skills separate from performance evaluation to survey employee's development needs	Employee assessment at EDP is in two phases. There is an analysis of skills and potential (October), resulting in an individual development plan. Performance/KPIs are assessed at the start of the assessment year to check whether the goals have been achieved	Employees	All employees are assessed in this process, resulting in an individual development plan for the following year	n.a.	HRD-CC	Group-wide
HUMAN RESOURCES	Valuing Experience Programme	This programme promotes skills and sharing of knowledge and motivates employees aged over 50 years with more than 30 years of service with EDP in work areas and initiatives that they wish to develop	Employees aged over 50 years with more than 30 years of service	Number of employees participating every year	300 employees participating every year	HRD-CC	In 2012, 280 employees participated
HUMAN RESOURCES	Career framework	EDP manages its employees according to a career framework.	Employees	Career model for all employees	n.a.	HRD-CC	Group-wide
HUMAN RESOURCES	Employee training and development	EDP invests in the training and development of its employees by promoting in-house or external courses	Employees	Average amount (%) of training per employee every year	35 hours/year per employee	HRD-CC	The average in 2012 was 41.36 hours per employee
HUMAN RESOURCES	Induction and integration of new employees	EDP has a corporate process for inducting and integrating new employees. This includes mandatory procedures for the first week's work (when the following documents are handed over: code of ethics, safety policy, first-aid guide and induction manual) and there are induction sessions every four months (April, September and December), where training is given on the EDP culture and EDP speakers are invited to talk about the business. At the start of the following year, EDP gathers all employees who joined the company in Portugal the year before in a day-long programme in which they visit facilities, socialise and are received by the Chairman of the Executive Board of Directors	New employees	Satisfaction of new employees with the induction process	70 points in the satisfaction rate	HRD-CC	This result depends on a survey of these employees in April 2013, when the I&I process will be completed
HUMAN RESOURCES	Employee Merit Prizes	EDP pays tribute to its employees, individually or in teams after analysing the proposals by the business areas considering the EDP values. The prizes are usually announced at the Annual Employees' Meetings	Employees	This is a qualitative initiative and so is difficult to quantify and define indicators. We will study a way of measuring it based on perception of the preparation of the next edition, in 2014	n.a.	HRD-CC	n.a.

PROFESSIONAL DEVELOPMENT							
PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
HUMAN RESOURCES	EDP Power Trade competition	EDP's energy planning business unit has developed an energy management game that is played internally in a competition between teams of employees to promote the subject and improve skills. It is played every year and involves 5 games each with 6 teams (with an average of 4 employees each). The game is digital and all each team needs is a computer. The game is also played in another competition played by students from universities with which EDP has an agreement	Employees who enrol their teams during the period announced on the intranet. The team members can be employees from any business area	Number of participating every year	120 employees a year	HRD-CC	109 employees participated in 2012.
HUMAN RESOURCES	Global Management Challenge (GMC)	EDP participates in the Global Management Challenge, a competition that consists of a business simulation in which each team must manage a company to keep its share prices as high as possible on the stock exchange. EDP participates with teams made up of employees and university business administration students	Senior managers selected by business units	Number of employees participating every year	Minimum 27 employees	HRD-CC	29 employees participated in 2012
HUMAN RESOURCES	Moments with energy	Moments with energy is an initiative held 3 times a year in which young employees with high potential from all the countries do an assignment on a subject that is strategic to EDP. Each edition is held in Lisbon and lasts 2 days. The participants have breakfast with the Chairman of the Executive Board of Directors, when they introduce themselves and talk about their challenges in the company and the work they are doing	Employees named every four months by the boards of the different Group companies in all countries	Number of employees participating every year	36 employees participating per year	HRD-CC	33 employees participated in 2012.
HUMAN RESOURCES	Advanced training	Every year, EDP approves a budget for advanced training of employees. It consists of post-grad courses and master's and doctoral degrees so that they acquire more skills and use them in EDP's business	Employees named every year by their supervisors and later segmented by EDP area for higher education	% of senior manager receiving advanced education per year	1%	HRD-CC	1.49% (38 employees out of 2,558 in Portugal)
MANAGEMENT CORPORATE CULTURE	'Saiba Mais Sobre' (SMS) lectures	In-house lectures for employees during working hours at company facilities. The subjects are defined on the basis of their pertinence to the organisation and at the suggestion of the business areas	Employees	Number of annual lectures and participants in each session.	Minimum 12 sessions a year and 50 participants per session	AGCE at DMC	In 2012, there were 11 SMS workshops attended by 550 employees (average of 50 employees per session)
MANAGEMENT CORPORATE CULTURE	Rotas com Energia (employees excursions to businesses)	EDP organises visits to energy generation, distribution and supply facilities and to the holding company's head office for employees to get to know the business as a whole. Visits are announced on the intranet and employees enrol by email	Employees	Number of routes and employees participating every year	6 routes a year and a minimum of 45 participants per route	AGCE at DMC	In 2012, for logistics reasons there was only one route and 45 employees participated
HUMAN RESOURCES	Universidade EDP	EDP opened its 'university', which has 7 schools, two of which are for the whole Group (Escola EDP and Escola de Desenvolvimento de Directivos) and five business schools (Generation, Distribution, Renewables, Gas and Supply). Its creation shows the company's investment in the development of its people.	Employees	n.a.	Universidade EDP and its 7 schools define strategy and establish and implement the EDP training plan	Universidade EDP	Of the 5,662 employees eligible for screening, 1,528 (21.2%) were screened for cardiovascular risks (6.2% over target)

