



Plan for Gender Equality^{2025_2026}

Table of contents

- 1. About us**
 - Our purpose
 - The mission behind our plan
 - Our commitments
- 2. Our people**
 - Diagnosis
 - Numbers and goals
- 3. From words to results**
 - What we are doing
- 4. The plan 2025/2026**
 - Diagnosis Action Plan
- 5. Conclusion**

About us





We Choose Earth

Leading the energy transition to create superior value

At EDPR, we are leading the essential energy transition across the world with a clear and unwavering mission: to drive a better tomorrow. At the heart of our strategy lies our global investment to accelerate renewables and strengthen our electricity networks, while supporting our employees, clients, communities, shareholders, and partners in building a climate-positive future.

Our business is well-positioned to deliver on these ambitions, empowering our people to innovate and champion ESG excellence across our global operations.

I firmly believe that an inclusive workplace – one that embraces diversity of thought, background, and talent – is fundamental to our capacity to adapt, grow, and lead. It is only by working together, with respect and fairness, that we will continue to break boundaries, unlock new solutions, and lead the transition to a greener and more sustainable future for all, leaving no one behind.

Miguel Stilwell d'Andrade

Chair of the Executive Board of Directors (CEO)

The mission behind our plan

An inclusive and connected organization powering a just energy transition

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

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

In 2020, we redefined our Diversity & Inclusion (D&I) strategic agenda through the *DEI Roadmap to an Inclusive Workplace*, identifying key indicators, challenges, and targets, particularly in the areas of gender equality, inclusion of people with disabilities, intergenerational collaboration, and cultural diversity. This roadmap provided a clear, action-oriented path forward, with commitments extended to 2025.

To ensure consistency across all our geographies, we launched the Global DEIB Policy in 2022. This policy defines shared principles, roles, and responsibilities to embed inclusion into our culture and to make the well-being and respect of every person an organizational priority.

The year 2024 marked a significant turning point for EDPR, with the implementation of a matrix organizational model that transformed how we collaborate globally. This shift brought us closer together and laid the foundation for a more agile, connected, and collaborative company. While this transformation reshaped our structure, we continued to strengthen our DEIB commitment, ensuring that this new way of working remained people-focused.

In 2025 and 2026, we will have further deepened our efforts to ensure equal opportunities for all. Our focus has grown even more intentional around three key priorities:

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

We actively promote a workplace where diversity of thought, experience, and identity is not only accepted but celebrated. We believe these dimensions of diversity are fundamental to innovation, adaptability, and sustaining our leadership in the energy transition.

Today, EDPR is more global and interconnected than ever. And as we continue to grow and transform, we do so with the conviction that diversity is our greatest source of strength - and that answering Earth's call means building a future where no one is left behind.

