POL-37 **Managerial Selection and Appointment**	*Edition* 1.1	*Effective Date* 05/28/2020

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1 INTRODUCTION

1.1 OBJECTIVE

To establish guidelines and responsibilities for the managerial selection and appointment process at AXIA Energia, aiming to ensure it is carried out in a structured, ethical, and merit-based manner, as well as to provide inputs and options for decision-making bodies, contributing to the continuous pursuit of excellence in people management.

1.2 SCOPE

This policy applies to the professionals, managers, executives and board members of AXIA Energia.

2 REFERENCES

2.1 Strategic Plan 2015-2030.

2.2 Business and Management Master Plan – PDNG (PDNG) 2020-2024.

2.3 Code of Conduct.

2.4 Integrity Program (Compliance) (Compliance) of AXIA Energia.

2.5 Sustainable Development Goals (SDGs) – SDGs.

2.6 Career and Compensation Plan – – PCR.

2.7 Performance Management System – SGD (SGD).

2.8 People Management Policy for People.

2.9 Policy on Transactions with Related Parties and Conflict of Interest Management.

2.10 Anti-Corruption Policy.

2.11 Internal Regulations of the Management, People and Eligibility Committee.

3 CONCEPTS AND DEFINITIONS

3.1 CONCEPTS AND DEFINITIONS

3.1.1 ***Assessment*** **–** An evaluation method that identifies behavioral tendencies, potential, and performance of professionals taking on new challenges in organizations, in leadership positions, whether in the formal organizational structure or in strategic projects, based on the job profile and professional and personal competencies.

3.1.2 AXIA Energia – Centrais Elétricas Brasileiras S/A and companies in which it holds direct or indirect corporate control.

3.2.3 Sustainable Development Goals (SDGs) – A document comprising goals and targets, defined at the General Assembly of the United Nations, as one of the greatest

global challenges to be addressed to ensure the sustainable development and growth of the planet.

3.2.4 Ethical Conduct and Integrity – Ethical principles and conduct commitments that guide actions with all of AXIA Energia's stakeholders, such as communities, suppliers, service providers, partners, clients, the press, regulatory bodies and government, among others.

3.2.5 Conflicts of Interest – Situations arising from the clash between public and private interests that may compromise AXIA Energia's interests or improperly influence the performance of functions carried out by AXIA Energia.

3.2.6 Board of Directors (BD) - AXIA Energia's collegiate body responsible for setting the general direction of the company's business, defining its strategic direction, ensuring the proper functioning of governance, risk management and internal control systems, and ensuring the orderly succession of management.

3.2.7 Consequences – Disciplinary measures applied to any AXIA Energia professional due to the occurrence of an integrity or ethical conduct violation, non-compliance with internal policies, regulations and rules, or breach of the legislation to which AXIA Energia is subject.

3.2.8 Executive Board (EB) – Collegiate body composed of the President and Vice-Presidents, which holds specific powers and authorities granted by the Articles of Association and the Board of Directors.

3.2.9 Performance Management System (PMS) – A systematic process of planning, monitoring and evaluating each professional's performance, based on the competencies required to carry out their activities, the results to be achieved and their development potential, aligning people management with the achievement of organizational objectives.

3.2.10 Job and Salary Plan (JSP) – Document that regulates a set of guidelines governing the careers of AXIA Energia professionals. It aims to align people management policies and practices with the company's strategic direction, as well as to integrate people management processes, seeking to improve organizational performance.

3.2.11 Functions Plan – Document attached to the JSP that addresses policies and procedures for career management for roles linked to activities inherent to AXIA Energia.

3.2.12 Selection Process – A structured and impartial process for recruiting professionals within AXIA Energia, aimed at meeting the staffing needs of each directorate for a given area, as well as providing opportunities for the professional growth of professionals.

3.2.13 Business and Management Master Plan (BMMP) – A five-year plan whose main objective is to demonstrate to shareholders and the market in general the strategies and initiatives to be pursued by AXIA Energia to achieve its most relevant business goals.

3.2.14 Professional – For the purposes of this standard, this is equivalent to the term worker as described in ISO 45001 – a person who performs work or work-related activities that are under the control of AXIA Energia.

Note 1: Persons who perform work or work-related activities under various arrangements, whether paid or unpaid, on a regular or temporary, intermittent or seasonal, casual or part-time basis.
Note 2: Professionals include top-level management, as well as people at managerial and non- managerial levels.
Note 3: Work or work-related activities performed under the control of the organization may be carried out by professionals employed by the organization, professionals from external suppliers, contractors, individuals, agency workers and other persons, to the extent that the organization shares control over their work or work-related activities, in accordance with the context of the organization.