Employee training was the initiative that stood out most in the professional development pillar in 2012, with an average of over 41 hours per person. There is also access to the EDP libraries, which experienced almost twice the demand expected for the year. This pillar also includes measures in the Flex Plan, Conciliar Programme, the CLA and human resources and management of the corporate culture. Twenty-four of EDP's actions to develop its people were audited under the efr.

EQUAL OPPORTUNITIES

PROGRAMME/AREA	MEASURE	DESCRIPTION	TARGET GROUP	INDICATORS	TARGET	INTERNAL MANAGEMENT ENTITY	DEGREE OF FULFILMENT 2012
SOCIAL MATTERS	Support for disabled employees	Accompanies and supports employees with special needs. The request, when necessary, is made by Human Resources of Group companies	Employees in case of need	This support is given whenever the employee needs it and there are therefore no indicators or targets for this measure	n.a.	Department of Social Affairs at EDP Valor	Group-wide in case of need

IGUALDADE DE OPORTUNIDADES							
PROGRAMA/ÁREA	MEDIDA	DESCRIÇÃO	PÚBLICO ALVO	INDICADORES	META	ENTIDADE INTERNA GESTORA	NÍVEL DE CUMPRIMENTO 2012
LOGISTICS, TRANSPORT AND GENERAL SERVICES	Vegetarian menus at company canteens	The daily menus at EDP canteens have a vegetarian option, which is also available at large company events	Vegetarian employees	n.a.	The daily menus at EDP canteens have a vegetarian option and so there are no indicators or targets for this measure	DIS at EDP Valor	n.a.
ETHICS	Ethics Ombudsman	This is an independent internal entity who ensures compliance with the company's Code of Ethics and receives and handles employees' complaints. There is also an Ethics Committee and the Code of Ethics regulations have been approved	Employees	Employees' perception of consistency of management practices with the values and commitments in the Code of Ethics	To be defined annually after first assessment	Ethics Ombudsman	n.a.
ETHICS	Code of Ethics	EDP's Code of Ethics is published on the intranet and other online platforms and also on paper. It must be given to all new employees during induction. They sign a document saying that they undertake to comply with it. The fact that the code has information pertinent to all employees on equality in the organisation justifies its being an efr measure	Employees	n.a.	Document given to all employees on joining the company. These employees sign a document saying that they have received, read and commit to the code's content. It is also published on the intranet and so is available to all employees	Ethics Ombudsman	Group-wide.
HUMAN RESOURCES	Gender equality	At EDP, male and female employees have the same opportunities and are managed with no discrimination. Women's salaries at supervisor, senior manager and technical or administrative manager level are the same on average	Employees	% of women at EDP	0.5% of growth in percentage of women employees in the company per year	HRD-CC	0.2% growth in 2012, with an overall total of 22% of female employees
HUMAN RESOURCES	EDP in Forum of Companies for Gender Equality - a commitment to change for of the CITE	EDP is one of the Portuguese companies belonging to the Forum of Companies for Gender Equality - a commitment to change of Comissão para a Igualdade no Trabalho e no Emprego (CITE)	Stakeholders	EDP has been represented at this forum since 18 February 2013	n.a.	HRD-CC	n.a.
