

JUST



TRANSITION

REPORT

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Editorial

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Chief Impact Officer

The energy transition, essential to achieving carbon neutrality, is an imperative that no stakeholder can afford to ignore. Its challenges must be understood within a complex and interconnected context: securing supply, controlling costs, safeguarding economic competitiveness and fighting against energy poverty. In this complex landscape, EDF fully embraces its role as a committed stakeholder, taking action as part of a just transition approach grounded in ambitious climate goals and shared progress.

As an industry serving other industries, EDF is in a unique position to make the energy transition a driver of sovereignty and competitiveness. Our mission is to contribute to this shift by enhancing the performance of industrial sectors, by taking action to improve the resilience of territories and providing support for the most vulnerable areas. This commitment is founded on clear values: the safety of our facilities, unwavering respect for the safety and health of our teams, close supervision of our supply chains and corporate social responsibility practices with our employees. Placing people at the heart of our work means fully involving our employees in pursuit of this trajectory, providing them with opportunities



for training, career transitions, and the ability to shape their own future. This is the concrete expression of our *Raison d'Être*: "To build a Net Zero energy future with electricity and innovative solutions and services, to help preserve the planet and foster well-being and economic development."

The success of the energy transition will not only be measured by the reductions in carbon emissions, but also by our ability to make it a driver for collective progress and to be good stewards for future generations.

Context

Ten years after the Paris Agreement, the energy transition has become a shared imperative more than ever before. It is now recognized as a key element in tackling the climate crisis. Yet progress remains insufficient. The electrification of end-use consumption is advancing too slowly: in Europe, for example, it is stagnating at around 23%¹ whereas, according to EDF's Net Zero scenario, it is supposed to reach 60% by 2050. At the same time, energy poverty and precarity remain a real matter of concern, support for transition policies is waning and the dynamics of international cooperation are losing momentum.

EDF, the world's leading producer of electricity without direct CO₂ emissions², operates as an integrated operator across the entire supply chain. This position confers a specific responsibility upon the Group: to contribute to a sustainable and inclusive energy transition, that associates climate imperatives, economic competitiveness, solidarity and energy sovereignty.

The EDF group continuously monitors societal trends through dedicated sociological studies. This is notably the mission of the Energy Technology and Society Research Group (*Groupe de Recherche Energie Technologie et Société - GRETS*), a multidisciplinary social-science research team within the R&D Division.

For the past seven years, the EDF group has been conducting the *Obs'COP (Observatoire international Climat et Opinions Publiques)* climate and public opinions international observatory with Ipsos BVA. This annual survey - conducted in 30 countries and on 5 continents - draws up an international report on opinions, knowledge, expectations and commitment levels regarding climate change. In a context marked by rising living costs and geopolitical tensions, economic concerns often take precedence over environmental issues. The survey highlights that the public has high expectations of companies in the fight against climate change.



THE CLIMATE EMERGENCY IS LOSING GROUND TO ECONOMIC CONCERNS

While climate change occupies an important place in topics of concern worldwide (4th place), the level of anxiety it generates has decreased significantly. There is a high awareness of climate issues, but climate scepticism persists (1/3 of the French population still does not believe the problem to be of human origin) and is even becoming more pronounced worldwide (+6 points in 6 years). In France, heat, through rising temperatures and the increasing frequency of heatwaves, stands out as the most concrete manifestation of climate change. In 2025, 73% of the French population reported experiencing a heat wave, compared to 61% in 2024, making this episode the most widely experienced climate phenomenon. France is also one of the European countries where the average temperature is increasing at the fastest rate, accentuating the vulnerability to heat waves. In this context, the intensification of periods of heat waves highlights a growing challenge of ensuring comfort during summer, particularly for households vulnerable to energy poverty, most exposed to the phenomenon of "heat-trap homes*".

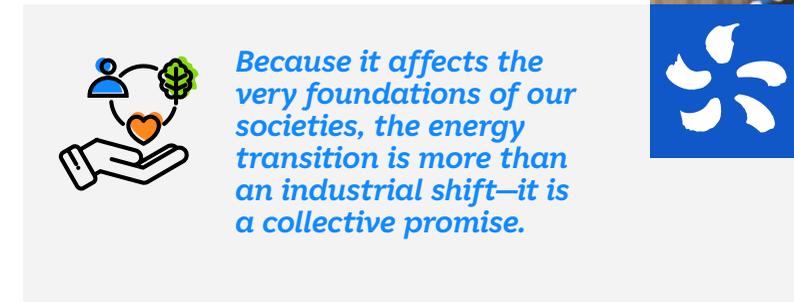
* The term "heat-trap homes" refers to badly insulated homes, often located in dense urban areas, which retain daytime heat and do not cool down at night. They then become impossible to live in during heat waves, in particular for the most vulnerable occupants (elderly persons, low-income families, social housing, etc.).

In this context, the energy transition can only succeed if it is embedded within a new social pact. This is reflected in studies by the international think tank IDDRI¹ which call for rethinking the main balances between work, consumption, democracy and security and for moving beyond individual injunctions². For EDF, this means making the transition part of a collective, participative approach which is anchored in the realities experienced by citizens and economic actors.

Companies are now assessed not only on their carbon footprint³, but also - and above all - on their contribution to fair, inclusive and sustainable social conditions.



Because it affects the very foundations of our societies, the energy transition is more than an industrial shift—it is a collective promise.



EDF intends to meet this expectation in a responsible and transparent manner to create the conditions for shared progress. The Group reaffirms its commitment to contribute to an energy transition that brings justice and resilience for the benefit of the climate, territories and future generations.

1. Source Eurostat, Shedding light on energy in Europe, 2025 edition.
2. Enerdata, World ranking of zero direct CO₂ emissions power producers (2023).

1/2. IDDRI (*Institut du Développement Durable et des Relations Internationales*), "Towards a 21st Century Social Contract", June 2024, "Towards a majority shift towards ecology?", June 30, 2025 (with *Parlons climat*).
3. 2025 B Lab France study, based on a survey conducted in 2024 in 10 European countries.

EDF, a pioneer in decarbonization with an 80-year track record of engagement at local and regional levels

As the world leader in the production of electricity with no direct CO₂ emissions, thanks to its unique energy mix (nuclear, hydroelectric, solar and wind), EDF plays a central role in decarbonizing the economy and reducing greenhouse gas emissions.

The Group's commitment is embodied in an ambitious climate transition plan that aims to achieve Net Zero by 2050. Only a rapid implementation of mitigation actions can ensure the success of a fair and sustainable energy transition. This approach reinforces the energy sovereignty of the countries in which EDF operates, while integrating environmental and social considerations.

As its 80th anniversary approaches, EDF has already navigated numerous transitions. The gradual closure of thermal power stations was accompanied by initiatives to support the local economy and create jobs in forward-looking industrial sectors.

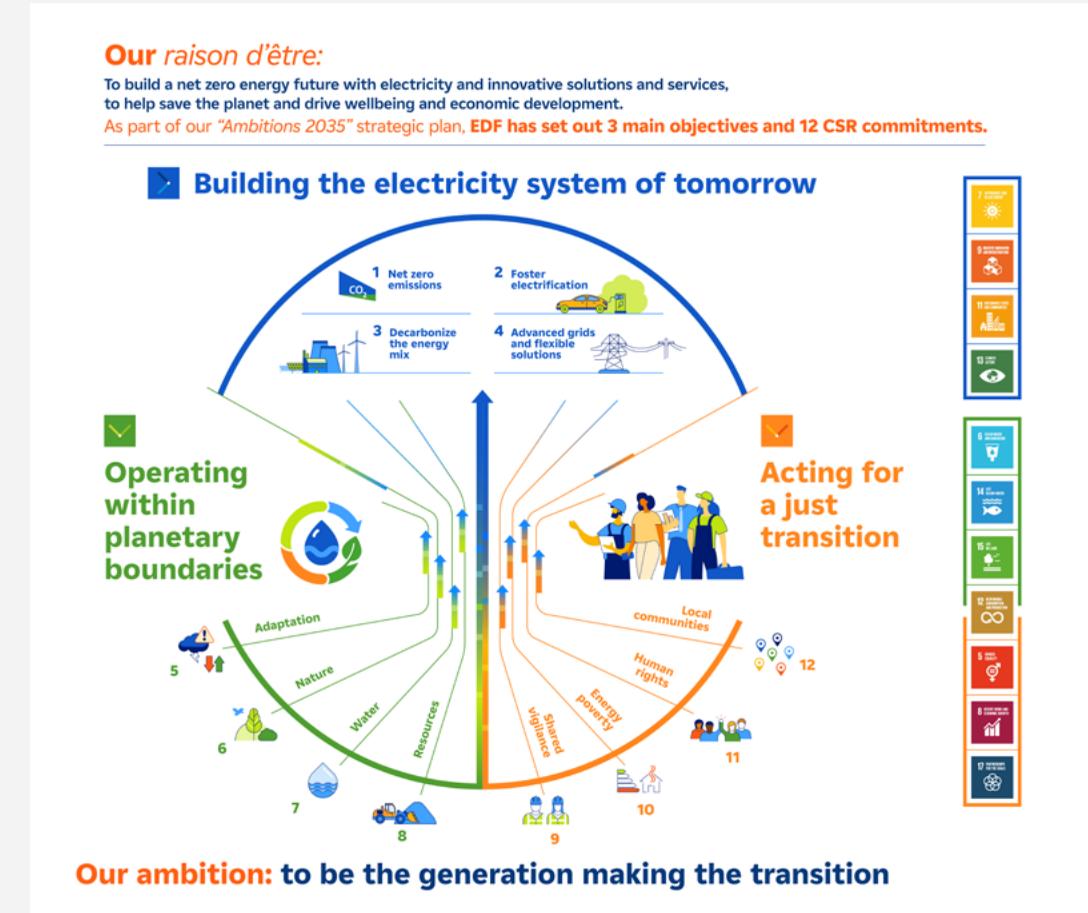
Today, the production of low-carbon electricity is already a powerful driver of economic development and local job creation. It is generating tens of thousands of direct, indirect and induced jobs, that are firmly rooted in local territories and supported by a diversified industrial and technological ecosystem. In France, the nuclear industry alone accounts for 220,000 jobs across the entire French territory and brings together

a broad set of industrial and technological skills. As for hydroelectric activities, they support nearly 4,700 indirect jobs and sustain more than 6,200 local businesses, accounting for almost 80% of EDF Hydro's procurement.