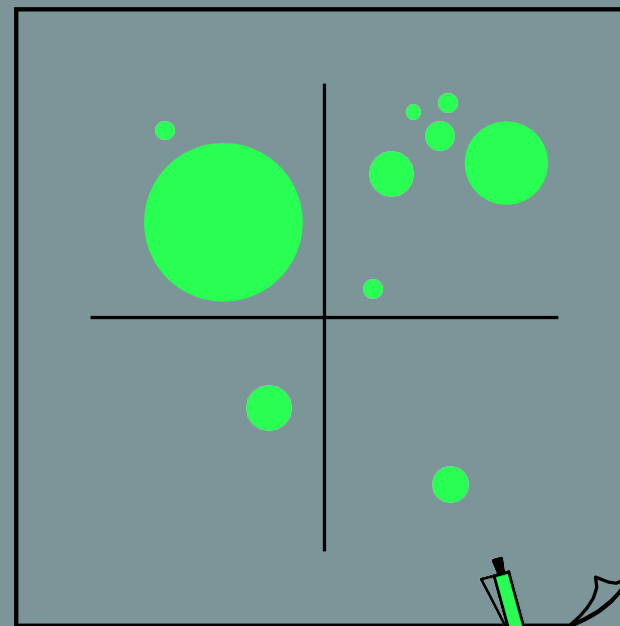
Our commitments

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

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

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

Our commitmentstogenderequalityfor2026



Our people

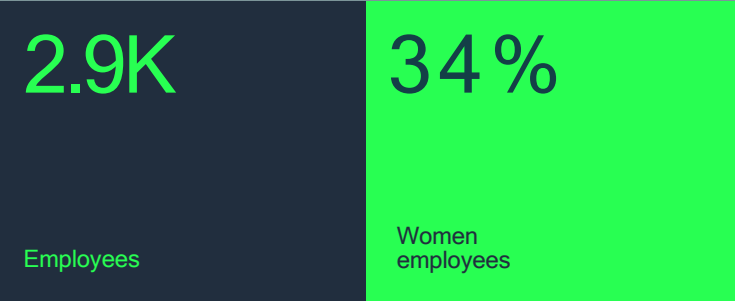
2



Diagnosis

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

Today, we are present in 27 markets, with over 2,900 employees representing 58 different nationalities. As a truly global organization, it is essential to understand gender diversity within EDPR in the context of our diverse workforce, the different geographies where we operate, and the socio-economic environments that shape our people’s experiences. Equally important is benchmarking our gender representation against our peers in the sector to ensure we continue to grow with fairness and inclusion at the core of our business.



Numbers and goals

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

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

From words to results

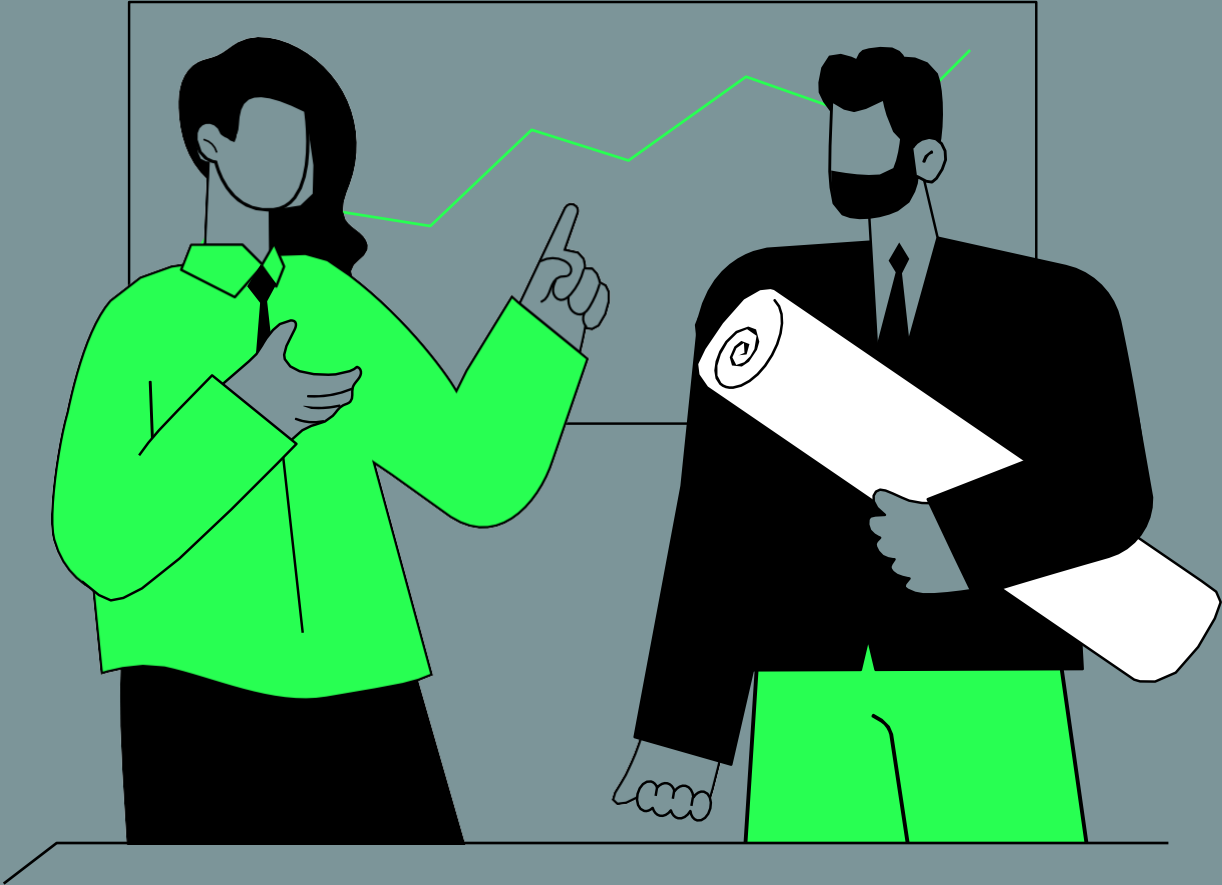
3



What we are doing

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

01	02	03
Strategy, Leadership, and Governance	Inclusive culture and a Safe work environment	Employee journey
04	05	
Well-being and Work-life balance	Monitoring, Accountability, and Community engagement	



01 Strategy, Leadership, and Governance

→ DEIB Strategy & Action Plan – Roadmap to an Inclusive Workplace

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

→ DEIB Council

The DEIB Council is a strategic governance body responsible for driving the implementation, alignment, and continuous improvement of EDPR's DEIB initiatives throughout the organization. It provides a forum for reflection, dialogue, and decision-making, ensuring that DEIB principles are deeply embedded in our culture, policies, and daily practices. The Council typically meets twice a year.