FUNDAÇÃO EDP	Member of JAP - Junior Achievement	Fundação EDP is on the board of JAP, a non-profit organisation that promotes entrepreneurship at Portuguese schools. This partnership is supplemented with a contribution from company volunteer employees who go to schools to teach entrepreneurship classes. A member from Fundação EDP and the head of efr at EDP are on the board	Employees	EDP on the board of Junior Achievement	n.a.	Fundação EDP	n.a.
CONCILIAR PROGRAMME	Christmas hampers for pensioners	EDP gives pensioners earning less than 400 euros a month a gift voucher at Christmas	Pensioners earning less than 400 euros a month	Investment in euros	82,500 euros a year	AGCE at DMC	Investment of 82,500 euros for 411 gift vouchers of 200 euros each and one for 300 euros to a total of 412 pensioners
CONCILIAR PROGRAMME	EDP Volunteer Programme	A pool of opportunities and volunteers for 4 hours a month to participate in volunteer work during working hours to a maximum of 44 hours a year	Employees	% of employees doing volunteering work agreed with EDP a number of working hours of volunteering a year	5% of employees participating and a minimum of 8,000 hours (1,000 days) of volunteering a year	Fundação EDP, HRD-CC and AGCE at DMC	In 2012, 14% of EDP Group employees did volunteer work (1,705 employees) and 10,500 hours were used (24,700 hours considering all corporate volunteering, representing an investment of around 280,000 euros).
CONCILIAR PROGRAMME	Anti-mobbing agreement	EDP is against any kind of moral, psychological, physical or sexual harassment and reflects this in its anti-mobbing agreement	Employees	Agreement ratifying EDP's attitude to harassment published on the intranet in January 2013 for all employees	n.a.	AGCE at DMC	Group-wide
INNOVATION	Click Ideia	An EDP initiative to attract ideas from employees on a special online platform open to all employees. Ideas can be in the field of business, systems, technology, logistics, processes, people management or other areas in the company	Employees	Number of ideas received a year	No target set for 2012	EDP Inovação	In 2012, employees submitted 259 ideas

Finally the equal opportunities pillar involves countless measures aimed at zero discrimination, including support for employees with special needs. The focus is also on ethical practices, entrepreneurship and attraction of innovative ideas. There is also the volunteer programme, which involves 14% of employees. EDP currently has 11 measures in place to foster equal opportunities and plans to introduce a number of new actions in 2013 and 2014.

XII.5. AREP – ASSOCIAÇÃO DE REFORMADOS (PORTUGAL)

Its main goals are to provide social and cultural support to retirees, pensioners, working employees and their spouses in the areas of social security, health, housing and culture.

Its activities are funded by EDP and REN in an annual subsidy enabling the association to undertake some of its activities.

XII.6. CLUBE DO PESSOAL DA EDP (PORTUGAL)

The main goals of Clube de Pessoal da EDP are fostering cultural, social, recreational and sports activities for EDP Group and REN employees and has 15,595 members.

In addition to its periodic newsletter, the club offers its members a library, video library and gym.

XII.7. EDP'S PROPOSAL OF VALUE

EDP is a group of global dimensions. In Europe, it is among the main operators in the energy sector and one of the largest in the Iberian Peninsula. It is also the largest industrial group in Portugal.

It stands out for its diversity and respect for the different cultures in the market in which it operates and capitalises on differences to generate wealth. People are its main asset and, as such, their safety and wellbeing are undeniable priorities, along with training and development, including challenging opportunities in an international context.