This approach reflects a deeply held belief: that decarbonization goes far beyond the mere reduction of emissions. It is a driver of innovation, of territorial resilience and high-quality local employment. This vision is fully embodied in the CSR (Corporate Social Responsibility) architecture, which stems directly from the Group's *Raison d'Être*.

Our CSR architecture

The EDF group's CSR architecture has one central ambition at its top - building the electricity system of tomorrow - and two fundamental requirements at its roots - operating within planetary boundaries and acting for a just transition.



It will be a just transition - or no transition at all

The just transition is founded on a set of measures to ensure that the transformation to a sustainable and low-carbon economy benefits the whole population in a fair and socially just manner. It aims to reconcile economic performance, social progress and protection of the environment - an opportunity for companies to create lasting value and support quality jobs.

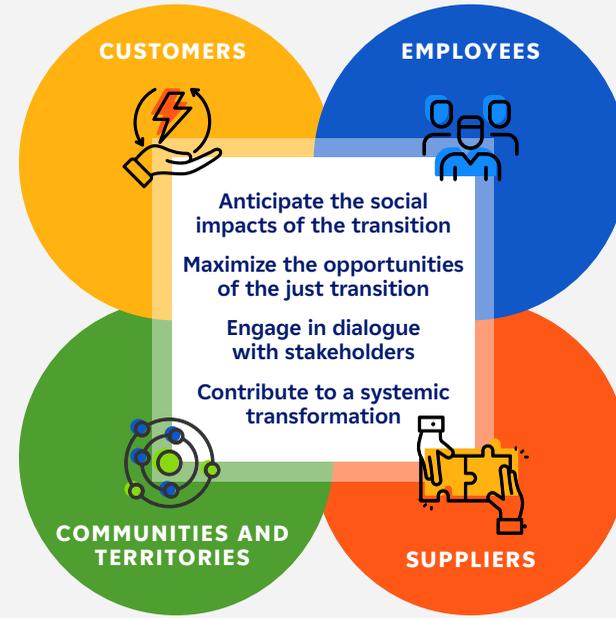
EDF acts to bring about a just transition as defined by the Guidelines of the International Labour Organization (2015), which aim to ensure environmental sustainability, the greening of

businesses, social inclusion and the promotion of green jobs. This approach is based on the respect of human rights and fundamental freedoms, as recognized by the UN International Bill of Human Rights, OECD Guidelines and the fundamental conventions of the ILO.

To translate this commitment into action, EDF refers to external frameworks (such as the Taskforce on Just Transition for Financial Disclosure - TISFD), as well as key internal frameworks, including its new CSR architecture, its Group CSR policy, its Global Framework Agreement on CSR and its vigilance plan.

OUR ACTION PLAN

The EDF group implements its action plan for an inclusive, sustainable and fair transition by structuring its commitments around 4 priority stakeholders: employees, customers, territories and suppliers.



As part of this action plan, targets and key performance indicators have been defined by stakeholders:

EMPLOYEES

LTIR OR LOST TIME INCIDENT RATE

Number of occupational accidents with lost time of ≥ 1 day in relation to one million of hours worked
2024: 1.6
Target: <1.6 in 2025
<1 in 2030

RATE OF GENDER EQUALITY

2024: 26.7%
Objective: 40% of women among Group executives at the end of 2030

CUSTOMERS

CO₂ EMISSIONS AVOIDED through the sale of innovative products and services
2024: 13.4 MtCO₂
Objective: 30 MtCO₂ in 2030
45 MtCO₂ in 2035

TERRITORIES AND COMMUNITIES

ANNUAL RATE OF PROJECTS ENGAGED² in dialogue and consultation process
2024: 100%
Target: 100%

SUPPLIERS

PERCENTAGE OF PURCHASES WITH AT LEAST ONE ENVIRONMENTAL REQUIREMENT^(*)
2024: 66.4% ⁽¹⁾
Target: 100% of Group purchases in 2026

This plan was designed in collaboration with all stakeholders, directly involving employees, governing bodies and the Stakeholder Council. It is also based on the ongoing dialogue that EDF maintains with its employees, its commercial partners and the territories where the Group is present. Its coherence and its sustainability are ensured by defining CSR policies which establish the framework for implementation.

The first Just Transition Report, published for COP26 in 2021, set the milestones for achieving the goal. The 2022 report marked the transition to action.

This third report reflects a deeper integration of the just transition into the governance and the management of the Group, linked to its Ambitions 2035 strategy. Quantified impact indicators make it possible to measure the commitments undertaken. They complement the review of the initiatives and actions implemented.



FIND OUT MORE: VIGILANCE PLAN 2024
https://www.edf.fr/sites/groupe/files/2025-06/edfgroup_rse_plan-de-vigilance-autonome_2024_en.pdf
GLOBAL FRAMEWORK AGREEMENT ON CSR
https://www.edf.fr/sites/groupe/files/2025-04/edfgroup_accord-rse_2025-2030_va.pdf

(*) For the scope of purchases facing challenges, in its contracting process, the EDF group chooses the elements which are most binding in terms of commitments for the Group and its suppliers (technical specifications, selection criteria, contractual clauses).
 1. EDF SA scope which accounts for around half of the Group's purchases.
 2. Scope: projects with a budget of more than 60 million euros examined by the Group Executive Committee's Commitments Committee (Comité des Engagements du Comité Exécutif Groupe).

ANTICIPATE

the social impacts of the transition



WE FIGHT ENERGY POVERTY to reduce inequalities

Faced with the increasingly intense challenges related to access to energy and energy poverty, EDF works alongside public sector bodies and associations to prevent debt and foster fair access to energy. In France, according to the national energy mediator, 85% of French people¹ adapt their behaviour to reduce their energy consumption. 87% of them do so for financial reasons. To help limit customers' energy bill, **EDF's approach is based on two complementary and inseparable missions, one which is preventive and the other which is corrective, namely:**

- Inform the vulnerable customers and raise awareness to prevent difficult situations
- Help reduce unpaid bills under a protection scheme, for example by proposing more flexible payment plans to those who need them most.

These commitments are supplemented by innovative approaches such as power limitation, which is less drastic than cutting off the electricity and has, since 2021, replaced the cutting off of power for unpaid bills.

The Group's solidarity commitments

The EDF group supports customers experiencing payment difficulties to prevent energy poverty as much as possible, whether it is by reducing debt (it is, for example, the leading private contributor, after local authorities, to the Housing Solidarity Fund (*Fonds Solidarité Logement*) which helps households to manage their expenses) or by providing information and raising awareness about energy use so that energy bills do not exacerbate situations of social vulnerability.

To take its support for the energy transition further, EDF finances Energy Bonuses for the installation of efficient equipment such as heat pumps and supports programmes to renovate or build housing for people in difficulty.

- In France, 230 Solidarity experts work in close cooperation with local social services and 3,200 partners to promote universal access to electricity.

In France

398,612

power limitations for non-payment avoided in 2024².

22.4

million euros paid into the Housing Solidarity Fund (*Fonds Solidarité Logement*) in France in 2024 (+ 1.2 million euros compared to 2023).

1. Baromètre Energie-Info 2025.

2. This indicator, specific to the EDF group, tracks the number of power restrictions avoided by meeting the payment terms granted by EDF to its customers in difficulty.



A SOLIDARITY BAROMETER TO MEASURE EXPECTATIONS AND IDENTIFY AREAS FOR IMPROVEMENT

The 2025 survey, conducted by Ifop and EDF R&D in March with a panel of 1,920 Solidarity partners, confirmed that EDF's Solidarity advisors are considered to be indispensable, committed and easy to access, as well as being good listeners. According to the results, 95% of partners report being satisfied with EDF's actions, which places the company first among energy suppliers whose policies are perceived as useful. According to 43% of respondents, EDF's policy has improved over the past 5 years. The PASS portal, an online platform that allows users to submit aid applications, track their progress, and access Solidarity-related updates, is widely appreciated, even though strong expectations are emerging regarding future developments.

Taking action at grassroots level in regions

As energy poverty tends to increase and affect new segments of the population, EDF supports local initiatives organized by associations in partnership with its regional teams. In early 2025, the 1st edition of the EDF Solidarity Awards (*Trophées EDF Solidarité*) highlighted projects aimed at preventing and combating energy poverty across the regions. 11 award winners were selected based on 5 topics related to studies being conducted by R&D on "Energy Poverty & Social Innovation":

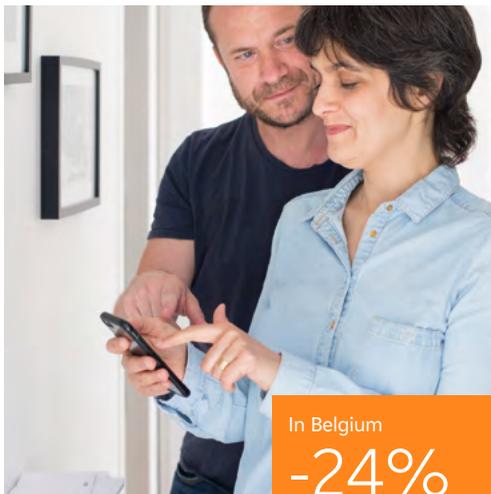
- Consume better together
- Using digital to fight energy poverty
- Housing at the heart of energy efficiency
- Reaching out to families experiencing energy poverty
- For those who need us most

The origin of these Awards lay in the observation that great initiatives to prevent and combat energy poverty were not coming to fruition due to lack of funding. The grants awarded, for amounts of between € 5,000 and € 20,000, aim to cover the investments and expenses necessary to carry out projects at grassroots level, anchored in territories. They supplement existing sources of funding or those which can be accessed locally.



FIND OUT MORE <https://onpe.org/remise-de-prix-de-la-premiere-edition-des-trophees-edf-solidarite-21-janvier-2025>

Overview of initiatives to fight energy poverty



In Belgium
-24%
 In 2024, the number of plans agreed to on a voluntary basis with residential customers decreased by 24.52% compared to 2023.

BELGIUM

Luminus pays particular attention to its most vulnerable customers by helping them manage their energy bill more effectively. Measures include scheduling monthly advance payments as close as possible to the actual billing amount and adjusting them at any time to reflect changes in consumption. Luminus proactively contacts its customers when the amount of the annual bills seems high or unusual. When a customer reports temporary difficulties, Luminus can offer them a payment schedule with a realistic plan which makes it easier to keep to payment deadlines. Since the introduction of automatic payment plans in 2020, customers have also been able to configure one directly on the Luminus website.