→ Global Policies

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

→ DEIB Policy

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

→ Code of Ethics

- It is a reference document that sets out how we work at EDPR and how we want to be recognized by our stakeholders: employees, shareholders, customers, suppliers, and the community. To this end, our Sustainable

Development Principles and our Human and Labor Rights Policy translate the application of the Universal Declaration of Human Rights, the International Labor Organization Conventions, the United Nations Global Compact, and the UN Guiding Principles on Business and Human Rights (the Ruggie Framework).

→ Code of Good Conduct

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

→ Global People & Organization Policies

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

→ Gender Equality Plans

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

02 Inclusive culture and Safe work environment

→ Speak Up Channels

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

→ Ethics training

We offer a range of training initiatives designed to raise awareness about ethics, covering its fundamental principles and its significance for companies and their reputation. These initiatives address key topics such as adherence to our code of conduct, fostering open communication, and preventing harassment. Additionally, engaging awareness materials, including illustrated content on ethics and compliance, support the learning experience and reinforce our commitment to doing what's right.

→ Unconscious bias training

This essential training explores how we cognitively process information, build stereotypes, and develop preconceived ideas that can lead to prejudice and discrimination. Using real workplace examples, it helps participants deconstruct these biases in practical ways. It is available as e-learning on the Online Campus for all EDPR employees and is particularly emphasized for team leaders through the Lead Now program – an internal initiative for developing new leaders within the organization.

→ Global observances

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

→ Affinity groups and employee resource groups

Affinity groups are spaces for sharing and developing interpersonal relationships, as well as exchanging work ideas among EDPR employees, to foster discussion and new initiatives across various dimensions of DEIB, such as Gender Equality, Inclusion of People with Disabilities, Generations, LGBTQIA+, among others. These groups take on different names in different geographies, such as *Pride on the Move* in Portugal or *SynERGY Groups* in North America.

03 Employee journey

→ Targeted employer branding and inclusive recruitment

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

→ Supporting women's growth

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

“

Women Rising has been a transformative experience for my career and personal development. Its inspiring community and focused design equipped me with practical tools and deep self-awareness, giving me the confidence to lead with purpose and resilience.

Carmen Hevia

Women Rising participant
EDPR Spain
Spain

03 Employee journey

→ Succession planning

Succession planning at EDPR is a strategic process designed to identify and develop internal talent to ensure leadership continuity and organizational resilience. By proactively preparing high-potential employees for key roles, we aim to foster career growth, retain critical skills, and support the company's long-term success. This process integrates diversity and inclusion principles to build a leadership pipeline that reflects EDPR's commitment to equal opportunities and varied perspectives.

→ Equal pay and inclusive benefits

Equal pay is an ongoing project at EDPR that seeks to consolidate all legal and regulatory aspects, international standards and practices, and internal initiatives to ensure wage transparency and fairness. This comprehensive approach involves actions across the short, medium, and long term to uphold these standards and mitigate any potential pay inequalities. In 2022/2023, the Global Compensation Framework was implemented to establish a unified remuneration strategy within the EDPR Group, aligning local practices with a global policy that promotes transparency, equity, and meritocracy. This framework clarifies remuneration concepts, organizational segments, and their relationship with the functional family's matrix and career paths, making it a cornerstone for sustaining pay equity. In addition, EDPR promotes inclusive benefits that support diversity and equality, addressing the varied needs of our workforce. These benefits aim to foster work-life balance, health and well-being, and equal opportunities for all employees, further strengthening an inclusive and supportive workplace culture.

“

Over the past few years, EDPR has been working to build and communicate policies that value merit and recognize its people globally and transparently. A culture based on principles of equity reinforces a sense of belonging and trust across the organization.

José Miguel Vaz

Compensation & Benefits, WB and Labor Executive Director
People & Organization

04 Well-being and Work-life balance

→ New ways of working

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

→ Global Well-being week

A global initiative across EDPR aimed at developing self-knowledge and raising awareness about the importance of promoting a culture of well-being, aligned with the five dimensions of our well-being strategy: emotional, physical, social, professional, and financial.