EDP's good practices in terms of transparency, sustainability and excellence in economic, environmental and social management are recognised by the strictest indexes in the world (Dow Jones – World and STOXX).

All this gives its employees a sense of belonging, which drives their commitment and involvement in the pursuit of the Company's goals.

The future of the EDP Group involves a milestone based on three pillars: human, innovative and sustainable. We are a Company that works for people and their communities with a responsible attitude to the environment and a strong commitment to innovation.

XIII. EMPLOYEE SATISFACTION

EDP gives satisfaction questionnaires to listen to everyone and determine areas of improvement, which are regarded as challenges so that strategy and people are aligned.

In an understanding of the importance of managing employees' satisfaction during their professional development, periodic climate surveys are used to develop action plans to ensure ongoing improvements in the future. These surveys record opinions and motivations in order to suggest ways of keeping "psychological contracts" active.

As of 2009, the satisfaction questionnaire has been given every two years. The Company considers that only at this interval is it possible to actually use the results obtained and make a better assessment of action plans implemented. Considering the need to collect information, process the data, analyse results, define and execute action and improvement plans, it would be difficult to interpret improvements annually.

The last survey was in 2011 in all countries and covered all employees. The questionnaires were answered online and, in Portugal and Brazil, also on paper, as not all employees have computers as individual work tools. The overall results in terms of participation (87.9%, in 2009 it was 78%) and overall satisfaction (81 points, as in 2009) show that our employees are motivated and like working for EDP. The overall satisfaction rate is a simple average of answers in the following macro-indicators: satisfaction with the company, satisfaction with department or work unit, motivation, comparison with other companies, loyalty and recommendation.

The indicator with the highest points was recommendation at a record 89 (1 more than in the previous survey). It was followed by loyalty and comparison with other companies, both with 80 points (the former one point up on the last survey and the latter unchanged). Satisfaction with work unit got 73 points (3 up on 2009), while motivation remained at 60.

In terms of satisfaction with the company, the most valued aspects were, in order of importance: job stability (17.5%, also the most important in 2009); work environment (16.4%); career prospects (7.8%); professional development opportunities (6.7%); professional fulfilment (6.5%); compensation for work (5.2%); recognition of work done (5%); work-life balance (3.6%); good use of abilities and work (3.5%) and organisation and efficiency of processes, procedures and work routines (3%).

In the analysis and interpretation of the results, it is important to remember that the largest percentage of Group employees is in Portugal, which has a considerable influence on them. That year Portugal achieved the best-ever results in employees' satisfaction rate. All comparable indicators rose against previous years. The participation rate was 92.5% (8 percentage points more than in 2009) and the overall satisfaction rate was 84 points (81 in 2009).

Employees perceive EDP as a Group that is trustworthy and innovative, promotes energy efficiency and is concerned about the environment. These results reflect improvements made in the management of human potential and the way in which each employee experiences the Company.

EDP has been monitoring employee satisfaction since 2006 and the next survey is in 2013.

XIV. VOLUNTARY CONTRIBUTIONS TO THE COMMUNITY

The relationship with society and its different members is of growing importance due to the recognised interdependence between them. The Group's communication strategy with the community uses several expressions and approaches and is predominantly in the hands of its foundations:

- Fundação EDP in Portugal
- Fundación Hidrocarbónico in Spain
- Instituto EDP in Brazil

More detailed information on our different partnerships in the area of the environment, citizenship and culture is available in the companies' reports on www.edp.pt/en > [sustentabilidade](#).

It is important to be aware of EDP's contributions to volunteer projects to support the community, but is even more important to understand the results and impacts of initiatives, to know their actual contribution to changing behaviour, improving social wellbeing and achieving a social return on the investment.

This change in focused target was why EDP joined the LBG (London Benchmarking Group) in 2007. It has a model with different levels of complexity and requirements, which is applied to projects predominantly undertaken by foundations. This standard method measures and assesses voluntary contributions, and reports on EDP's voluntary investment.

At the same time, EDP used the SROI (Social Return on Investment) technique to measure the social impact on some of the foundation's partner organisations. In 2012, the method was used on seven winning projects in the Programa EDP Solidária Nacional e Barragens.