ITALY

In a country where 2.36 million households are faced with energy poverty, Edison supports vulnerable customers through a combination of immediate aid and long-term structural solutions. Through the “*Energia in periferia*” initiative, developed with the Banco dell’Energia Foundation, Edison provides both financial assistance and educational programmes promoting responsible energy use. These initiatives have been deployed in deprived neighbourhoods of Reggio Calabria, Catanzaro or Cagliari, in close collaboration with local social actors. For Edison, energy is not just a fundamental service, it is also a means of promoting social inclusion.

1,500
 households benefited from the scheme set up by Edison in 2024.



UK

In the UK, EDF was the first energy supplier to set up a fund to provide assistance to its most vulnerable customers. At the 2004 Utilities and Telecom Awards, the Extra Support team won the award for the best vulnerable-customer support initiative for its work with Sonex Financial.

DEBT RELIEF

2024 data from the British energy regulation authority Ofgem show that debt levels in the domestic energy market exceed £4 billion. Though energy bills are no longer at the peak levels recorded in 2022/23, they nevertheless remain around 50% higher than before the energy crisis. This is why EDF Energy has increased its winter support funding for the third year running. For the winter of 2024-2025, £29 million was allocated to support the most vulnerable customers, including a debt matching scheme (Winter Debt Match Funding) which enabled £1.1 million of debt to be cleared in 2023.



OVERSEAS TERRITORIES

Committed for over 30 years to the fight against energy poverty in the archipelago, EDF Archipel Guadeloupe works alongside the public authorities, the territorial authorities and social actors in the territory. In pursuit of its public service role, it supports customers and households concerned via its Solidarity centre and its dedicated team of advisors. The 3 pillars of intervention are personalized solutions (energy vouchers, financial aid such as the Housing Solidarity Fund (*Fonds Solidarité Logement - FSL*), emergency aid), awareness initiatives focused on energy savings, and help with consumption management.



3 QUESTIONS FOR RACHEL GUYET

Director of the Master in Global Energy Transition and Governance, doctor in political science and lecturer on the Sciences-Po Dijon campus



What are the conditions for a just transition?

A just transition cannot be achieved without addressing the structural inequalities inherited from the fossil fuels-based model. While there is already consensus on the normative objective of a just transition, its governance and the methods to achieve it are a matter of debate. A fair transition requires recognition of the varied effects of transition policies on social groups, sectors and territories, certain of which are deprived of the capacity to act or make choices. It requires the introduction of mechanisms which anticipate the social risks resulting from the changes underway and ensure a fair redistribution of the costs and benefits. Lastly, concerted and democratic governance is essential so that citizens themselves can bring about these transformations.

Can the energy transition be a source of leverage in the fight against energy poverty?

The energy transition can become a source of leverage in the fight against energy poverty if it is part of a systemic, integrated and coordinated approach. As a phenomenon with multiple dimensions, energy poverty involves a number of different interrelated challenges (climate, social, fiscal, health, etc.). The deployment of schemes to modernize home heating and improve access to renewable energies, as well as sustainable and affordable mobility solutions, including for the most vulnerable groups in society, are all structural levers to reduce forced spending and improve comfort. However, support and funding must be sustained and targeted to avoid worsening inequalities rather than mitigating them.

How can we mobilize more broadly for a just and inclusive energy transition?

The transition is often driven by anxiety-inducing narratives related to the climate emergency. To broaden mobilization, it is essential to co-construct positive narratives to mobilize people collectively, and give as many people as possible the power to act by sharing the diagnoses of the problems and coming up with concrete solutions together. Of course, this approach takes time but it fosters adoption and trust in the project as a whole. There are many existing civic initiatives which bring together social justice and the ecological transition but they are not very visible. Highlighting them would contribute to this mobilization, which also requires removing barriers to access information, education, and public discourse through spaces for open and inclusive dialogue.

Partnerships to accelerate social innovation

Fighting energy poverty requires cooperation, perseverance and collective intelligence. It is in this context that the EDF group has established a partnership with the international NGO Ashoka, present in France since 2004, which supports the world's largest network of social entrepreneurs. By bringing together complementary areas of expertise, this partnership aims to find effective and lasting solutions to energy poverty in societies such as France where 10.8% of citizens¹ are affected by this scourge. Since 2016, EDF has been working with Ashoka as a trusted third party throughout the process of cooperation with social entrepreneurs identified from its network to address various different issues.

35% of French people declare that they suffered from the cold for at least 24 hours during the winter of 2024-2025².

1. Source: French national energy poverty observatory [Observatoire national de la précarité énergétique], 2024.
2. Baromètre Energie-Info 2025.

FIGHT AGAINST EXTREME ENERGY POVERTY BY REMOVING OBSTACLES TO IMPROVING THE ENERGY EFFICIENCY OF HOUSEHOLDS

In 2022, within the framework of its partnership with Ashoka, EDF worked together with Réseau Eco-Habitat to take stronger action to support households in situations of extreme energy poverty. This resulted in a comprehensive offer of social, administrative and technical support by rethinking the processes to identify those in need of support, mobilize tradespeople and provide funding. EDF also contributes to the funding of the EEC programme "Territoires Zéro Exclusion Énergétique", run by the association "STOP à l'Exclusion Énergétique". This programme aims to remove obstacles to the improvement of home energy efficiency in 14 territories, with an objective to provide support to 3,000 households by the end of 2026 and to train 300 volunteer equipment assemblers.



FIND OUT MORE
<https://www.edf.fr/groupe-edf/agir-entreprise-responsable/responsabilite-sociale-d-entreprise/agir-pour-une-transition-juste/edf-partenaire-d-ashoka>

ENSURE MORE EFFECTIVE MESSAGING ON ENERGY SUFFICIENCY AIMED AT THE MOST VULNERABLE HOUSEHOLDS

In 2024, the *Voisins Malins* association joined the Ashoka-EDF partnership to share its expertise in communication and messaging directed at the most vulnerable households. The association organized participatory workshops with EDF Solidarity contacts to critically examine the tools used and adapt the process to raise awareness among the 3,200 partners in EDF's social action who are supporting families on the ground.

FIGHT AGAINST OVER-INDEBTEDNESS OF THE VULNERABLE HOUSEHOLDS

In 2025, EDF and Ashoka established a partnership with the CRÉSUS association to combat the risk of financial exclusion. It aims to prevent over-indebtedness by educating people on budgeting methods and by guiding them more effectively toward appropriate support schemes. Combining human support, social innovation and financial education, it is part of a systemic approach to transform practices, improve financial resilience and ultimately improve social inclusion.

WE IMPLEMENT CORPORATE SOCIAL RESPONSIBILITY to support an inclusive

The just transition places employees at the centre of corporate social responsibility. It is underpinned by the definition of decent work formulated by the International Labour Organization (ILO), which aims to guarantee productive employment for all, under free, fair, safe and dignified conditions. To achieve this, just transition encourages the development of skills, continuous training and support for employability, to provide lasting support for career development.

Social commitments which make a difference

For the EDF group, being a responsible employer means not only offering work which guarantees a fair income, with a constant concern for the safety of individuals, but also supporting prospects of equal opportunities for development, individual fulfilment and social integration. In accordance with its *Raison d'Être*, the Group cares for the well-being of its employees, promoting fulfilling working conditions and a sustainable balance between collective performance and individual fulfilment.

→ Safety, security, and health: an absolute priority

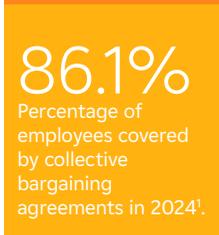
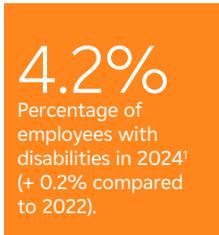
The Group applies the highest standards in facility safety, security, and the health of its personnel. Its top priority is the ambition of zero accidents, achieved through strict compliance with safety rules and shared vigilance. EDF implements proactive policies for both employees and subcontractors. Every new project undergoes a thorough assessment in terms of



infrastructure safety, as well as the security and health of the people working on it, including considerations such as air quality and the reduction of noise, visual, and light disturbances.

→ Social protection, a fundamental building block

EDF is careful to ensure its employees are guaranteed fundamental social rights, including access to healthcare, income security, parenthood, support for caregivers, disability cover and mental health. In keeping with this commitment, EDF has joined the Engage & Care coalition which brings together fifteen major international groups. This initiative aims to encourage social innovation, share best practices and promote fairer and more sustainable working environments.



1. Group scope.

→ The fight against sexism, an ongoing commitment

The EDF group does not tolerate any form of violence in the workplace and pursues an active policy to prevent all forms of harassment, discrimination or sexism. As the first company to be awarded the “Committed Company, Sexism Not Our Style” [*“Entreprise engagée Sexisme pas notre genre”*] label, the Group has participated in various editions of the #StOpe barometer. In 2025, 132,000 responses were collected across 19 companies and organizations. With 38,465 responses, the EDF group recorded the highest participation of all participating entities.

WHAT IS THE #StOpe BAROMETER?
It is a survey by the inter-company #StOpe (*Stop au Sexisme Ordinaire en Entreprise*) initiative to which the EDF group has been a signatory since its inception in 2018. Conducted every two years since 2021, it aims to measure the scale of everyday sexism in the workplace, as well as progress made on the issue.

→ Proactive action on diversity and inclusion

Since 2014, the Group has held the GEEIS (Gender Equality and Diversity for European and International Standard) label in recognition of the actions it takes in favour of diversity and equality in the workplace, broken down into structured action plans. As a signatory of the L'Autre Cercle Charter against LGBT+ discrimination in the workplace and a supporter of the Energay association which works to ensure greater recognition of gay rights in the electricity and gas industries, EDF stands for an inclusive working environment. To put together specific action plans, in Belgium, Luminus carries out annual surveys on feelings of fairness and inclusion. According to data collected in 2024, the feeling of inclusion improved by + 3.6% in 1 year to reach 92.8%.

Luminus is affiliated to the Open@work network which aims to create an increasingly inclusive working environment for LGBTQIA+ people.

In support of gender equality

EDF's commitment is reflected in the signing of collective agreements to address existing imbalances, mentorship programs to support women's careers, and the creation of networks that showcase talent, such as Energies Mixité, one of the largest corporate networks dedicated to gender diversity. Pay equality is one of the foundations of gender equality but it encompasses other challenges which are just as important: equal opportunities in career development, increasing the proportion of women working in technical professions, raising awareness of the deconstruction of gender stereotypes and help for victims of domestic violence. While the proportion of women recruited into technical professions remains a challenge (20% in 2024), the EDF group confirms its progress towards greater equality with a gender equality index of 95/100 in 2024, up 5 points since 2022.

