

3.1.3.2 Interests and points of view of stakeholders

An open dialogue with all, involving all the Group's businesses and subsidiaries

Dialogue with stakeholders is a major part of EDF's culture. It forms the basis of EDF's cooperation with its internal and external stakeholders and is at the heart of the Group's CSR policy.

The Group's stakeholders contributed to the identification and assessment of the impacts, risks and opportunities in the double materiality analysis process. Their expectations and interests are considered in the Group's strategy and objectives (see section 1.3.1 "Environment and strategic challenges").

Launched in 2018, the "Let's Talk Energies" initiative has initiated a new dynamic of dialogue within the Company. More than 20,000 employees took part and enriched the Group's strategic vision of the future with concrete proposals. In 2021, the approach was enriched by an external component "Let's talk about energy in your home" during which volunteer employees of EDF went to meet French citizens to discover their perception and expectations regarding the Company.

On 7 May 2020, EDF formulated its *raison d'être*, adopted by the General Meeting of Shareholders at 99.99%, and included in the Company's articles of association. The *raison d'être* is at the heart of the Company's strategy (see section 1.3.2 "Strategic priorities") and more than 4,000 employees contributed to its development.

The internal stakeholders were systematically consulted when setting the targets.

Mapping Group stakeholders to inform actions

The Group has drawn up an overall map of its stakeholders, approved by the Executive Committee; it provides Group divisions and companies with a framework within which they can organize dialogue.

As part of ISO 9001 and 14001 certification, the Group's divisions and companies systematically map their stakeholders in order to define appropriate modes of dialogue adapted to their specific context.

Relations with local communities fall within the scope of internal control.

The Group's main stakeholders are the Company's employees, customers, civil society (local communities, NGOs, press and media, etc.), public authorities, financial partners and business partners.

Stakeholders	Main expectations	Means of dialogue
Own workforce	Training, development and recognition Health and safety at work Well-being at work Ethics Diversity and inclusion	Policies and Code of Ethics Employee representatives EDF group whistleblowing system, MyEDF survey ⁽¹⁾ Management meetings and annual reviews
Customers	Competitive products and services; offer flexibility Quality of service and advice Commitments to vulnerable populations, particularly in France Support for decarbonisation and supply of low-carbon electricity	Satisfaction surveys Technical and commercial meetings Solidarity policy Meetings with consumer associations Meetings with the National Energy Mediator (in France)
Civil society	Local communities <ul style="list-style-type: none"> Community consultation Positive impacts on the regions (jobs, purchases, education, quality of life, etc.) NGO <ul style="list-style-type: none"> Partnerships, sponsorship and project financing Scientific and technical expertise Press and media <ul style="list-style-type: none"> Regular information, transparency and responsiveness Financial and CSR information 	Local communities <ul style="list-style-type: none"> Information meetings and websites Public debates and consultations NGO <ul style="list-style-type: none"> Meetings, participation in think tanks and other Press and media <ul style="list-style-type: none"> Communication Internet sites All <ul style="list-style-type: none"> Industrial site visits
Public authorities	Contribution to economic, environmental, social and societal impact Job creation Support for industrial sectors, particularly in France and Europe Economic performance Compliance with laws and regulations	Consultation during the legislative and regulatory process Individual meetings and visits to industrial sites Concertation and consultation process Partnerships Corporate Responsibility Committee and Risk and Audit Committee of the Board of Directors of EDF
Financial partners	Financial performance CSR risk reduction	Investor meetings Partnerships Internet sites
Business partners	Long-term relationships Health and safety at work Fair remuneration and payment terms Industrial, technical and/or financial partnerships	Supplier and university meetings and forums Partnerships

(1) The annual employee engagement survey "MyEDF group" is sent to all Group employees to gather their opinions on their work life and their perception of the Company at both the local and Group levels.

The EDF group: a pioneer in the implementation of stakeholder panels

For over 20 years, the EDF group has relied on different external stakeholder councils, at EDF SA, Group, country and subsidiary level. Several panels of experts from civil society provide an outside perspective on the Group's strategic orientations.

Stakeholder Council of the EDF group

In terms of dialogue with external stakeholders, and in addition to the external listening forums, anticipatory monitoring and the life of partnerships, the preferred body is the Stakeholder Council. It is a multidisciplinary, equal and voluntary collective composed of thirteen personalities from civil society with varied profiles: environmental specialists, climate specialists, academics, representatives of student collectives, economists or players in the social and solidarity economy, etc. It has been co-chaired by the Chairman and Chief Executive Officer of EDF and by Cécile Renouard⁽¹⁾ since 2022. The Stakeholder Council began its second mandate in September 2023 for a period of three years. A session dedicated to the EDF group's skills development approach took place last year. In addition, in 2024, the Stakeholder Council was consulted when the double materiality analysis was prepared.

Scientific Council

Chaired by Sébastien Candel⁽²⁾, this Group-level council met three times in 2024 to discuss the electricity grids of the future, artificial intelligence and EDF's R&D activities.

Stakeholder Advisory Board of Edison (SAB)

The Stakeholder Advisory Board, renewed in 2023, is composed of 16 leading figures in the context of the energy transition, identified by Edison in its external ecosystem. The SAB met three times in 2024. The SAB's reflections on the evolution of the sustainability strategy are discussed with the Chief Executive Officer and the members of the Executive Committee, and a summary of the work is brought, on an annual basis, to the attention of the Board of Directors. The SAB also participated in the assessment of the impacts of the 2024 double materiality analysis.

Mission Committee of Enedis

Enedis became a company with a mission in 2023. In 2024, the Mission Committee met four times. Jointly with Enedis, it drafted a first roadmap and prepared a public "opinion" in the Enedis 2024 mission report.

Employee representative bodies

The employee representative bodies are also identified forums for dialogue and consultation within the EDF group, in particular the central ESC and the EDF group's Global Dialogue on Social Responsibility Committee (*Comité mondial de Dialogue sur la responsabilité sociale du groupe EDF* - CDRS) within which the EDF group Global Social and Environmental Responsibility agreement was developed, presented in section 3.3.2.1.1 "Corporate social responsibility" - "The EDF group's global Social and Environmental Responsibility master agreement". In particular, in accordance with the last paragraph of Article L. 2312-17 of the French Labour Code, the 2024 sustainability statement will be presented to the central Social and Economic Committee (central ESC) on 27 March 2025.

A dynamic of dialogue with NGOs

An NGO relations policy was drawn up and approved by the CSR Strategy Committee. This policy takes account of the new NGO landscape and changes to their modes of action under the supervision of a project manager answering to the Impact Director.

(1) Philosopher, professor at École des Mines, ESSEC and IEP Paris, and Chair of Campus de la Transition.

(2) Member and former Chairman of the French Academy of Sciences and member of the French Academy of Technologies.