The table below shows the different voluntary initiatives using the LBG method.

CONTRIBUTIONS ^(A) TO THE COMMUNITY ^(B)		UNIT	2012	2011	2010
Category	Non-strategic investment	€	2,775,159	1,677,376	2.263.399
	Estrategic Investment	€	12,036,133	14,220,185	13.942.765
	Comercial Initiative	€	3,338,156	4,493,958	3.456.009
	N/A	€		5,720	
Nature	Education	€	3,299,820	3,335,096	3.104.213
	Health	€	1,245,351	723,878	465.709
	Economic development	€	1,250,488	2,909,176	895.514
	Environment	€	696,939	1,877,078	2.435.853
	Art and culture	€	5,964,980	5,526,203	5.288.359
	Social wellbeing	€	4,250,715	1,602,737	1.806.032
	Emergency responses	€	31,072	65,300	215.054
	Others	€	1,410,083	4,357,773	5.451.440
Monetary contributions	Value	€	18,149,448	18,889,685	18.152.182
Volunteer staff	Volunteer employees in working hours (no.)	€	1,680	984	379
	Volunteer work in working hours (hours)	€	13,594	7,423	10.886
	Value of volunteer time	€	272,220	177,239	442.172
Contributions in kind	Value	€	23,559	1,330,315	1.067.820
Management costs		€	2,652,758	306,851	121.064
Total contributions (including management costs)		€	21,097,986	20,704,090	19,783,237

(A) 2012 figures not yet validated by Corporate Citizenship
(B) Excluding management costs

The total value of EDP Group contributions in 2012 was around 21 million euros. Around 86% of EDP's contributions are monetary, equivalent to 18 million euros. This total has been increasing in the last three years. To find out more about the institutions and projects assisted by the EDP Group in different countries in 2012, go to www.edp.pt/en > [sustentabilidade](#) > [sociedade](#) > [outros apoios](#).

There were many social investment initiatives in 2012 aimed at social innovation, access to energy and education, promotion of culture, sports and the environment and entrepreneurship. The following were the most important:

INVESTMENT AREA	NATURE	PROJECTS	RESULTS
SOCIAL INNOVATION	Fighting social exclusion	Cozinha com Alma - Charity Takeaway, Associação Cozinha Solidária Refeições com Alma (PT), funding of €10,000 to fight hunger. Social profit is invested in a social stock exchange that helps families with serious monetary problems selected by the Cascais Parish Social Committee. The price paid per meal by social stock exchange beneficiaries varies on the basis of each family's financial circumstances	It began in February with 20 daily meals for social stock exchanges at an average cost of €1. Since October 54 daily meals have been provided
	EDP Solidária	Cheese/smoked meat production, Fundação ADFP (PT) funding of €75,000 for production and vocational integration of people with disabilities using the local resources from the biological park	The aim is to assist 12 people with special needs. The project began in late 2012 and the results will be calculated in 2013
ENERGY, SEINCE AND EDUCATION	Education	Projecto Lá vem História (BR) funding of €31,100 to Instituto Crescer para a Cidadania to improve students' writing performance through training and capacity-building for teachers	Three municipalities (Aparecida, Roseira and Ferraz de Vasconcelos), 54 teachers and 1,310 students received assistance. A story book written by the students was produced and there was an improvement in performance rates
		Universidade de Oviedo "Becas" (ES) funding of €719,100 for study grants	150 university students received study grants
		Viva nuestra Energía (ES) school programme funding of €227,700 for sustainability training by developing teaching materials on the origin of energy, advice about energy efficiency and recommendations for safe use of energy	146 schools in the Basque Country and Murcia Region and 20,500 children were involved
	Energy for development	Energias Sin Fronteras (ES) promoted by Fundación Sin Fronteras to replace diesel generators with solar power, with environmental and economic gains, thanks to fuel savings. In 2012 EDP provided funding of €7,100	More than 200 photovoltaic panels were installed in the village of Nyumbani, Africa. It houses 1,000 orphan children and 100 adults, their grandparents. They have 100 houses, a primary school a secondary school, carpentry workshops, metalwork shops and textile plants. There are also around 30 social buildings
Environment	Projecto Águia Pesqueira (PT) to the amount of €123,100 to bring 10 ospreys to Portugal to restore reproduction of species	10 ospreys (5 from Sweden and 5 from Finland) were released into the wild near Alqueva	
VOLUNTEERING	EDP Volunteer Programme	To foster citizenship among employees, there were two large-scale campaigns, among others: Parte de nós Florestas and Parte de nós Natal Parte de Nós Florestas (PT): volunteers removed invasive plants from 6 forests in classified nature protection areas and 2 areas neighbouring EDP facilities. The programme extended to all the countries in which the Group operates with environmental protection initiatives. www.partedenos.com Parte de Nós Natal: volunteers humanised Christmas for institutionalised children and elderly people with planned group activities	Employees and their families and friends did 24,969 hours of volunteer work. Action in forests and the 2012 Christmas campaign 2012 brought together employees, friends, families and employees of business partners to a total of 1,867 people to a value of €264,600
OTHER PROJECTS	Sports	Bat Basque Team (ES)- funding of €150,000 for the project in partnership with the Basque government and EITB to support, promote and train Olympic and Paralympics athletes	London Olympics 2012, in which 26 Olympic and 5 Paralympics athletes participated Results: 3 Olympic bronze medals 1 Paralympics silver and 1 bronze medal