95/100

Gender equality index in 2024¹ (+5 points compared to 2022).

ENERGY IN DIVERSITY

Created in 2009 by EDF in partnership with Women In Nuclear (WIN) France, Fem'Energia aims to raise the profile of women in this sector. This award is aimed at women, as well as younger female students and secondary school pupils, to highlight their inspiring career paths, help them to find their vocation and provide financial support to those who are passionate about working in the energy sector.

1. Group scope.



Employability and reconversion: personalized career paths

The transition will only be successful if it is social and shared, as it entails some profound changes in jobs and skills. This means supporting employees by guaranteeing them a secure future in terms of professional development and offering tailored training programmes, enabling them to play an integral part in meeting new economic and social needs. The EDF group is investing in training and professional development to build future-ready skills. In 2024, 664 million euros¹ were invested and 7.9 million hours of training¹ were delivered. In the event of site closure, employees are provided with support to allow them to continue their professional development within the company. The objective is to take their individual situation into account and to build a career pathway with them that aligns personal aspirations with the company's needs. Drawing on its experience from the closure of nearly 34 thermal power plants in France since 1982, the Group is planning to redeploy employees from the last two units of the Cordemais thermal power plant which is set to close in 2027. Individual support packages are being offered with training enabling those concerned to find a new job.



11,000

mobility transfers every year within EDF SA (and more than 1,000 mobility transfers between companies within the Group).

41.4

hours of training per employee¹, on average in 2024 (+3.4 hours compared to 2022).

1. Group scope.



HIGH-FLYERS IN WELDING

Founded in 2021 by and for industrial businesses, the HEFAIS school of welding trains in the region 200 welders a year for the nuclear and naval industries. This very sought-after profession offers strong prospects of employability. The school, located in the Cotentin area of Normandy, close to a dynamic labour pool, is open to job seekers and employees in the metalworking sector who wish to perfect their skills or transition into another profession.

In the field, our employees are putting our societal engagement into practice

In France and internationally, employees of EDF are engaged in civil society to provide support for energy and social transitions. EDF encourages and supports such engagements, whether it be on a voluntary basis or in the form of mentoring or financial donations.

Promoting employment

Facilitating the social and professional integration of vulnerable people has long been the role of the EDF group's employment support fund (*Fonds Agir pour l'Emploi - FAPE*) which supports social structures conducive to the creation of jobs. Thanks to donations from employees and retired personnel, supplemented by the Group, more than 2,000 jobs are created or consolidated on average every year in various fields such as the creation of Very Small Enterprises (VSEs) or social and solidarity economy projects. In addition to financial support, around thirty retirees are involved on a voluntary basis in the running of the fund and in the examination of applications for support. Made possible by the joint commitment of companies of the EDF group, employees and retirees, and trade unions, the FAPE is an original means of generating greater solidarity in the area of employment.



More than 2,600 projects have been launched in 10 years to find employment for vulnerable persons and a growing proportion of refugees.

Helping to reduce fragmentation of society

The EDF group is committed to working with associations over the long term. Thanks to its Foundation, which receives an annual grant of 10 million euros, it supports just short of 350 projects in France and internationally, in the 10 countries where it is present. With its mandate to enlighten the future ("*Eclairons les Avenir*s"), the Foundation works in favour of ecological and social transition in line with the Group's Raison d'Être. In a world where too many people are struggling to find their place in society, it works to promote equality of opportunities while supporting the social and professional integration of young people and adults in difficulty. To help associations to redirect their activities to ecological ends, they provide specific support to help them to incorporate environmental goals into their strategy. Employees can become involved with the supported associations in a mentoring role and help to examine and carry out project internationally.



EDF Génération, a non-profit organization created in 2025 and governed by the French "association loi 1901" act, supports and highlights the engagement of the Group's employees in civil society through initiatives such as the Telethon in which the Group takes part every year. The objective is for 10,000 employees to be involved every year.



THE EDF GROUP FOUNDATION, DONATIONS TO HELP COPE WITH MAJOR CLIMATE EVENTS

The risk of cyclones is one of the effects of climate change that is already noticeable, with exceptionally powerful cyclones having an impact on populations and economic activities. In the early days following the passage of the cyclone in Mayotte in December 2024, the EDF group mobilized people and equipment to restore access to electricity, working in close cooperation with local actors and the public authorities. Employees of the EDF group were able to support two local associations thanks to their donations, which were matched by the Foundation. The 290,000 euros raised in this way in particular helped to rebuild educational establishments for young people from deprived backgrounds in slum areas.

THE EOS FOUNDATION, VOLUNTEERING TO HELP YOUNGER GENERATIONS

In Italy, the EOS (*Edison Orizzonte Sociale*) Foundation encourages employees to participate in voluntary initiatives. Between 2022 and 2024, 1,100 members of the Edison community participated in more than 30 projects in 6 regions of Italy. These projects aim to improve the quality of life of vulnerable people and promote the well-being and education of young people, through involvement in culture, sport or urban regeneration. By focusing on the new generation, the goal is to build a fairer and more sustainable future together with them so that no-one is left out.



WE WORK for the resilience of territories

Working in close collaboration with citizens and the public authorities, the EDF group actively contributes to the economic and social development of the French territories where it is present.

- Through taxation with the payment of 1 billion euros of local taxes to local authorities every year
- Through employment by making a positive contribution to local direct and indirect employment.

1,000

million of local taxes paid in France (+ 250 million compared to 2023).

4.8

local jobs supported in France by one direct EDF job (+ 0.7 compared to 2022).



Sharing the dynamic of development with territories

The EDF group encourages consultation on its projects for smoother integration at territorial level. To support the project to build two EPR2 reactors on the Penly site, a Large Construction Site (Grand Chantier) initiative was set up in 2023. It aims to prepare the ground at territorial level both in terms of local development planning (infrastructure, housing, etc.) and recruitment and training, with the objective of ensuring territorial cohesion. The French State, the local authorities, EDF and the partners in the Large Construction Site (Grand Chantier) initiative also co-signed a project at territorial level expressing their shared ambition to support local economic development.



Construction site for two EPR2 reactors at Penly

In the event of closure of sites, the creation of new local activities is studied to continue to sustain employment and the local economy. At Aramon, the coal-fired thermal power plant closed in 2015, the economic reconversion programme opened the way for the creation of the CleanTech Vallée association. Working to support the local economy and the ecological transition, it gave rise to a green innovation ecosystem which has already created 38 high-value added jobs in industries of the future.



Accelerating the adaptation of territories to transitions

Worldwide, cities and urban areas account for over 60%¹ of energy consumption and act as sounding boards for the effects of climate change. Their adaptation requires a global transition strategy that goes beyond the obvious challenges related to energy and the environment. By providing local actors with its know-how and customized solutions, the EDF group helps them to meet energy and social challenges with a view to creating sustainable cities.

1. Source Climate Promise, UNDP, "Cities have a key role to play in tackling climate change - here's why", June 2024.



RESPONSE: DIJON, A LAB WORKING ON THE INCLUSIVE ENERGY TRANSITION

And what if the cities of tomorrow were able to reduce their carbon emissions by producing energy locally?

The European RESPONSE (integRratEd Solutions for POSitive eNergy and reSIlient citiEs) project, led by Dijon Métropole with the support of the EDF group, represents a major step forward towards carbon neutrality. In the district of Fontaine d'Ouche, a working class area with high levels of poverty, RESPONSE is transforming 618 homes and 24 public buildings into positive energy islands, thanks

to over 4,500 solar panels, a heating network which is 83%-powered by renewable energies and a smart energy management system. This innovative approach allows a 75% reduction in CO2 emissions and savings of up to 38% on final energy consumption, while involving 1,100 residents in a collective self-consumption initiative - the largest of its kind ever carried out in an urban area in France. Tenants benefit from the modernization of the district where they live and a reduction in their charges. RESPONSE illustrates the EDF group's commitment to an energy transition which is inclusive, local and reproducible on a European scale.

Contributing to socio-economic development in vulnerable areas

To improve access to energy in rural and isolated areas, in particular in Africa and in Asia, EDF puts its know-how to work for the benefit of off-grid electrification projects¹. These projects, which rely on solar panels and batteries, make it possible to meet the energy needs of populations not connected to the electrical power grid, mainly private individuals and very small enterprises. As of mid-2025, these projects are allowing 1 million people to have off-grid access to low-carbon electricity. Solar pump services are also offered. They enable small farmers to irrigate their land using a sustainable source of energy, in a context where only 6% of arable land in Africa is irrigated.



Off-grid project in Ivory Coast



«The businesses of tomorrow will be those which position themselves, today, as actors rather than spectators in an economy which puts human beings and the planet at its heart.»

Elsa Savourey
Independent legal expert,
Member of the EDF group's
Stakeholder Advisory Committee.

Identifying the impacts of projects

Throughout a project's lifetime, from development to operations, impact studies are carried out. They identify the main environmental and social (E&S) risks, including the human rights dimension, in accordance with the Equator Principles. To take the expectations of territories into account more effectively and involve local communities more closely, dialogue is initiated as far upstream as possible. Special attention is paid to groups likely to be particularly vulnerable or marginalized. For each project that has a significant impact on territories and the environment, mechanisms for the gathering of opinions and processing of complaints, alerts and claims are put in place.

DID YOU KNOW?