→ Mind Your Mind campaign

Taking as reference the World Mental Health Day, during that month, over the years, EDPR has promoted a set of initiatives that place mental health as a priority for all people. In line with the EDPR Group's global well-being strategy, this initiative focuses on mental health and emphasizes the importance of approaching the topic transparently, encouraging preventive behaviors through various global and local actions aimed at promoting a healthier work environment and ensuring support services worldwide.

→ Temporal and spatial flexibility

EDPR grants two additional days of holidays compared to what is provided for by law in Portugal, granting the day of the employee's birthday, and a day off on days associated with Carnival, Christmas, and Easter, in Portugal. Launch of the "Flex Friday" flexibility measure, allowing employees with flexible hours to manage their Friday afternoon autonomously, once the working hours and weekly objectives have been met (globalization of a measure that already exists in Spain and the United States).

→ Celebrating birth and adoption

Each birth or adoption of a child by an active employee is celebrated with a gift for the new parent.

→ New parents kit

A guide to support employees before, during, and after the birth or adoption of a child, providing essential legal information and details about the benefits the company offers during this new stage of life.

→ 1st day of school

A day off for employees with children or grandchildren up to 12 years old, to accompany them on the first day of school each academic year.

05 Monitoring, Accountability and Community engagement

→ EDPR Y.E.S. You Empower Society

EDPR Y.E.S. is a global program that brings together more than 300 social responsibility projects, which are being developed around the world, around a common goal: implementing initiatives to decarbonize production and consumption, promoting human rights and social inclusion.

→ Partnerships

We have established various global and local partnerships that support us in driving inclusion and advancing gender equality within our organization. These partnerships help reinforce our commitment to creating an ethical, respectful, and inclusive environment throughout every stage of our people's journey. Some examples include collaborations with international organizations, local NGOs.



The plan 2025/2026

4



Gender Equality Plan 2025/2026

Actionplan

The current Gender Equality Plan ('the Plan') brings together a set of actions designed by EDPR at both global and local levels across the markets where we operate, fully aligned with the DEIB principles and commitments we stand by. Its success relies on the active contribution of everyone, through concrete actions such as:

- **Including and respecting everyone's diversity**, understanding that each person has their own unique experience and learning journey
- **Reflecting and acting on yourself**, recognizing one's own unconscious biases, and understanding how they can affect our ability to be more inclusive and collaborative, thereby contributing to building a place that values and protects individuality
- **Acting proactively as an ally**, motivating oneself and others, and implementing concrete actions in daily life that contribute to an organization's free from discrimination and/or microaggressions.

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

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

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

Gender Equality Plan 2025/2026

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

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



Next, a set of measures for promoting gender equality at EDPR will be presented, regarding their implementation status, which will be in effect or come into effect, as applicable, between 2025 and 2026.

	Measure	Objective	Resources and involved teams	Budget	Goal	Indicators	Region	Comments
I.	Redefine the DEIB strategy based on external trends and the new Business Plan.	Align DEIB priorities with business strategy and market trends to ensure relevance, impact and sustainability.	People & Organizational, EDPR; Other internal stakeholders.	To be defined according to project needs.	To be defined according to the new Business Plan and P&O strategy.	To be defined according to the new Business Plan and P&O strategy.	Global	Information on the DEIB targets at: https://www.EDP.com
II.	Redefine the Diversity, Equity, Inclusion & Belonging Policy (DEIB) to reflect external trends, the new Business Plan and the recent organizational transformation.	Ensure that the Policy remains relevant and strongly aligned with the company's strategic direction and transformation, actively involving all employees in its adoption.	People & Organizational, EDPR; Other internal stakeholders.	N/A	Implementation of awareness-raising and training sessions on the DEIB Policy (>2 year); Development of content on the DEIB Policy (>2 year).	Number of awareness-raising sessions held; Number of DEIB Policy communications in our media; Number of interactions in the Gender Equality Plan communications.	Global	Information on the DEIB Policy at: https://www.EDP.com
III.	Appointment of a dedicated Board-Level DEIB Champion to actively sponsor, oversee and communicate the DEIB strategy across the entire organization.	Ensure top-level governance, accountability and visibility for DEIB commitments, reinforcing the strategic importance of equity and inclusion as integral parts of the business plan.	Executive Board of Directors; People & Organizational, EDPR.	N/A	To be defined in alignment with the sponsor.	To be defined in alignment with the sponsor.	Global	N/A