XIV.1. VOLUNTEERING

In line with the EDP Group's strategic goals, in which sustainability is one of the central pillars, in 2012 Fundação EDP and the Department of Human Resources at the Corporate Centre strengthened the EDP Volunteer Programme (EDP VP) in Portugal, Brazil, Naturgás Energia and HC Energia and introduced it at EDP Renováveis. The EDP VP is currently in operation in all the countries in which the Company is present.

It was introduced in 2011 and its aim is to foster volunteering by placing EDP's human capital at the service of the third sector. It is based on partnerships with social organisations, currently 24 in Portugal and tries to meet their needs. This response is given in four hours a month in working hours (on average) that EDP grants each employee, who can reach up to eight hours a month.

With the goals of transparency, openness to society and greater access, the EDP VP has a website providing information on volunteering at EDP. Its address is www.volunteering.edp.pt. Social organisations and interested EDP employees can register on the site and be part of the EDP VP.

The EDP Volunteer Programme has organised a number of campaigns common to all the countries, such as Parte de Nós – Ambiente, which got around 2,500 volunteers worldwide doing environmental work on 29 September 2012. In addition to EDP employees, the campaign also involved families, friends, business partners, local agents and social organisations together for an environmental cause.

In late 2012, Parte de Nós – Natal involved 1,107 volunteers worldwide, almost all EDP employees, in 94 measures to assist and humanise Christmas for around 6,600 institutionalised children and elderly people.

In Portugal, 1,144 EDP volunteers plus 1,131 non-EDP volunteers undertook almost 100 actions in favour of around 80 institutions, in more than 18,000 hours of volunteer work in 2012.

During the year, the long-term partnerships between some EDP companies and third sector organisations continued, with special focus on the Tango initiative between the Ribatejo Thermoelectric Power Station and the Abrigada schools, under which Lean tools are being implemented at the schools, with the involvement of teachers, students, parents and the school board. The joint work by EDP Gás and GAS PORTO took volunteers to work with elderly people at Lar das Fontainhas in Porto and they will now be working with children in the Cerco neighbourhood, also in Porto.

After the launch of the volunteering portal, the number of EDP volunteers registered online passed the 1,000 mark in 2012 and 1,705 of them participated worldwide (27% up on 2011), plus non-EDP 2,131 volunteers. This huge mobilisation generated 24,700 hours of service (around 10,500 in working hours, an EDP investment of 280,000 euros in hours in the service of society).

XIV.1.1. ENERGY FOR DEVELOPMENT

In 2012, Fundação EDP continued its commitment to A2E – Access to Energy. Energy and development are indissociable. Of all the forms of exclusion, electricity is one of the most significant. Around 1.5 billion people all over the world still do not have access to electricity and around 3 billion lives depend on fossil fuels as their primary energy source.