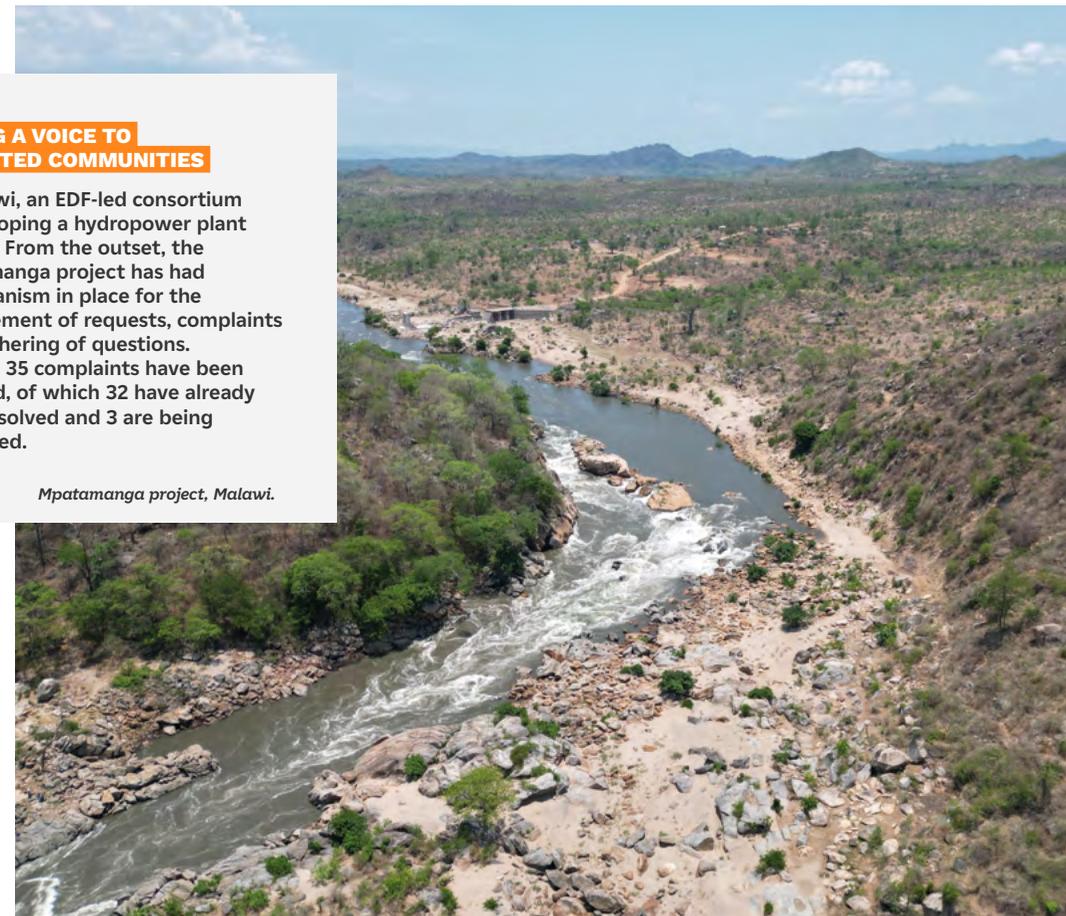
The Equator Principles (EPs) provide a framework for the management of sustainable development risks for projects financed by financial institutions. They enable them to assess and manage environmental and social impacts and risks of projects, both before and during their lifecycle.

100%
of the Group's projects
comply with the Equator
Principles in 2024
(as in 2023 and 2022).

GIVING A VOICE TO AFFECTED COMMUNITIES

In Malawi, an EDF-led consortium is developing a hydropower plant project. From the outset, the Mpatamanga project has had a mechanism in place for the management of requests, complaints and gathering of questions. To date, 35 complaints have been received, of which 32 have already been resolved and 3 are being processed.

Mpatamanga project, Malawi.



¹ Self-sufficient off-grid generation by means of installation of solar kits.

WE EXERCISE OUR DUTY OF VIGILANCE *right across our supply chain*

Responsible procurement is at the heart of the Group's social and environmental responsibility. Suppliers and subcontractors undertake to comply with and ensure compliance with EDF's commitments in its duty of vigilance guidelines: respect for human rights and fundamental freedoms, health and safety standards, reduction of environmental footprint, culture of integrity.

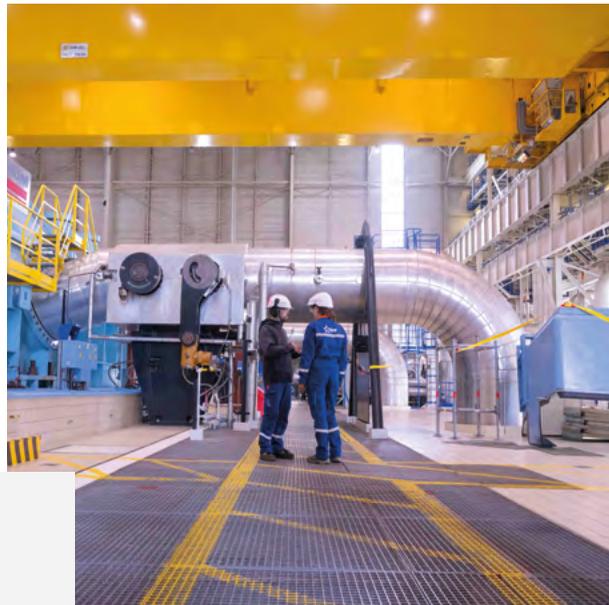
Creating a demanding framework of trust

Their adherence to the Code of Conduct and its binding ethical rules is a prerequisite for any business relationship. Throughout the life cycle of a purchase, suppliers can be audited to check their compliance with the Group's commitments. Special attention is paid to ensuring that fuel is supplied under good social, societal and environmental conditions, from extraction to processing.

With a view to continuous improvement, the Group Purchasing Division surveys its suppliers on an annual basis to gather their perceptions and feedback. This provides the basis for balanced relations between partners, certified by the Responsible Supplier Relations and Purchasing (*Relations Fournisseurs et Achats Responsables* – *RFAR*) label since 2015.

RIGOROUS PURCHASING FRAMEWORKS

In Belgium, the Luminus procurement platform provides for specific selection criteria, depending on the calls for tenders, including CSR criteria such as carbon emissions. Luminus has also implemented a "green charter" to be observed by subcontractors responsible for the construction of wind farms to minimize the impact on biodiversity. This charter, tested on the Liernu construction site in 2023, has since been integrated into the specifications and extended to all worksites in 2024.



Assisting SMEs *with their development*

EDF endeavours to strengthen its supply chains locally, particularly by subcontracting with a wide array of SMEs. In 2021, the Group thus issued social bonds¹ in line with its CSR strategy of responsible regional development and the development of industrial sectors. In the UK, EDF Energy has increased its expenditure with SMEs, with more than £1.5 billion spent with 2,506 SMEs in 2023, representing 68% of all suppliers.

1. Social bonds are used to finance or refinance projects that alleviate specific social problems and seek to promote positive social outcomes.
2. In strict compliance with the independence of regulated subsidiaries.

"TPE POUR DEMAIN" (SMALL BUSINESSES FOR TOMORROW), ENEDIS' CSR PROGRAM FOR ITS PARTNERS

Today, many economic players include CSR criteria in their calls for tenders. By voluntarily participating in the "TPE pour demain" (Small Businesses for Tomorrow) programme launched by Enedis², small businesses increase their chances of winning contracts. The programme enables small businesses to develop and improve their CSR strategy by assessing it and then drawing up an action plan, which is supported by personalized guidance from an Enedis advisor.



FIND OUT MORE

<https://www.enedis.fr/sengager-pour-le-collectif/accompagner-la-transition-des-tpe-pme>



AN ALLIANCE FOR DECARBONIZING THE ECONOMY

Since 2005, the EDF Group has been actively involved in the work of the Pacte PME association, whose mission is to facilitate the development of SMEs and their interactions with large companies. In 2023, the Group renewed its commitment by signing the Pacte PME Alliance agreement. The aim of this alliance is to significantly accelerate the decarbonization of SMEs. To boost their competitiveness, it offers a comprehensive decarbonization pathway, from carbon footprint assessment to the implementation of solutions to reduce emissions, with the support of large companies and climate experts who are members of the Alliance.

MAXI- MIZING

*opportunities for
a just transition*



WE SUPPORT OUR CUSTOMERS *with their decarbonization*

Achieving the Paris Agreement targets means switching from fossil fuels to low-carbon energy sources through a production mix based on nuclear power, supplemented by hydroelectricity and renewables, while promoting energy efficiency solutions and energy conservation efforts. Recognizing that decarbonization is not progressing fast enough, the EDF Group is mobilizing to convince its customers to switch to electricity. Today, this is the most effective way to reduce CO₂ emissions, while at the same time boosting purchasing power, the local economy, and energy sovereignty.

Solutions are available for the electrification of end-use consumption

- In buildings, heat pumps reduce annual heating bills by up to 40%¹.
- In transportation, an electric vehicle can save up to €1,600 per year in running costs²
- In industry, more than 80% of processes can be electrified using current technologies.

1. Source: EDF R&D 2025.
2. Source: BCG Study, Sept 2025.

Supporting the long-term competitiveness of manufacturers

Between the end of 2023 and October 2025, more than 14,800 contracts were signed with B2B customers, 60% of which were in industry. In 2025, the EDF Group has established long-term partnerships in the form of Nuclear Production Allocation Contracts backed by its in-service nuclear fleet, which offer stable prices to industrial customers. The sectors concerned include:

- **Chemicals (Arkema and Kem One)**
- **Metallurgy (Aluminium Dunkerque and Marcegaglia)**
- **Construction materials (Lafarge).**



LONG-TERM COMMITMENTS WITH ELECTRICITY-INTENSIVE CUSTOMERS

In July 2025, EDF and Aluminium Dunkerque, France's largest electricity consumer, confirmed a Memorandum of Understanding for a 10-year electricity supply agreement to start on January 1, 2026. The agreement includes balanced mechanisms for sharing risks and benefits. Aluminium Dunkerque is accelerating its decarbonization trajectory with an agreement tailored to its large-scale consumer profile, enabling it to secure its low-carbon energy supply, strengthen its production capacity, and develop local employment. EDF, for its part, secures demand for its production facilities and reduces the risk of fluctuations in its revenues on the wholesale electricity market.



LOW-CARBON ELECTRICITY, A KEY ASSET FOR DIGITAL PLAYERS

Data4, a European data centre operator, signed a 12-year Nuclear Production Allocation Contract with EDF in 2025.

With this partnership, Data4 is committed to operating in a more sustainable manner while pursuing its growth strategy thanks to this competitive electricity supply.

Solutions for controlling energy consumption

For everyone, the energy transition means consuming less and consuming better. We have 6,200 EDF advisors based in France who advise customers on regulatory changes and dedicated offers. Whether it's small business customers, eligible since February 2025 for regulated sales rates, or individual customers, now free to choose a contract based on their preferences, everyone can commit to a more responsible approach. The "Vert Electrique" contract, for example, helps finance renewable energy production capacity.

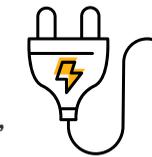
The EDF Group supports its customers' energy optimization efforts with incentives for energy efficiency, such as load-shedding contracts for industrial and residential customers that help smooth peaks in demand. Innovative solutions complement this approach:

→ In the B2B customer market

For industrial sites, Dalkia Analytics offers an energy and environmental performance management service that uses artificial intelligence to identify energy-saving opportunities.