4 PRINCIPLES

4.1 Talent search

4.1.1 AXIA Energia considers people to be key drivers of business growth; therefore, they seek professionals with personal attitudes and professional competencies that allow them long-term development within the company, pursuing a strong alignment between their values and the companies' culture. Improving succession processes is an important initiative for attracting, developing, recognizing and retaining talent, which decisively contributes to the results and outlook of the companies.

4.2 Commitment to the company

4.2.1 Managers are responsible for developing an environment in which people are committed to their work and dedicated to doing their best to ensure the success of the company they work for. Adopting a consistent appointment policy and process broadens the possibilities for selecting professionals with the right competencies for the most diverse positions within organizational structures.

4.3 Respect for diversity

4.3.1 The managerial appointment process is grounded in and guided by respect for social and cultural diversity, individual differences, equal treatment, equity of opportunity, and treatment free from prejudice based on social or cultural origin, ethnicity, gender identity, color/race, age, religion, political opinion, sexual orientation, physical condition, or any other form of discrimination.

4.4 Culture of excellence

4.4.1 The organizational culture at AXIA Energia is in continuous transformation, ensuring that the adoption of new behaviors and the fostering of professionals' expectations is grounded in everyday practices that add value to the companies. This policy contributes to this shift in paradigms that enhances the career prospects of the workforce.

4.5 Preservation of ethics

4.5.1 AXIA Energia professionals must conduct themselves according to ethical principles, with particular emphasis on integrity, impartiality, transparency and professionalism. Career-related actions must ensure full compliance with the principles set out in AXIA Energia's Code of Ethical Conduct and Integrity.

4.6 Resolution of conflicts of interest

4.6.1 The selection of managers must fully observe the regulations related to conflicts of interest and consequence management, whether in relation to the replacement of managers in a position, where applicable, or to the selection of candidates to participate in the process.

4.7 Synergy in career management practices

4.7.1 AXIA Energia's people management areas must work in an integrated manner, aiming to improve career practices, concepts, rules and processes aligned with strategic guidelines, broadening synergies and maximizing results.

4.8 Consistent assessment

4.8.1 Every candidate in the managerial selection and appointment process must, whenever possible, undergo an assessment process with a specialized firm, in addition to an internal evaluation by the people management area, providing input for the Executive Board's decision-making process.

5 GUIDELINES

5.1 Career Planning

5.1.1 In conducting the managerial selection and appointment process, AXIA Energia's people management areas must:

5.1.1.1 Seek alignment of career, performance management and succession practices that are compatible with the market and business strategy, promoting meritocracy and the professional development of professionals.

5.1.1.2 Develop tools, periodically reviewed and improved, so that actions related to career and succession are guided by a culture of excellence, engagement, integrity and equal opportunity.

5.1.1.3 Develop talent with the aim of identifying potential leaders, preparing successors, minimizing the risk of discontinuity and advancing the careers of talented professionals within the company.

5.1.1.4 Structure the managerial selection and appointment processes, addressing the responsibilities of all areas involved, and ensuring that, whenever possible, two or more candidates are evaluated for a given position.

5.1.1.5 When necessary, engage specialized assessment firms to provide insights and support for selection processes.

5.2 People Management Planning

5.2.1 In conducting the managerial selection and appointment process, AXIA Energia's people management areas must:

5.2.1.1 Establish, where applicable, criteria for mobility between companies, linked to managerial selection processes.

5.2.1.2 Continuously improve career management policies, procedures, and processes, contributing to a better organizational climate.

5.2.1.3 Structure knowledge management initiatives, preserving technical memory and reducing the risk of discontinuity associated with succession processes.

5.2.1.4 Monitor warnings, disciplinary sanctions, and conflict-of-interest cases that may influence the succession processes, in full adherence to the Code of Ethical Conduct and Integrity of AXIA Energia and other internal regulations.

5.2.1.5 Regularly conduct the *assessment* of the managerial position holder, to support their professional development and the evaluation by their superiors.

5.3 Ethics and Integrity

5.3.1 During the managerial selection and appointment process, the integrity areas of AXIA Energia must:

5.3.1.1 Provide additional and essential input for the managerial appointment process regarding the integrity assessment of the candidate whose appointment is subject to approval by the Executive Board, which constitutes good corporate governance practice and supports the development of the integrity program management environment.

5.3.1.2 Monitor the application of the consequences policy with regard to the implementation of administrative and/or punitive measures against professionals duly held accountable through a formal process that may result, where applicable, in the removal of the manager in office and their immediate replacement.