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
iv.	Creation and maintenance of a biannual internal consultative body as a space to create greater internal involvement in DEIP issues, giving visibility to the company's best practices and defining guidelines for future action [DEIB Council].	Ensuring the implementation of the Equality Plan and other internal tools, their monitoring, follow-up and sustainability.	Executive Board of Directors; People & Organization, EDPR.	N/A	At least 1 session of the Committee per year, with clear progress on the visibility of the DEIP issue in the EDPR as well as the implementation of concrete measures.	Number of Committee sessions; Number of measures implemented because of the Committee's sessions.	Global	N/A
v.	Disaggregation of all data by gender in all the company's management tools, namely in diagnoses and reports.	Ensuring the implementation of the DEIB strategy and respective policies, equality plan and action plan, its monitoring, follow-up and sustainability.	People & Organizational, EDPR; Reward & Analytics Services, GSS.	N/A	Continued increase in the number of gender or gender-segmented indicators compared to the previous year.	Number of gender or gender-segmented indicators.	Global	Although this measure has already been implemented, we continue to focus on the ongoing development of tools for collecting, processing and analyzing data to deepen our capacity for evaluating and reporting on Gender Equality.
vi.	Dissemination of the Equality Plan, its measures and objectives, through awareness-raising sessions, dissemination on the company's website, intranet, email, and posting in highly visible internal locations.	To publicize the Gender Equality Plan and its strategic importance for the company, as well as to involve all our people in its implementation.	People & Organization, EDPR; Communication Global Unit, EDPR; Brand Global Unit, EDPR.	N/A	Updating the website and Intranet with the measures that make up this Plan and/or the promotion of Gender Equality.	Level of updating of internal/external media (%).	Global	N/A

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
vi.	Disclosure of EDPR initiatives and good management practices in the field of equality between women and men, internally and externally, on the company website, on the intranet, by email, and by posting in internal places of recognized visibility.	Make a public commitment (internally and externally) to promoting equality between women and men.	People& Organization, EDPR; Communication Global Unit, EDPR; Brand Global Unit, EDPR.	N/A	Updating the website and Intranet with the measures that make up this Plan and/or the promotion of Gender Equality.	Level of updating of internal/external media (%).	Global	Information on DEIBat: https://www.EDP.com
viii.	Celebrating global observances by promoting milestone initiatives throughout the year on Gender Equality and other dimensions of diversity.	Ensuring a working environment free from discrimination based on gender, parenthood and/ or reconciling professional, family and personal life.	People& Organizational, EDPR; Other internal stakeholders.	To be defined according to project needs.	Carry out global campaigns associated with diversity and well-being (>2); Celebrate global observances, both in terms of awareness and action (>2).	Number of sessions held; Number of participants/ people impacted; Level of impact and satisfaction of participants.	Global	Examples of global campaigns are the Global Diversity and Wellbeing week/global observances (Mind Your Mind: an initiative that promotes mental health).
ix.	Establishing cooperative relations with public bodies and/or civil society organizations that pursue the goal of promoting equality between women and men.	Ensure respect for the principle of equality between women and men and non-discrimination in external relations; Promote and consolidate external relations with a view to promoting equality.	People& Organizational, EDPR; Other internal stakeholders.	To be defined according to project needs.	Establish or maintain one or more partnerships for each dimension of DEIB worked by EDPR.	Number of partner organizations and/or projects; Number of initiatives developed in partnership with partner entities and/ or projects.	Global	Some examples: GRACE, APPDI, The Hawthorn Club, Fórum iGen, Engenheiras por um dia, etc..

01 Strategy, Mission Statement, and Values (4/5)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
x	Collaborate with information technology teams to create a digital workplace that meets the needs and desires of our people.	Work with IT to enable a digital workplace that includes the needs and desires of employees; Establish an inclusive remote working environment with accessible technology; Meeting the technological needs and requests of diverse employees.	People& Organizational, EDPR; Other internal stakeholders.	N/A	Working with IT to enable a digital workplace that includes the needs and desires of our people; Establishing an inclusive remote working environment with accessible technology; Meeting the technological needs and requests of diverse employees.	Number of initiatives carried out; Level of impact and satisfaction of the measure's beneficiaries; Number of participants.	Global	Example initiatives: Inclusive Design; Inclusive Website
xl	Opening opportunities for skills volunteering, by maintaining or establishing new cooperation relationships with public entities and/or civil society organizations that pursue the goal of promoting equality between women and men.	Establishing cooperative relations with public bodies and/or civil society organizations that pursue the goal of promoting equality between women and men.	People& Organization, EDPR; Social Impact Coordination Office, EDPR.	N/A	Maintaining or joining competence-based volunteer initiatives associated with the promotion of diversity and gender equality.	Number of initiatives carried out; Level of impact and satisfaction of the measure's beneficiaries; Number of project participants and volunteers.	Global	Information about EDP Volunteering at: EDP Y.E.S. EDP.com or at voluntariado.EDP.com
xll	Inspire and manage inclusive internal and external communications, meeting the needs of employees, partners, suppliers and the wider community.	Ensure communication that is accessible to all and free from discrimination in form and content.	People& Organization, EDPR; Communication Global Unit, EDPR; Brand Global Unit, EDPR.	N/A	Responding to media coverage; Communicate the organization's EVP to diverse talent; Promote inclusive internal and external communication.	Number of initiatives carried out; Number of improvements implemented in the field of inclusive communication.	Global	Examples of initiatives: Inclusive communication guide; Digital accessibility.