→ In the B2C customer market

Real-time consumption monitoring tools such as the Right Track platform in the United Kingdom, the EDF&Moi app or the Info Watt service in France for energy voucher recipients, make it possible to identify the most energy-intensive appliances and consumption habits. By adapting their usage, customers make savings. In Belgium, the My Luminus app allows customers to track their consumption, compare it with that of other consumers, and adjust their monthly payments. Levels of satisfaction with this service are on the rise: 83% of customers in 2024 preferred to use this self-service digital tool rather than traditional contact channels.



Customized offerings to promote energy efficiency

EDF's support includes energy improvement offers such as home insulation and the installation of low-carbon heating solutions.

To make sure they are relevant, the actions are tailored to local needs and challenges. Overseas territories and Corsica benefit from Agir Plus, a financial aid scheme for energy-saving work or the installation of high-performance systems adapted to the climate. In the United Kingdom, EDF Energy is participating for the second consecutive year in the Energy Doctors initiative, a scheme to help customers facing energy poverty in disadvantaged neighbourhoods in east London, providing them with advice and an assessment to improve the energy efficiency of their homes.



1. Source: Sat'Contacts FO study: next-day measurement of customer satisfaction following a customer call. Results based on 462,464 respondents between January and June 2024.
2. Scope: France.

WE CREATE ATTRACTIVE PATHWAYS to draw people to careers in energy transition

The energy transition sector will need to recruit several hundred thousand people in France over the next 10 years, including around 10,000 people per year in the nuclear industry alone. Some professions are changing, others are emerging, creating opportunities to reinvent professions and practices.

Nuclear energy, an industry with a bright future

Faced today with the challenges of energy sovereignty, competitiveness, and the fight against climate change, nuclear energy represents a major asset. Around the world as in Europe, nuclear power is experiencing a renaissance. In France, the government along with industry stakeholders are supporting this recovery through the 2025-2028 Strategic Nuclear Industry Agreement, which aims to build a robust industry by focusing on four key drivers:

- Industrial performance
- Attractiveness
- Innovation
- Ecological transition.

At the heart of this dynamic, the EDF Group is accelerating the development of new reactors with a range of technologies and power ratings. To meet the challenges of this new phase of development of the nuclear industry, notably with the construction of six EPR2 reactors, its HR policy has two key goals: secure skills and attract new talents.

9,400
recruitment in the nuclear industry in France over the period 2025-2027.



An opportunity for employment

In view of recruitment volumes and the still insufficient attractiveness of industrial professions, the EDF Group is strengthening its coordination with other players in the sector. A University for Nuclear Professions (Université des Métiers du Nucléaire - UMN), created in 2021, supports the development of the sector through local initiatives and a dedicated portal. The nuclear industry offers significant employment and career opportunities: EDF recruited around 4,500 people in France in 2024 in the nuclear professions. The Group is also working to support work-study students so that they can apply for jobs in the industry after completing their studies. In 2024, EDF teams in France hosted 9,600 work-study students.

TRAINING ON SUSTAINABILITY ISSUES

To fully play its role in the energy transition, the EDF Group can count on the commitment of its employees. Training courses are available to enable them to develop their skills and expertise in the area of CSR. With the 100% digital offering “Committed to the planet”, specific training courses for each profession are freely accessible on topics such as climate and biodiversity. Another example is the Environment & Society (E&S) program created in 2021, which allows employees with experience in environmental and societal domains to continue their training in these subjects. The aim being to professionalize a community of experts so that they can embody the Group’s CSR ambition in their daily activities.

3,664
employees trained in sustainability in 2024.



90,000
employees reached through the Fresque du Climat (climate fresco) initiative by end-2024.



Attracting people toward the jobs of tomorrow

In 2024, the EDF Group recruited 16,700 people in nuclear power generation, as well as in energy services and renewable energies.

Whether scientific or technical, the jobs of tomorrow related to the energy transition offer a variety of career opportunities and forward-looking prospects for advancement. Among the actions being undertaken by the EDF Group: partnerships with the French state education system on initial training, a commitment to vocational education to promote careers in energy transition, and specific initiatives to encourage more women to enter the sector.

1. In strict compliance with the independence of regulated subsidiaries.

BUILDING FRANCE'S ELECTRIC FUTURE

Enedis¹ has joined forces with players in the electrical network sector to create "Power Network Schools for Energy Transition," which aim to train young people and those seeking career change in energy transition professions in order to meet a massive need for recruitment of new skills. Across the country, Enedis is developing partnerships with vocational secondary schools and continuing education providers. These are forward-looking choices.



WOMEN'S ENERGY IN TRANSITION

In 2018, Dalkia took the initiative to create the Women's Energy in Transition (WEIT) award to recognise talented women who are committed to scientific and technical careers and have chosen to focus on energy transition. Women have a role to play in providing a liveable world for future generations. The WEIT award serves as a reminder of this by highlighting inspiring career paths and providing financial support. Promoting gender equality and preserving resources: two battles working towards a sustainable vision of society.

« The transition to a resilient, low-carbon economy represents an opportunity for transformation for businesses around the world. A just transition can enable businesses to reconcile economic, social and environmental objectives in their strategies to stimulate growth, create value and decent jobs, while protecting the environment and remaining or becoming competitive. »

Moustapha Kamal Gueye
 Director, Priority Action Programme on Just Transitions, International Labour Organisation (ILO),
 Member of the Stakeholder Council, EDF Group.



OUR LOCAL ROOTS support momentum for sustainable transition across our territories

Given local economic, social and environmental disparities, the energy transition and industrial transformation affect different regions in different ways. For it to be just, the transition must leverage everyone's strengths to create new opportunities. For a local player such as EDF, this means not only supporting revitalisation projects but also involving communities in a collective endeavour.

Since 2022, Hydro Alpes has been supporting Rhizomex, a young company specialising in the removal of Japanese knotweed, an invasive exotic plant.



Working as part of an ecosystem

EDF's involvement in regional development is not limited to social and environmental commitments. It is part of an integrated approach to Corporate Territorial Responsibility to create shared and sustainable value together with local residents.

→ **By contributing to local employment**
EDF Hydro has historically been committed to sustainable and shared development, benefiting the regions where it operates – a dynamic that has been reinforced in recent years by several initiatives.

In many mountainous and rural areas, EDF Hydro teams are working with local stakeholders to facilitate access to its markets for small and medium-sized enterprises. Thanks to the establishment of the “One River, One Region” investment fund in 2012, EDF Hydro is also contributing to the creation or preservation of several hundred jobs in the regions by financing the growth of local businesses.

→ **By fostering the socio-economic vitality of regions**

According to a 2022 study by INSEE, 14,800 people in the Nouvelle-Aquitaine region earn their living from the nuclear industry. The two nuclear power plants in Blayais and Civaux generate 5,610 jobs, including 2,420 direct jobs, 1,570 indirect jobs and 1,620 induced jobs.

In the United Kingdom, it is estimated that the Hinkley Point C nuclear programme generates 26,000 direct and indirect jobs in the country.

In the local territory, this translates into:

- GBP 5.3 billion spent with local businesses
- GBP 17 million supporting local projects through the Community Fund
- GBP 24 million invested in education and skills development
- 7,400 young people trained in one of the science, technology and engineering programmes in 2023.

Every pound spent generates an additional GBP 2.3 in value.

→ **By promoting renewable energies**

The energy transition can be an opportunity to give industrial sites a new lease of life. The Porcheville power station, which has been completely closed since 2017, is a successful example of how a site's role in energy production can be preserved while transitioning to carbon-free energy sources. It will soon be home to a photovoltaic farm with 10,000 panels and the largest battery power storage facility in the Île-de-France region.

→ **By adopting a regenerative model**

Regenerative design makes it possible to create a positive impact on the areas surrounding former industrial infrastructures. At the Petite Hydro site in Brides-les-Bains, EDF is working to project possible futures as part of its EDF Pulse Design innovation programme. It is exploring ways to add value to the site by revitalising biodiversity, regenerating the community with the creation of housing for local workers and a community centre, and using waste heat from the plant to heat homes inside the plant building.

Moving from a linear to a circular economy

With the limitation of planetary resources, a paradigm shift is taking place. Regions are moving towards a circular economy. This approach has long been supported by the EDF Group, notably through EDF Reutiliz, its reuse platform open to local authorities, associations and external companies, which gives a second life to equipment and materials that EDF no longer uses. Applied to the industrial-port area of Dunkirk, a region that alone accounts for 20% of industrial CO₂ emissions in France, the EPIFLEX circular economy approach developed by EDF's R&D researchers identifies environmental gains (reducing the impact of industrial sites on the resources used, reducing waste generation, reduction in CO₂ emissions, etc.) and significant economic gains that could improve the competitiveness of the sites. How does it work? By creating symbiotic relationships between industries, transforming one industry's waste into resources for another and establishing a virtuous, efficient, and resilient local ecosystem through exchange infrastructure. Recovering 1.3 TWh of waste heat would prevent 43,000 tonnes of CO₂ emissions per year and save 1.5 million m³ of water.

Paillon green corridor, Nice - ST/LM - © XYZ for Alexandre Chemetoff & associés, Carrilho da Graça architectos.

Initiating regional sponsorship initiatives

Regional sponsorship, the strength of which lies in understanding local stakeholders, is a concrete expression of the EDF Group's territorial rootedness. Closely attuned to local needs, it supports the ecological and social transition of regions through a range of community-based environmental initiatives.

PROMOTING ECO-CITIZENSHIP THROUGH THE “NICE GREEN CITY” INITIATIVE

In Nice, this project aims to extend the Paillon green corridor by 8 hectares to develop a veritable forest in the heart of the city, a new haven of cool fresh air and well-being for all. It is illustrative of the ecological and social transition of the region, which is operating through awareness-raising among residents (workshops, conferences, newsletters), professional integration clauses for job seekers, and the creation of a barometer of the city's ecological transition. The circular economy is also being promoted during the associated works, with the aim of reducing waste and recovering materials.





**Implementing projects
with a strong local impact**

In Cameroon, the Nachtigal hydroelectric power plant, which came on stream in May 2025, testifies to the EDF Group's commitment to energy transition. It is the largest hydroelectric development in the country, providing access to more abundant, low-carbon and competitive electricity that is up to five times more affordable than some of the country's thermal power plants. It covers 30% of the country's energy needs and meets the requirements of millions of industrial and private customers to reduce electricity outages. But that's not all. It has also accelerated the socio-economic development of the region: access to water (training for 165 people), access to healthcare (construction of a radiology unit and provision of a fully equipped ambulance), education (construction of nine classrooms and three technical workshops), income-generating activities (44 shops and support for 20 women's associations). During the construction phase, 1,004 workers were recruited, 93 per cent of whom were nationals and 12 per cent women. Today, 90% of employees are Cameroonian.