6 RESPONSIBILITIES

6.1 Professionals

6.1.1 Observe the principles and guidelines established in this policy regarding the possibilities for professional career development and effective participation in selection processes, where applicable, contributing to the strengthening of meritocracy.

6.2 People Management Areas of

6.2.1 Implement this policy, structure and carry out internal selection processes, participate, jointly with the organizational units and directorates, in the managerial selection and appointment process, and manage the *assessment* contracts carried out by specialized firms.

6.3 Integrity Areas

6.3.1 Ensure that the professional nominated for a managerial role undergoes an ethics and integrity review, to provide essential input for the Executive Board's decision-making, in alignment with the Integrity Program (*Compliance*) of AXIA Energia.

6.4 Area Requesting the Selection Process

6.4.1 Propose and report to the Executive Board, based on the input arising from the process, the candidate nominated to fill the vacancy, as well as provide *feedback* to professionals who have participated in each selection process.

6.5 Management Boards

6.5.1 Act as managers and ensure compliance with this policy.

6.6 Executive Board (EB)

6.6.1 Approve, ratify, and ensure the implementation of this policy.

6.7 People Management and Eligibility Committee

6.7.1 Evaluate this policy, monitor its implementation and track its results, proposing updates and improvements to the Board of Directors when necessary.

6.9 Board of Directors (BD)

6.9.1 Approve and ratify this policy.

7 GENERAL PROVISIONS

7.1 This policy does not necessarily apply to managerial positions directly linked to directors where there is no direct team management, such as general coordinators, assistants, and advisors. For such positions, the formal process of proposing the candidate by the Directorate in which the position is open applies, for approval by the Executive Board.

7.2 Cases not covered by this policy shall be assessed by the Management and Sustainability Directorate or its equivalent at AXIA Energia.

7.3 The legal and regulatory provisions related to the subject matter, as well as the company's specific legal determinations and agreements currently in force, must be observed.

7.4 This policy may be broken down into other specific regulatory documents, always aligned with the guidelines established herein.

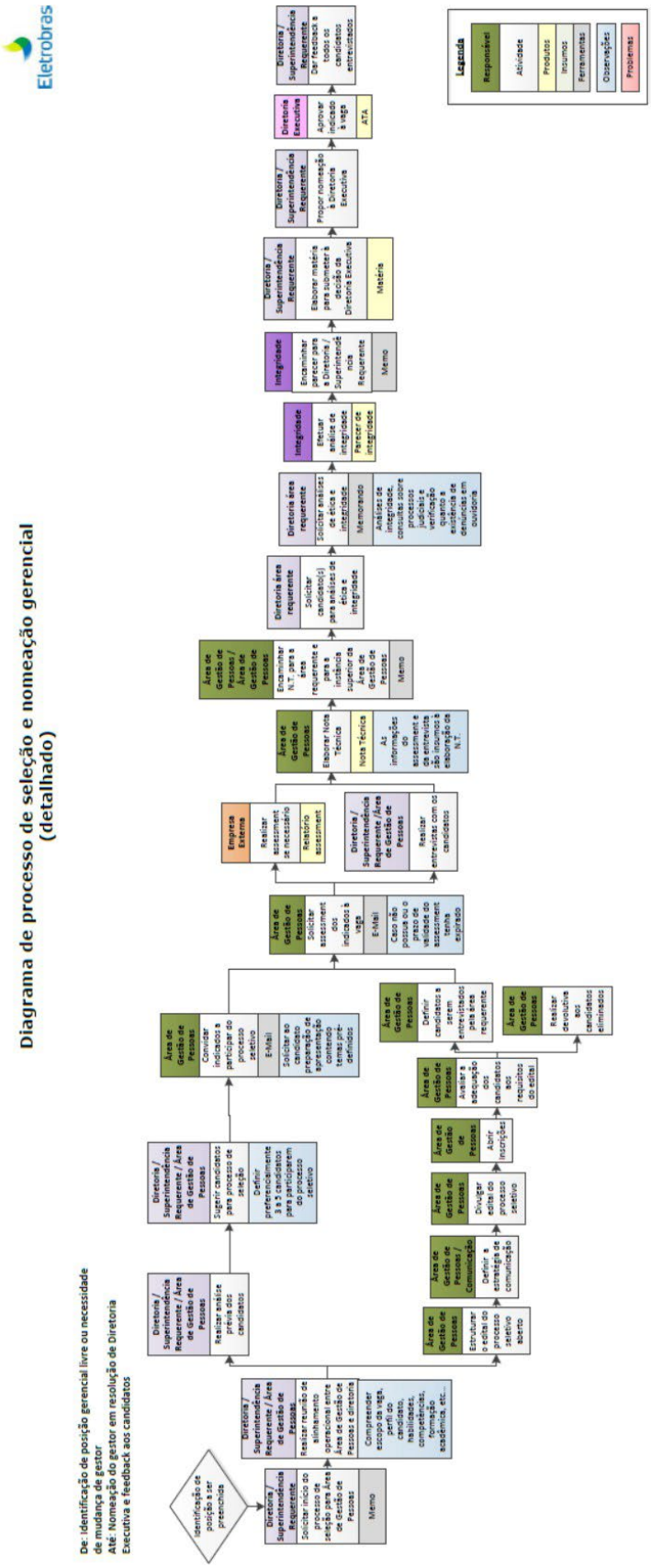
7.5 All regulatory documents and provisions contrary to this policy are hereby revoked.