02 Equal Access to Employment

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
i.	Implementation of employer branding initiatives exclusively for women, to counteract structural barriers to equality between women and men in the energy sector.	Counteract structural barriers to equality between women and men; Increase the pipeline of women in recruitment processes; Contribute to a better balance between women and men in the company.	People & Organization, EDPR; People Services, EDPR GSS.	To be defined according to project needs.	Employer branding initiatives (ex.: workshops, masterclasses, job shadowing, etc.) (>2).	Number of initiatives carried out; Number of women impacted.	Global	N/A
ii.	Training sessions for people responsible for selection and recruitment interviews on selection and recruitment procedures without gender bias.	Contribute to a fair and objective selection and recruitment process for women and men.	People & Organization, EDPR; People Services, EDPR GSS.	N/A	Making recruitment guides available; Holding at least 3 training sessions, for each target audience of the Guides: recruitment teams, people management professionals and leaders.	Number of training sessions held; Number of participants in training sessions.	Global	N/A
iii.	Pilot an Employee Resource Group (ERG) for Early Careers.	Create a dedicated safe space for employees at early career stages to share experiences, access peer support, build networks and strengthen their sense of belonging.	People & Organization, EDPR; People Services, EDPR GSS.	N/A	Create a dedicated safe space for employees at early career stages to share experiences, access peer support, build professional networks and strengthen their sense of belonging.	Number of active members engaged in the ERG; Frequency and type of ERG activities/events organized.	Global	N/A

03

Initial and Lifelong Training

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
1	Implementation of a global project hub with multidisciplinary teams focusing on the dimensions of DEIB [Inclusion Office].	Promote projects that guarantee intensive learning days on DEIB topics, as well as the implementation of concrete initiatives.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Accelerating the implementation of the DEIB strategy.	Number of projects opened and initiatives implemented, during the project; Number of employees involved and their satisfaction with the experience (NPS).	Global	N/A
2	Redefine the DEIB learning journey, aligning content and formats with the new Business Plan, organizational structure, and updated DEIB Policy.	Ensure that training effectively builds awareness, skills and inclusive behaviors, fostering a culture of belonging and equity across all levels.	People & Organization, EDPR.	N/A	Promote the training of our people in DEIB topics.	Number of employees who have completed training; Cover at least 80 % of new hires at EDPR and new leaders.	Global	N/A

04 Equal Working Conditions (1/3)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
L	Promotion of mentoring, counseling, coaching initiatives and/or development programs for women.	Counteract structural barriers to equality between women and men; Contribute to a better balance between women and men in the company and in decision-making positions.	People & Organization, EDPR.	To be defined according to project needs.	Provision of a type of mentoring in the current corporate mentoring program oriented towards the development of female leadership; Maintenance of other programs already supported by EDPR for top leadership segments, and extension of support to programs for intermediate leadership segments.	Number of employees involved in the program; Participants' level of satisfaction.	Global	N/A
L	Consolidation and continuous improvement of the Individual Performance Model [Holistic Assessment], ensuring a more meritocratic evaluation process and promoting a culture where "how" you deliver is as important and valued as "how much" you deliver.	Ensure a fair and objective assessment process for women and men, promoting equal opportunities.	People & Organization, EDPR; Other internal stakeholders.	N/A	Increase the level of participation and evaluation (%) in the Holistic Assessment; Ensure a distribution of assessments that is fair and equitable by gender, generation and segment, minimizing unconscious biases.	Participation rate in the evaluation process; Number of people assessed annually; Distribution of evaluations by gender, generation, segment.	Global	N/A
M	Promote internal mobility of diverse talents.	Counteract structural barriers to equality between women and men; Contribute to a better balance between women and men in the company.	People & Organization, EDPR.	Included in the cost of managing internal mobility.	10% of internal mobilities in 2026.	Number of female internal mobility movements; Satisfaction of the female gender with the internal mobility experience.	Global	Information on DEI Bat: https://www.EDP.com

