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	Revalidation	
PEOPLE MANAGEMENT		

**PREPARATION:**

Vice-Presidency of People, Management and Culture  
Culture, Strategy and Planning of HR Directorate  
Management of Strategy and Planning of HR

**REVIEW/SUPPORT:**

Regulatory Division  
General Legal Department  
Sustainability Directorate  
Executive Management of Compliance  
Corporate Governance Executive Management  
Management Executive of Information Security  
Certifications Management

**APPROVAL:**

Eletrobras Executive Directorate (DE) – RES-622/2024, dated 12/16/2024  
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**VALIDITY:** 5 years

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## 1 INTRODUCTION

### 1.1 OBJECTIVE

To establish guidelines for people and culture management processes and standards, reflecting the purpose, values, and corporate strategy defined by the Directorate. To clarify the main responsibilities of the people and culture department and present general concepts on the topic within our context. To guide and strengthen talent attraction, development, recognition, and retention practices, driving the formation of a team of excellent, with evolution directed toward a corporate culture that favors Eletrobras' business development.

### 1.2 SCOPE

This policy applies to the Eletrobras' professionals.

## 2 REFERENCES

- 2.1 Eletrobras' Code of Conduct.
- 2.2 Compliance Policy.

## 3 CONCEPTUALIZATION

**3.1 Eletrobras** – Centrais Elétricas Brasileiras S/A and companies in which it has direct or indirect corporate control.

## 4 PRINCIPLES

### 4.1 Diversity, inclusion and equity

Respect and appreciation for social, cultural, and individual diversity, treating all people ethically and fairly and providing equal opportunities for their diverse audiences, without prejudice based on social, cultural, or ethnic origin, gender identity, color/race, age, religion, political opinion, sexual orientation, physical condition, neurodiversity, or any other form of discrimination. Furthermore, Eletrobras promotes inclusion practices for minority groups and accessibility at all levels, aiming to foster a work environment in which all people feel integrated into the company's purpose, valued as professionals, and respected as individuals, preventing any act of prejudice or discrimination in their work relationships and processes.

### 4.2 Attraction, development, recognition and retention of professionals

People management practices that aim to provide appropriate tools and inputs so that each professional has the resources and feels empowered to explore their full potential and become the protagonist in the development of their career. Likewise, the people area focuses on attracting, selecting, developing, recognizing, and retaining the best talent, who adhere to our culture and have the necessary skills to strengthen the current and future objectives of the business. Eletrobras promotes one environment of opportunities and development, focused on recognizing performance, achieving business goals, and especially on the ability to cooperate and collaborate.

### 4.3 Development of inspiring leaders and change agents

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Developing our leaders to become benchmarks in people management, exercising adaptive and transformational leadership. They are responsible for creating an environment where people feel safe, engaged, and committed to the environment and teamwork. They must foster a sense of belonging, responsibility, and purpose in each Eletrobras professional, developing proactivity, leveraging delivery efficiency, and fostering a culture of self-assessment. Leadership plays a crucial role in developing future leaders who will ensure the company's continuity and continued growth. They are responsible for acting and setting an example, making decisions that promote the business success of a sustainable, competitive company capable of ensuring trust and credibility with its stakeholders. They are protagonists of cultural movements, activating and sustaining *Nossa Energia* (Our Energy), as Eletrobras' Organizational Culture is called.

#### 4.4 Security and Comprehensive Health

Our main corporate value, **Life comes first**, guides all actions developed at Eletrobras with a focus on preserving and improving quality of life, where Health is addressed in four dimensions: body, mind, spirit, and environment. It is our commitment to guarantee a safe, healthy, and participatory environment for professionals, based on trust and respect. Our initiatives were built within a model of Comprehensive Health, centered on the individual. We encourage self-care aiming the prevention of illnesses and continuous care in the most diverse environments in which your workforce operates.