Nachtigal Dam,
Cameroon.

**30% of the country's
energy needs are
covered by the Nachtigal
hydroelectric facility**



**WE BELIEVE IN THE POWER
OF COLLECTIVE ACTION
to transform practices**

Our ongoing dialogue with suppliers aims to support them in key areas such as integrating CSR initiatives into their practices.

Scaling up CSR efforts through support for the network

The Suppliers Club¹ was launched in 2023 to bring together suppliers by industrial sector to address the challenges of decarbonisation and conservation of water resources. Collaborative workshops provide an opportunity to discuss trajectories and identify the most effective drivers to support.

In Italy, Edison created a Sustainable Procurement Academy in 2024, which is an online learning platform, in response to a need expressed directly by the suppliers themselves. It offers practical tools addressing key sustainability concepts and is structured around two main types of content:

thematic overviews, with sections devoted to topics such as the environment, human rights, governance and regulation, and an in-depth look at Edison's own sustainable development policy. The final certificate issued recognises suppliers' commitment to sustainable development.



95.4%
rate of territorial
purchases¹ in 2024
(+1.1% compared
to 2023).

1. Group scope.



**INNOVATIVE INITIATIVES
TO BUILD WIN-WIN
PARTNERSHIPS**

At DCN EDF SA (Nuclear Fuel Division), an innovative approach called On Deck (Working together to decarbonise the fuel cycle) has been created to encourage suppliers to commit to a decarbonisation pathway. This commitment is all the more crucial given that DCN does not itself operate industrial facilities in the fuel cycle. As a result of collaborative workshops to define realistic and achievable targets, greenhouse gas reduction commitment clauses have been incorporated into contracts, with bonuses awarded when targets are met. Productivity partnerships have been established with transport companies. A cooperative effort that has since been taken up by the French and global nuclear industry with a view to expanding it.

DIA-LOGUE

with stakeholders



CONSULTATION IS A lever for successful transition

The EDF Group cooperates with its diverse stakeholders through open dialogue and within a formalised framework.

Structuring social dialogue with staff representatives

The employee representative bodies, in particular the Central Social and Economic Committee (CSEC), the Social and Economic Committees (CSE) and the EWC (European Works Council) are, in France, recognised forums for dialogue and consultation within the EDF Group. Numerous strategic topics are addressed, including the vision for the company, Ambitions 2035, launched in September 2024, and the negotiation of the new Global Framework Agreement on Social and Environmental Responsibility 2025-2030.

The Global CSR Agreement

This is the fourth framework agreement since 2005. It was signed on January 27, 2025 by the EDF Group, global trade union federations (IndustriALL Global Union and Public Services International) and 18 trade union organisations representing the Group's employees. The result of extensive dialogue with the signatories, it unites them around a set of fundamental principles common to all Group companies and based on EDF's values.

It is an updated reference framework for social and societal policies that incorporates developments related to new concerns such as just transition, duty of vigilance and digital transformation. The Group has also pledged to raise awareness about the agreement among its 191,444 employees, partners, and suppliers.



INTERVIEW WITH ESTELLE DEVOS-DEWAELE

Secretary of the Group's Global Dialogue Committee on Social and Environmental Responsibility



I am convinced that strong governance, coupled with individual and collective commitments, is essential to bringing the agreement to life. The Dialogue Committee on Social and Environmental Responsibility, of which I have been Secretary since February 2025, plays a decisive role in monitoring the proper application of this common framework in all Group companies. It includes EDF management and 20 representatives from trade union organisations or federations, all of whom are genuinely committed and have specific expertise. We currently have 25 members - French, German, English, Italian,

Belgian, Polish, Chinese and Brazilian, representing different subsidiaries and countries - and we aim to welcome a representative from North America and another from Africa - Middle East. The Committee plays a proactive role as a channel for information, a body that monitors progress using annual tracking indicators, and also as an alert mechanism, a process in which I am personally very involved. This strategic role is, of course, associated with a pursuit of concrete results. To support this ambition, and this is a new feature of the 2025-2030 Agreement, the Committee now has the option of organising an annual field visit to observe the CSR practices implemented in one of the Group's companies or at the site of an industrial project under development.

During previous tenures, we issued human rights alerts for projects in Burma, Mexico and, most recently, Saudi Arabia, which resulted in the EDF Group withdrawing from these projects. The Committee therefore provides real added value, and all of our work also feeds into the vigilance plan.

I am proud to be the first woman to head the EDF Group's Global CSR Committee and to be making a contribution to this collective dynamic!



Just transition was already an emerging topic in 2018, when our previous agreement was signed, but we have collectively gained greater maturity on this issue. This is why it now heads the 2025-2030 Agreement as a key cross-cutting issue.

Addressing societal challenges hand in hand with civil society

Several panels of experts drawn from civil society bring an outside perspective to the EDF Group's strategic orientations.

→ **The Stakeholder Council, a multidisciplinary, joint and voluntary collective**, composed of 11 members with diverse backgrounds, is a privileged forum for putting forward society's expectations. This co-construction approach is being rolled out in the regions with territorial stakeholder councils. Brittany's Stakeholder Council, for example, chaired by EDF's Regional Action Director in Brittany, meets three times a year and is made up of members chosen for their diverse perspectives (economic, social, community, academic) to guide the Group's actions and gather citizens' expectations.

→ **The Scientific Council**, composed of 19 members, including 17 external members representing various specialities, provides its opinion and recommendations on R&D research programmes.

Promoting societal debate on projects

Dialogue and consultation are initiated at the earliest possible stages of projects in order to create the most favourable conditions for their implementation.

In Montézic, where EDF is preparing to build a new plant near the existing one in order to increase pumped hydro-electric energy storage (PHES) capacity, the forum for regional dialogue “Parlons Montézic 2”, bringing together partners, public authorities and local residents, started up in October 2023. The working groups, formed in 2024, meet regularly to discuss four topics: housing, local services, tourism and the processing of extracted materials. To balance technical efficiency and responsibility, the EDF Group is working in coordination with all stakeholders in the region, government departments, elected officials, associations, local residents and local economic players.



Upper reservoir of the Montézic hydro-electric pumped storage power station.

Mobilising internal resources through collective intelligence networks

Within the EDF Group, spontaneous initiatives are emerging, such as the Rhizome collective, which already has 1800 employees working together on environmental issues. Acting as a forum for debate and the dissemination of best practices, it brings together employees committed to ecological transition. Working to complement the Group’s CSR strategy, the collective develops concrete actions in the field, such as creating a network of cyclists to encourage employees to adopt soft mobility, promoting vegetarian food in company restaurants, and setting up repair workshops, as in Lyon. Le Rhizome is also part of the network “Les Collectifs”, which today counts some 120 similar collectives of company employees who are reaching out and promoting all their initiatives through a shared “Atlas des Actions” in order to inspire employees everywhere.



And because they are the ones who can talk about it best, the EDF network “EDF c’est moi” (EDF is me), with 3,000 volunteer members from all professions, is mobilising to convey the Group’s messages to its internal and external stakeholders at meetings, trade fairs, school presentations, on social media, etc. Its main objectives are to attract young people to careers in energy and to strengthen the Group’s ties with the French public.



Another collective intelligence initiative is known as ETRE (standing for *En Toute Raison d’Être* - a reference to EDF’s stated *raison d’être*). ETRE was devised by the Impact department and the Let’s Talk Energy initiative. Its objective is to assess the extent to which a project with significant CSR stakes is aligned with the Group’s *raison d’être*. Projects such as Technocentre (a facility for recycling very low-level radioactive metals in Fessenheim) and EPR2 near Bugey have drawn on this resource. Based on cognitive and social sciences and engaging volunteer employees, ETRE provides a snapshot of the project as it relates to CSR issues and suggests areas for improvement. It is a mechanism that helps to strengthen a project in terms of its CSR challenges and fosters adoption of the *raison d’être* by employees.

CONTRIBUTING

to systemic transformation



SUPPORTING THE TRANSITION through financial innovation

Because the Group is committed to accelerating decarbonisation and working towards a just transition, its financial model must be designed to support its ambitions over the long term. Sustainable finance makes it possible to mobilise the capital needed for the massive investments required by the energy transition, while controlling costs and risks.

the United Kingdom. For the first time in 2024, the Group took out green bank loans dedicated to financing the extension of the lifespan of its nuclear reactors. In line with its *Raison d'Être* and the Social Bond Principles and Sustainability Bond Guidelines, the EDF Group has also issued hybrid social bonds dedicated to financing projects eligible for investment by placing orders with SMEs to develop local employment.



Between 2013 and 2024, the EDF Group issued the equivalent of €16 billion in green bonds. These green bonds finance eligible projects defined in EDF's Green Financing Framework. Its most recent update was introduced in 2025, responding to the need to broaden its scope to cover both activities aligned with the European taxonomy (a classification system for economic activities that identifies those that are environmentally sustainable) and nuclear projects in

COMBINED INTERVIEW

Nick Robins, Professor of Sustainable Finance, Chair of the Just Transition Finance Lab, Grantham Research Institute, London School of Economics and Political Science

Carine de Boissezon, Head of the Impact Division, EDF Group



Just Transition and Finance — A Recent Development?

NR: Institutional investors really started recognising the importance of the just transition following the Paris Agreement, starting in around 2018. Over 600 investors have now incorporated the just transition into their assessment of corporate net-zero performance through the Climate Action 100+ initiative, for example. Shareholder engagement remains the key tool to send investor expectations of the need to incorporate social risks and opportunities into corporate climate plans, extending from key industrial sectors such as energy to banks as well as governments through engagement around sovereign bonds. And companies are responding with nearly 40% of major carbon intensive firms taking some action, although only 1% have a fully comprehensive approach to the just transition, according to CA100+.