04 Equal Working Conditions (2/3)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
iv.	Creation and implementation of procedures to identify under-represented groups in senior positions so that more diverse succession plans can be promoted.	Counteract structural barriers to equality between women and men; Contribute to a better balance between women and men in the company and in decision-making positions.	People & Organization, EDPR; Other internal stakeholders.	N/A	Ensure that the under-represented gender (women) is represented by at least 35 % of successors.	Number of successors identified, with information according to gender.	Global	N/A
v.	Run inclusive leadership workshops.	Equip leaders at all levels with practical skills to recognize bias, foster diverse teams and actively promote inclusion in daily management and decision-making.	People & Organization, EDPR; Other internal stakeholders.	€ 2,250	Equip leaders at all levels with practical knowledge and tools to recognize unconscious bias, foster diverse and high-performing teams, and actively promote inclusion in everyday management and decision-making.	Number of leaders/ managers trained (% of target audience).	Global	N/A
vi.	Consolidate all the legal and regulatory aspects, international standards and practices, and all the internal measures to guarantee pay equity at EDPR, reducing situations that could lead to inequity and injustice.	Ensure the principle of equal pay for equal work or work of equal value.	People & Organization, EDPR.	To be defined according to project needs.	Delivery of the project with clear results on the internal pay equity analysis and definition of an action plan to reduce the pay gap, if applicable.	No. of measures implemented under the project, if applicable; Ratio of women's pay to men's pay; Ratio between women's and men's basic salary; Ratio between women's and men's pay by career segment.	Global	N/A

04 Equal Working Conditions (3/3)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
vi.	Updating the matrix of functional families in line with the new organizational structure, keeping the model transparent to the Group and an integral part of people management processes.	Keeping a matrix of functional families up to date and transparent, in line with the current organizational structure, to ensure fair pay and appreciation between similar functions.	People & Organization, EDPR.	N/A	Making the functional families model a recognized standard and adopted in all people management processes within the Group.	Number of actions per functional family; Number of reports built with functional families.	Global	N/A
vii.	Developing and updating the existing Global Compensation Model, significantly strengthening transparency in all aspects related to the topic.	Improve the transparency and effectiveness of the Global Compensation Model, ensuring an equitable salary policy in line with the principles of gender equality.	People & Organization, EDPR.	N/A	Making the Global Compensation Model the Group's main remuneration strategy, recognized for its transparency and fairness.	Level of compliance (%) or number of geographies and business units making use of the Global Compensation Model.	Global	N/A
ix.	Carrying out an internal verification, and review (if necessary), of the determination of benefits for the entire EDPR Group and their communication, to respect the principle of equity and fairness [EDPR Global Benefits Framework].	Ensure the principle of equal benefits for equal work or work of equal value.	People & Organization, EDPR; Other internal stakeholders.	N/A	Consolidation and approval of the global benefits framework, launch and communication of the global benefits package to our people.	Approval level (%) of the project; Number of globally aligned benefits; Number of communication pieces made and implemented.	Global	N/A

05

Parental Protection

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
I	Parenthood Study II – project to diagnose the needs of our people with parental functions.	Studying the impact of parenthood on our people's professional experience.	People & Organization, EDPR.	N/A	Diagnosis of the parenting experience; Action plan for improving the parenting experience.	Level of completion (%) of study; Number of initiatives implemented; Satisfaction with the parenting experience at EDPR.	Global	2 nd edition of the Survey.

06 Reconciling Professional Life with Family and Personal Life

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
I.	Implementation of the organization's well-being strategy, promoting a healthy, energized and prosperous work environment and a people-centered experience.	Ensuring an inclusive and healthy work environment, free from discrimination, which promotes or supports parenting and/or the conciliation of professional, family and personal life.	People & Organization, EDPR; Other internal stakeholders.	To be defined according to project needs.	Achieving global efr certification and integrating well-being initiatives into EDPR's structural programs.	Completing and achieving global certification; No. of well-being initiatives integrated into internal processes/ structural programs.	Global	N/A
II.	Implementing a hybrid working model that helps our people to conciliate their professional and family lives with their well-being.	Ensure that the organization of working hours considers the need to conciliate our people's professional, family and personal lives.	People & Organization, EDPR; Other internal stakeholders.	N/A	Maintaining the hybrid work model.	Number of employees with a hybrid work model; Satisfaction with the hybrid work model.	Global	N/A
III.	Implementing a flex Friday model to help people reconcile their work and family life with their well-being.	Ensure that the organization of working hours considers the need to conciliate our people's professional, family and personal lives.	People & Organization, EDPR; Other internal stakeholders.	N/A	Maintenance of the flex Friday model.	Number of employees with access to the flex Friday model; Satisfaction with the flex Friday model.	Global	N/A