#### 4.5 Protagonism of professionals in their development

Fostering the protagonism of professionals in the continuous pursuit of learning and career opportunities, focusing on personal growth, succession processes, a cross-functional collaborative approach, and business development. Eletrobras' work model aims to promote connectivity, agility, collaboration, continuous improvement, and innovation, stimulating the development of people through work without borders and barriers between departments and companies, despite its continental size. Eletrobras aims to ensure a work environment where trust, open communication, and continuous feedback are fundamental to building an environment for the growth of professionals, teams, and leaders.

#### 4.6 Ethics and corporate integrity

Commitment to establishing working relationships based on respect, ethics, and transparency, and in compliance with current legislation, collective agreements, and international labor and health treaties, conventions, and agreements to which Brazil is a signatory. Respect for the privacy and protection of professional's personal data remains an unwavering commitment of our company.

Furthermore, it fosters corporate social responsibility, ensuring that work practices respect human rights and contribute to the sustainability of healthy working relationships, preserving ethical principles related to human dignity, valuing life, affirming citizenship and the physical and moral integrity of all people, curbing any type of discrimination, intimidation, embarrassment or situation that constitutes a conflict of interest and moral and sexual harassment in all instances.

The actions of its professionals must be in line with the legal and technical requirements related to their work and the business. The mitigation of risks and environmental impacts, the efficient use of resources; the principles of continuous improvement and respect for stakeholders must be a reality in the practice of every professional at Eletrobras.

The interpersonal relationships of Eletrobras professionals must be based on respect and trust and be according to the Code of Conduct from the Eletrobras. To this end, it provides formal communication channels that enable the confidential listening and handling of your information.

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Through an open and continuous communication channel with the unions representing its employees, Eletrobras ensures that negotiations and collective bargaining agreements are conducted in a transparent and collaborative manner.

## 5 GUIDELINES

**5.1** The purpose of the people and culture area is to influence the organization through its processes and regulations, creating relevant experiences for people and value for businesses, ensuring that Eletrobras' culture is based on the following strategic pillars: fostering collaboration; generating business value; creating innovation; and being relevant to employees. It is also responsible for connecting employees with the company from the first contact until the end of the employment relationship, thus permeating their entire journey and experience.

**5.2** The purpose of the people strategy and planning area is to develop, monitor and evaluate the people strategy, based on plans, programs, regulations, organizational structure, workforce planning, internal diagnostics, research on best market practices, and other people management actions, as an extension of Eletrobras' strategic direction.

Furthermore, people management at Eletrobras includes the following processes and practices: talent attraction; performance, career and compensation; benefits; development and learning; and termination.

### 5.3 Talent Attraction

The talent attraction process must ensure the recruitment and selection of professionals who adhere to Eletrobras values, with the profile and qualifications required for each position, according to behaviors focused on the needs of the business and the position, and should always promote the employer brand. The recruitment and selection process varies according to the nature of the position and ranges from hiring executives to professionals in all positions within the company, including trainees, interns and apprentices, which may be internal and/or external.

Talent attraction practices and processes must ensure gender, ethnicity, and color equity in their selection processes, carrying out regular analyses to identify and correct possible biases, promoting and encouraging diversity and integrity at all levels of the organization and throughout the value chain.

### 5.4 Performance, Career, Remuneration and Reward

Eletrobras adopts a career architecture concept focused on people development, ensuring that fixed and variable compensation promotes internal equity and external competitiveness, aligned with the company's strategic needs. This architecture must be attractive, balanced, and promote employee retention and motivation. It also provides adequate cost control and ensures Eletrobras' competitiveness against its competitors, while maintaining key market benchmarks.

Performance management connects the organization's strategy and the culture, seeking to stimulate improvements in corporate results the evaluation of deliveries and the behavior of professionals. Eletrobras' performance management model considers the achievement of goals.