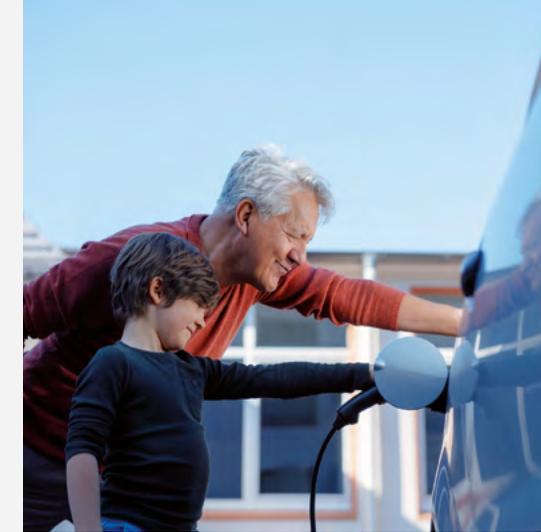
«Some of the key challenges are developing a common definition of just transition, as well as shared frameworks for disclosure.»

Nick Robins

CDB: I have been particularly struck by the radical change in investors' approach towards our social challenges. Before the COVID crisis, few of them asked us about training, retraining or social dialogue; these were often even considered unnecessary expenses or a source of rigidity in governance. The conjunction of the COVID crisis and the Yellow Vests movement in France has created a whole new dialogue, particularly with the Climate Action 100+ coalition. Academic work carried out by LSE (London School of Economics and Political Science) and Nick also contributed to the realisation that without social justice and consideration for affected communities, the transition would be rejected, and notably in the energy sector... This gave us the opportunity to better showcase everything the Group had achieved over more than 20 years, from the closure of thermal assets, particularly in France, to our unique governance structure with one-third of the Board of Directors made up of employee representatives, and the numerous global CSR agreements signed with trade unions worldwide.

«If we do not anticipate things properly, we will not only be dealing with a problem of stranded assets, but also one of “stranded workers”.»

Carine de Boissezon



Finance «as usual» and just transition, a model with legs?

NR: Financial institutions and businesses have been uneasy about taking responsibility for the social implications of net zero. However, this hands-off approach won't work anymore, as we see the growing concern about communities either getting stranded or not benefitting fairly from the energy transition. So, we need to agree that a «transformation of the financial system for both climate and social goals is now needed». This means moving from a few examples of leading practice to shared norms and rules which makes the just transition routine practice, through a combination of voluntary frameworks, market rules and government policies. Making sure that workers, communities and consumers are adequately incorporated in mandatory corporate transition plans is one route. Another is getting impact investors to press for specific structuring approaches that support workers, communities and consumers, all in the context of delivering attractive returns. Central banks and financial regulators could also assess the materiality of social risks for system stability.



CDB: The elephant in the room is being able to count what really counts. Whether we are talking about natural capital or human capital, we do not always know how to assess negative externalities, particularly our debt to nature. It is easier for an investor to finance green projects than the conversion or closure of thermal power stations. The same applies to climate change adaptation, as investments must be made today to offset “probabilised” future costs. And last but not least, it is essential to tackle complexity: The jobs created by the green transition are not necessarily located where site closures happen. Energy mix projections on an excel spreadsheet do not necessarily translate into the physical reality of an electricity system, as the recent blackout in Spain demonstrated.

How can we accelerate progress toward a just transition?

NR: We know that clean energy investment without a comprehensive social management programme could be hit with opposition leading to delays and additional costs which climate action can ill afford. To make progress, we need governments to design just transition programmes as part of their national climate plans (or NDCs), covering industrial policy, labour markets, skills and education, regional policy as well as fiscal measures and incentives. National and multilateral development banks – such as the EIB and EBRD – are key to make the first wave of investments in impacted geographies, crowding in private capital, often through

«Priority needs to be placed on increasing flows of affordable finance to developing countries where the investment needs are greatest and climate impacts are most severe. This is a challenge that COP30 needs to address.»

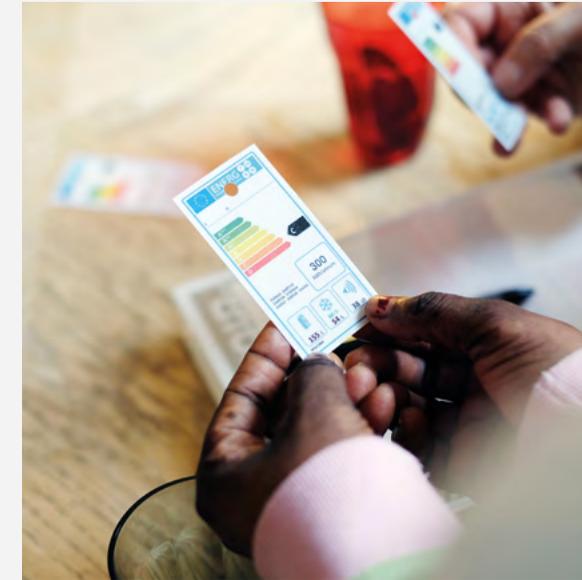
Nick Robins

blended finance mechanisms. And we need business to put the management of social risks and opportunities at the heart of their transition plans, backed by strong social dialogue with their workforce as well as real consultation with affected communities, all in the context of universal human rights. And investment needs to flow into specific just transition initiatives in every sector, which can be funded for example through the issuance of a new generation of bonds and loans whether green, social, sustainable or sustainability-linked.

CDB: For a company like EDF, the world's leading producer of electricity without direct CO2 emissions, one of the obstacles to electrification that we need to overcome is energy poverty. Faced with tight budgets and social tensions, climate risk will always come second. It is therefore essential to continue innovating, as we have done with the NGO Ashoka, which has enabled us to forge partnerships with social entrepreneurs working on the root causes of energy poverty. Following on from Réseau Eco Habitat and Voisins Malin, we have just launched a pilot project with CRÉSUS on the challenges of excessive debt.

«As the work of IDDRI suggests, we must reverse the classic maxim “where there’s a will, there’s a way” to “where there’s a way, there must be a will” in order to help our customers make the transition.»

Carine de Boissezon



MOBILISING THE ECOSYSTEM for an inclusive and sustainable energy transition

Uniting around a CSR ambition

To achieve a sustainable energy transition, it is essential that stakeholders share a common understanding of what it means and how to achieve it. The EDF Group actively contributes to sector-specific coalitions and participates in a number of key climate initiatives. For example, it supported the creation of the Utilities for Net Zero alliance as a founding member. Its leaders also participate in regional and sectoral (finance, industry) workstreams of the Climate Enterprise Convention (CEC) to transform business models towards regenerative economic models. Its climate advocacy is widely recognised: In 2024,

InfluenceMap ranked the EDF Group among the 41 global leaders in climate action.

Assessing progress made, a guarantee of transparency

In a context where transparency is becoming key, expectations placed on companies are changing. These speak to not only climate lobbying action but also lobbying on social issues. The EDF Group was assessed for example by Social Lobbymap, which analyses the influence of companies on human rights policies worldwide. As a signatory to the United Nations Global Compact, the EDF Group publishes an annual report on

the implementation of the Ten Principles and its contribution to achieving the 17 Sustainable Development Goals. It is Communication on Progress that makes it possible to measure, closely linked to the objectives of a just transition, the progress of the SDGs on several themes: clean and affordable energy (SDG 7), gender equality (SDG 5), decent work and economic growth (SDG 8), responsible consumption and production (SDG 12) and, of course, climate action (SDG 13). Sharing concrete, quantified data is essential for advocating for a just transition and bringing together a broad ecosystem.

FIND OUT MORE
INFLUENCEMAP: <https://influencemap.org/briefing/Global-Leaders-in-Climate-Policy-Engagement-2024-29339>
SOCIALLOBBYMAP
<https://sociallobbymap.org/methodology/>



EDF ranked 4th in the Electric Utilities Benchmark, which measures climate and social performance (out of 68 utilities) - 2023 benchmark.

EDF ranked second among utilities in the Social Benchmark, placing it among the top five of the 2,000 companies in the benchmark - 2024.

THE TIMES

EDF placed sixth in the Times/ Statistica ranking of companies changing the world and first among utilities in 2024.



EDF, the first major group to disclose its Impact Score, received a rating of 83/100 in 2025.



GLOSSARY

Duty of vigilance

French Law No. 2017-399 of March 27, 2017 introduced the obligation for contracting companies to establish and implement a vigilance plan to guard against social, environmental, and governance risks related to their operations. The European Union has also adopted a directive on European due diligence duty, or CSDDD/CS3D.

Electrification of end-use consumption

A key driver of the energy transition, essential for reducing greenhouse gas emissions and achieving carbon neutrality.

Global Framework Agreement on Corporate Social and Environmental Responsibility

Initially signed for a period of five years, since 2005 it has established a common set of commitments for all EDF Group companies and employees to ensure respect for human rights and reinforce EDF's engagement in social and environmental issues.

Just Transition

According to the ILO definition, "A just transition for all towards an environmentally sustainable economy must contribute to the achievement of the goals of decent work for all, social inclusion, and the elimination of poverty." While the concept is now widely used to advocate

for social justice and equity in climate action, there is no universally accepted definition.

Regenerative design

Seeking a positive impact on the environment and society beyond carbon neutrality. Regenerative approaches therefore go beyond circularity and eco-responsibility by helping to actively restore the environment.

Responsible purchasing

Purchasing policy that aims to limit a company's negative impacts on society and the environment.

Social bonds

According to the International Capital Market Association (ICMA), social bonds are "bonds

whose proceeds are used exclusively to finance or refinance, in whole or in part, new and/or ongoing social projects." They are distinct from green bonds, which are debt instruments designed to raise funds to finance projects that have a positive impact on the environment, such as renewable energy infrastructure projects.

Sustainable Development Goals (SDGs)

List of 17 priority goals for 2030 established in 2015 by the United Nations to combat inequality and tackle climate change. The eighth goal recognizes the importance of sustained, inclusive, and sustainable economic growth in order to provide full and

productive employment and decent work for all.

Systemic transformation

A fundamental redesign of structures, rules, and interactions to make systems more sustainable, equitable, and resilient. It acts simultaneously on economic, social, environmental, and institutional dimensions, rethinking the overall operating logic.

Territorial Corporate Responsibility

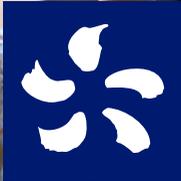
An emergent concept originating in academic circles that aims to harmonize the interests of businesses with those of the local community. To promote balanced development that benefits all stakeholders, companies

are encouraged to invest in the development of the regions where they operate. It includes collective and cooperative aspects.

Vigilance plan

A reference document that sets out the EDF Group's requirements, commitments, and actions with regard to its business relationships in terms of respect for human rights and fundamental freedoms, protection of the environment, preservation of human health and safety, and business ethics.





Impact Division

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