Access to energy is therefore vital to social development, economic prosperity and environmental sustainability, all United Nations Millennium Development Goals.

Thanks to its openness to the world, the EDP Group, through Fundação EDP, is committed to A2E in regions in developing countries with electricity, thereby helping to break the cycle of poverty.

After the Kakuma Project experience (UNHCR partnership) in 2009/2010, in 2012 Fundação EDP continued to invest in this area, called Energy for Development, which implements programmes for access to energy in developing countries.

Fundação EDP began in 2012 and will complete in 2013 a project in Angola, Aldeia Solar de Cabiri, an investment of 2,100,000 euros in sustainable energy solutions as part of an innovative Angolan government programme aimed at building a number of villages there.

Positioned as an implementer of sustainable energy solutions for the BoP (Bottom of the Pyramid) market, F EDP made several international trips in 2012 to set up institutional relations that identified and developed opportunities for promoting access to energy in countries such as Angola, Brazil, Mozambique, East Timor, São Tomé e Príncipe and Venezuela.

Find out more on www.fundacaoedp.pt

XV. GRI TABLE

EDP GRI TABLE		
PROFILE	LOCATION SOCIAL REPORT AND EDP WEBSITE	GLOBAL COMPACT
1. STRATEGY		
1.1	Editorial and www.edp.pt/en > Sustentabilidade > Publicações	
1.2	Responsibility for social performance reporting	
2. ORGANISATION		
2.1	www.edp.pt/en > Sustentabilidade > Publicações	
2.2	www.edp.pt/en > Sustentabilidade > Publicações	
2.3	Organisational Structure	
2.4	www.edp.pt/en > Sustentabilidade > Publicações	
2.5	www.edp.pt/en > Sustentabilidade > Publicações	
2.6	www.edp.pt/en > Sustentabilidade > Publicações	
2.7	www.edp.pt/en > Sustentabilidade > Publicações	
2.8	www.edp.pt/en > Sustentabilidade > Publicações	
2.9	www.edp.pt/en > Sustentabilidade > Publicações and Responsibility for social performance reporting	
2.10	Important social events 2012 and www.edp.pt/en > Sustentabilidade > Publicações	
EU1	www.edp.pt/en > Sustentabilidade > Publicações	
EU2	www.edp.pt/en > Sustentabilidade > Publicações	
EU3	www.edp.pt/en > Sustentabilidade > Publicações	
EU4	www.edp.pt/en > Sustentabilidade > Publicações	
EU5	www.edp.pt/en > Sustentabilidade > Publicações	
3. REPORT PARAMETERS		
3.1 - 3.11	Responsibility for social performance reporting	
3.12	GRI Table	
4. GOVERNANCE AND COMMITMENTS		
4.1 - 4.11	Human resource governance model and table of priorities 2013-2015	
MANAGEMENT		
EMPLOYMENT		6
EU14	Training, development and performance evaluation	
EU15	Labour relations management	
EU16	Occupational health and safety	
Employment	Employment and mobility	
Work/labour relations	Management of labour and work relations	
Occupational health and safety	Occupational health and safety	
Training and education	Training, development and performance evaluation	
Diversity and equal opportunities	Diversity and equal opportunities	
Equal pay by gender	Remuneration and benefits	
HUMAN RIGHTS		1
Investment and procurement practices	Human rights management	1
Non-discrimination	Human rights management and EDP Code of Ethics, point 3.0	1; 6
Freedom of association and trade unionism	Human rights management and EDP Code of Ethics, point 3.0	1; 3
Child labour	Human rights management and EDP Code of Ethics, point 3.0	5
Slave or forced labour	Human rights management and EDP Code of Ethics, point 3.0	4
Safety practices	Human rights management	2
Rights of indigenous communities	Human rights management	1; 2
Assessment	Human rights management	
Remediation	Human rights management	
SOCIETY		
Corruption	Management of anti-corruption and anti-competition practices and EDP Code of Ethics, point 4.1	
Unfair competition	Management of anti-corruption and anti-competition practices and EDP Code of Ethics, point 4.1	6
Compliance	Management of anti-corruption and anti-competition practices and EDP Code of Ethics, point 3.1.1	
PERFORMANCE		
ECONOMIC PERFORMANCE		
EC1	Social and community performance indicators	
SOCIAL: LABOUR PRACTICES		
EMPLOYMENT		
LA1	Employment and mobility	
LA2	Employment and mobility	
EU17	Responsibility for social performance reporting	
EU18	Training, development and performance evaluation and www.edp.pt/en > Sustentabilidade > Publicações	
LA3	n/av	
LA15	Remuneration and benefits	
WORK/LABOUR RELATIONS		
LA4	Labour relations	
LA5	Labour relations	
OCCUPATIONAL HEALTH AND SAFETY		
LA6	www.edp.pt/en > Sustentabilidade > Publicações	
LA7	Social performance Indicators	
LA8	Remuneration and benefits and www.edp.pt/en > recursos humanos > medidas EFR	
LA9	www.edp.pt/en > Sustentabilidade > Publicações	
TRAINING AND EDUCATION		
LA10	Social performance Indicators, training, development and performance evaluation and www.edp.pt/en > Sustentabilidade > Publicações	
LA11	Remuneration and benefits and www.edp.pt/en > recursos humanos > medidas EFR	
LA12	Training, development and performance evaluation	
DIVERSITY AND EQUAL OPPORTUNITIES		
LA13	Diversity and equal opportunities	