8 EDITION HISTORY

Edition	Name	Doc. and approval date
1. 0	Managerial Selection and Appointment Policy of Eletrobras Companies	RES-115/2020 of 03/17/2020 and RES-115/2020, of 03/17/2020
1.1	**Main changes**	
New standardization and alignment of the normative document.		

9 APPENDICES

Appendix I – Managerial Selection and Appointment Process Diagram


Eletrobras
Diagrama de processo de seleção e nomeação gerencial (detalhado)
De: identificação de posição gerencial livre ou necessidade de mudança de gestor
Até: Nomeação do gestor em resolução de Diretoria Executiva e feedback aos candidatos
Legenda
Responsáveis
Atividade
Produtos
Insumos
Ferramentas
Observações
Problemas
Identificação de posição a ser preenchida
Diretoria / Superintendência Requerente
Solicitar início do processo de seleção para Área de Gestão de Pessoas
Memo
Diretoria / Superintendência Requerente / Área de Gestão de Pessoas
Realizar reunião de alinhamento operacional entre Área de Gestão de Pessoas e diretoria
Compreender escopo da vaga, perfil do candidato, habilidades, competências, formação acadêmica, etc...
Diretoria / Superintendência Requerente / Área de Gestão de Pessoas
Realizar análise prévia dos candidatos
Diretoria / Superintendência Requerente / Área de Gestão de Pessoas
Sugerir candidatos para processo de seleção
Definir preferencialmente 3 a 5 candidatos para participarem do processo seletivo
Área de Gestão de Pessoas
Convidar indicados a participar do processo seletivo
E-Mail
Solicitar ao candidato preparação de apresentação contendo temas pré-definidos
Área de Gestão de Pessoas
Solicitar assessment dos indicados a vaga
E-Mail
Caso não possua ou o prazo de validade do assessment esteja expirado
Empresa Externa
Realizar assessment se necessário
Relatório assessment
Diretoria / Superintendência Requerente /Área de Gestão de Pessoas
Realizar entrevista com os candidatos
Área de Gestão de Pessoas
Elaborar Nota Técnica
Nota Técnica
AS informações do assessment e da entrevista são insumos a elaboração da N.T.
Área de Gestão de Pessoas / Área de Gestão de Pessoas
Encaminhar N.T. para a área requerente e para a instância superior da Área de gestão de Pessoas
Memo
Diretoria área requerente
Solicitar candidato(s) para análises de ética e integridade
Diretoria área requerente
Solicitar análises de ética e integridade
Memorando
Análises de integridade, consultas sobre processos judiciais e verificação quanto a existência de denúncias em ouvidoria
Integridade
Efetuar análise de integridade
Parecer de integridade
Integridade
Encaminhar parecer para a Diretoria / Superintendência Requerente
Memo
Diretoria / Superintendência Requerente
Elaborar matéria para submeter à decisão da Diretoria Executiva
Matéria
Diretoria / Superintendência Requerente
Propor nomeação à Diretoria Executiva
Diretoria Executiva
Aprovar indicado à vaga
ATA
Diretoria / Superintendência Requerente
Dar feedback a todos os candidatos entrevistados
Área de Gestão de Pessoas
Estruturar o edital do processo seletivo aberto
Área de Gestão de Pessoas / Comunicação
Definir a estratégia de comunicação
Área de Gestão de Pessoas
Divulgar edital do processo seletivo
Área de Gestão de Pessoas
Abrir inscrições
Área de Gestão de Pessoas
Avaliar a adequação dos candidatos aos requisitos do edital
Área de Gestão de Pessoas
Definir candidatos a serem entrevistados pela área requerente
Área de Gestão de Pessoas
Realizar devolutiva aos candidatos eliminados