### 5.5 Benefits

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The purpose of Eletrobras' Benefits Plan is to attract, retain and motivate the professionals, while ensuring adequate control of the company's costs. The preparation and updating of the Benefits Plan considers the business strategy of Eletrobras, a private company operating under a free competition regime in the energy sector. The Benefits Plan is aligned with all legal obligations and current collective bargaining agreements. Benefits and eligibility requirements are available in collective bargaining agreements and internal documents.

The benefits area also works on developing non-financial recognition programs to recognize exceptional contributions and encourage engagement.

## 5.6 Development and Learning

The corporate learning process aims to disseminate the company's culture and values, as well as develop the technical and behavioral aspects of professionals, fostering a culture of continuous learning and cultivating new mindsets and skills capable of addressing current and future business challenges. It also seeks to encourage autonomy, allowing each professional to take the lead in their development and career building, offering the tools and ideal environment for them to reach their full potential.

Through a learning ecosystem, Eletrobras guarantees broad access to development opportunities suited to various professional profiles, in accordance with career expectations and business needs, standards and certification requirements to which it voluntarily adheres, in addition to monitoring legal and corporate requirements. The types of learning opportunities and their eligibility, as well as the functioning of its ecosystem are available in internal documents.

## 5.7 Termination

The end of a professional's work cycle at Eletrobras, whether voluntary or not, is always treated with great seriousness and respect, even though it is part of the natural process of Renewal of staff in any private sector company. Any and all terminations should, as far as possible, be orderly and formally communicated between the parties, so that the actions are conducted with respect, transparency, and in compliance with current legislation and internal regulations.

Terminations must consider information security aspects related to professionals' access privileges to systems, information and equipment.

# 6 RESPONSIBILITIES

**6.1 Professionals** – Act in accordance with the principles and guidelines established in this policy in all their activities, collaborating to strengthen *Nossa Energia* (Our Energy) and achieve Eletrobras' objectives.

**6.2 Leadership** – Act in accordance with the principles and guidelines established in this policy in all its activities, encouraging awareness of it among the professionals your management.

**6.3 Vice-Presidency of People, Management and Culture areas** – Develop and implement strategies, guidelines, projects and people management programs for all professionals, as well as ensure the implementation and updating of this policy.

**6.4 Eletrobras Executive Directorate (DE)** – Approve this policy and ensure its implementation, guaranteeing compliance with its principles and guidelines in all its decisions.

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**6.5 People Committee and Governance**– Evaluate this policy, proposing updates and improvements to the Eletrobras Directorate, when necessary.

**6.6 Eletrobras Directorate (CA)** – Approve this policy and provide strategic guidelines for people management within Eletrobras.

## 7 GENERAL PROVISIONS

7.1 The guidelines of the anti-corruption laws applicable to Eletrobras that provide for the administrative and civil liability of individuals and legal entities for the acts against the public administration, whether national or foreign, must be considered.

7.2 The relevant legislation and the specific legal provisions and agreements in force must be observed.

7.3 During the recruitment and selection process, internal regulations regarding the assessment and monitoring of leaders and professionals must be observed.

7.4 This policy can be implemented by the Vice-Presidency of People, Management and Culture in other specific normative documents, always aligned with the principles and guidelines established here.

7.5 Any regulatory documents and provisions contrary to this policy are hereby revoked, in particular the Eletrobras' Companies People Management Policy (POL-04), edition 2.0, approved by RES-640/2018, dated 09/10/2018 and by DEL-202/2018, dated 09/28/2018 and the Eletrobras Companies People Management Regulation (REG-02).

## 8 HISTORY OF EDITIONS

Edition	Code and name	Doc. and date of approval
ed. 1.0	People Management Policy	RES-664/2010, of 07/01/2010
ed. 2.0	Eletrobras’ Companies People Management Policy	RES-640/2018, of 09/10/2018 and DEL-202/2018, of 09/28/2018
ed. 3.0	Main changes	
Adaptation to Eletrobras’ new business environment, post capitalization, and to its new organizational structure and process architecture.		