EDP GRI TABLE		
PROFILE	LOCATION SOCIAL REPORT AND EDP WEBSITE	GLOBAL COMPACT
EQUAL PAY BY GENDER		
LA14	Remuneration and benefits and www.edp.pt/en > recursos humanos > medidas EFR	
SOCIAL: HUMAN RIGHTS		
INVESTMENT AND PROCUREMENT PRACTICES		
HR1	100%, indicated in the EDP Group's general procurement conditions on www.edp.pt/en > fornecedores	
HR2	Human rights management	
HR3	Training, development and performance evaluation	
NON-DISCRIMINATION		
HR4	Human rights management	
FREEDOM OF ASSOCIATION AND COLLECTIVE AGREEMENTS		
HR5	0%; Human rights management	
CHILD LABOUR		
HR6	0%; Human rights management	
FORCED LABOUR		
HR7	0%; Human rights management	
SAFETY PRACTICES		
HR8	Human rights management	

XVI. RESPONSIBILITY FOR REPORTING ON SOCIAL PERFORMANCE

REPORT CONTENTS

This report contains social performance information from 1 January to 31 December 2012 and the main events of the year.

In addition to this annual report, EDP:

- Publishes its 2012 Annual Report and Accounts
- Informs the market of its quarterly results
- Publishes its most relevant sustainability indicators online (www.edp.pt/en)
- Publishes the annual reports of HC, EDP no Brasil and EDP Renováveis, which can supplement the information on their social performance
- Publishes an annual report on the activities of Fundação EDP, for further information on EDP's involvement with the community

For detailed information go to:

- www.edp.pt/en > Sobre a EDP > Recursos Humanos
- www.edp.pt/en > Sustentabilidade
- www.edp.pt/en > Investidores > Publicações
- www.edp.pt/en > Sustentabilidade > Publicações
- www.edp.pt/en > Sustentabilidade > Abordagem à Sustentabilidade > Índice de Sustentabilidade

CORPORATE CONSOLIDATION CRITERIA

The criteria for the consolidation of the social information reported are described in Note 52 to the financial statements in the 2012 Annual Report and Accounts, (which indicates the subsidiaries and associated companies included in the consolidation perimeter). The consolidation of the operational information on the new Pecém thermoelectric power station was not considered. This exception is deemed immaterial, as it does not significantly affect the performance of the sustainability information.

GLOSSARY

There is an online glossary to improve the report's transparency. It includes definitions of quantitative indicators and methods used in the document:

www.edp.pt/en/Pages/Glossario.aspx.

EDITORIAL RESPONSIBILITY

EDP Energias de Portugal SA:

- Department of Sustainability
- Department of Human Resources
- Department of Brand and Communication

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