07 Prevention of Harassment in the Workplace (1/2)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
I	Communication channel where everyone can report unethical conduct in the company, including issues related to harassment at work or discrimination [Speak up].	Responding to possible unethical conduct in the company, guaranteeing the safety and well-being of all our people.	Ethics & Compliance, EDPR.	N/A	Zero unethical behaviors reported.	Number of unethical conducts reported.	Global	N/A
II	Protocol for the prevention and action in cases of moral and/or sexual harassment in the workplace, through which zero tolerance is shown towards the occurrence of any situation that may constitute sexual or gender-based harassment, in any area of the organization.	Improving the prevention and combating of harassment at work.	Ethics & Compliance, EDPR.	N/A	Evaluate the cases of harassment that come to the ethics channel, guaranteeing the confidentiality and safety of the reporting person; Create an action plan involving the entire organization when a case of harassment is confirmed as proven.	Number of harassment cases reported to the ethics channel; Number of harassment cases in the ethics channel that are considered founded by the compliance team; Level of resolution (%) and quality of treatment of harassment cases considered founded.	Global	N/A
III	Availability of new internal ethics training courses, which include, among other topics, the importance of prevent harassment.	Raising awareness and educating about the practice of harassment at work and other offenses against the physical or moral integrity, freedom, honor or dignity of our people.	Ethics & Compliance, EDPR.	To be defined according to project needs	Making training available to all employees.	Number of employees who completed training.	Global	N/A

07 Prevention of Harassment in the Workplace (2/2)

	Measure	Objective	Responsible and involved teams	Budget	Goal	Indicators	Region	Comments
W	Monitoring of new legislation related to the issue of whistleblowing management, particularly the protection of whistleblowers, in the countries where EDPR operates to review the procedure, documentation and respective training.	Guarantee the prevention and combating of harassment at work.	Ethics & Compliance, EDPR.	N/A	Promoting a culture of transparency in which everyone feels free to speak up by providing documentation to support EDPR's new Complaints Management System.	Review of documentation and training in complaint management.	Global	N/A

Conclusion

5



Earthis callingus

to build a more inclusive future

Leading the energy transition remains both a challenge and a steadfast commitment, with clear ambitions set through 2026. As outlined in the business plan shared with the market, EDPRR is pursuing this mission through three strategic pillars – one of which is ESG (Environmental, Social, and Governance) excellence and the development of a future-ready organization.

Within this pillar, we reaffirm key milestones: being coal-free by 2025, achieving 100% clean energy generation by 2030, and reaching Net Zero by 2040. Equally central to this strategy is fostering a diverse and inclusive workplace. Our public commitment to inclusion is reflected in our goal to reach 31% female representation across our workforce and leadership roles.

These ambitions reflect EDPR's ongoing commitment to sustainable development and our dedication to improving the quality of life for our people. We are focused on removing barriers throughout professional journeys, promoting a healthy work-life balance, and actively advocating for gender equality.

The Executive Board of Directors and the General and Supervisory Board of EDPRR continue to play a critical role in overseeing and advancing this agenda. Their support reinforces a strong culture of merit, continuous improvement, and a deep belief that diversity and inclusion are essential drivers of long-term success, firmly embedded in our people management strategy.

In the 2025/2026 Plan, EDPR reaffirms its dedication to this path, expanding our approach to diversity beyond gender. We believe that embracing diverse perspectives is key to innovation and business value. The 35 measures defined for this period and involving multiple stakeholders, reflect the importance we place on advancing gender equality and inclusive culture.

We Choose Earth because we choose to foster a culture that attracts and nurtures talent; that supports personal and professional growth; that embraces flexibility, cooperation, and inclusion; that rewards excellence and values individuality. Above all, we are building a workplace where respect, well-being, equal opportunity, and productivity go hand in hand for everyone.

Lisbon, September 1, 2025
EDP Renováveis



EDPR **Plan for Gender Equality 2025_2026**