



Annual Report **Eletrobras 2023**



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Welcome

UHE PAI, II e III - Photo: André Schuler

Foreword

Welcome to Eletrobras 2023 Annual Report. Through this document, we reaffirm our commitment to sustainability and transparency, letting our stakeholders know how our strategy and management generated value between January 1st and December 31st, 2023. GRI 2-3

For the first time in the history of Eletrobras, we are publishing a consolidated report with information from the holding company and the five subsidiaries (Eletrobras CGT Eletrosul, Furnas, Chesf, Eletronorte and Eletropar). GRI 2-2

The content was constructed according to Eletrobras companies' sustainability framework, taking into account environmental, social and governance (ESG) factors, and organized into four main pillars: Governance, Prosperity, People and Planet.

The information is presented in accordance with the Global Reporting Initiative (GRI) standards, in addition to other global and sectoral standards and good practices for corporate sustainability reporting, including:

- » International Integrated Reporting Council (IIRC) Integrated Reporting Framework;
- » Stakeholder Capitalism Metrics, World Economic Forum
- » Sustainable Development Goals (SDGs);
- » Sustainability Accounting Standards Board (SASB) Guidelines;
- » Recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD);
- » Principles of the United Nations (UN) Global Compact;
- » Accounting Manual for the Electrical Sector of the Brazilian Electricity Regulatory Agency (Aneel).



We are members of the GRI Community, a global network for exchanging knowledge in sustainability reporting, which supports the evolution and updating of GRI guidelines.

How to read this Report?

Throughout the report, we use icons to indicate content related to the methodologies used.

- » Throughout the text, we highlight GRI indicators reported in the content next to the chapter titles or at the end of each paragraph.
- » In the introduction to each chapter, we show how its content relates to the 2030 Agenda SDGs prioritized by Eletrobras companies (learn more on page 36).
- » In the introduction to each chapter, we show which **Integrated Reporting Capital** its content is related to (learn more on page 31).

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The non-financial information in this report has been assured by an independent third-party (learn more on page 168) under the oversight of the as part of the document preparation process. Financial information has been assured in the [Company's Financial Statements](#). GRI 2-5

The contents were evaluated by business sustainability representatives from Eletrobras companies, who are responsible for coordinating the preparation of the annual report in accordance with internationally accepted standards, such as the Global Reporting Initiative (GRI) and International Integrated Reporting Council (IIRC). The final document was also submitted to the Strategy, Governance and Sustainability Committee and approved by the Executive Board and the Board of Directors. GRI 2-14

Enjoy your reading!

CONTACT GRI 2-3

If you have any questions or comments about the content disclosed herein, please contact our sustainability team:

sustentabilidade@eletrobras.com

This report is in its 2nd edition as it contains adjustments and/or additional explanatory notes on page 146.

Delivering value

Throughout 2024, we will report a series of reports regarding our sustainability strategy and performance, with content that complements and deepens those presented in this annual report:

- » Executive Summary, with the main highlights of the Annual Report.
- » Indicator Booklet, reporting the GRI indicators of Eletrobras and SPEs.
- » Thematic Booklet, deepening the reporting of our management and initiatives on specific topics such as Relationship with Communities and Biodiversity.
- » SASB, TCFD, IFRS and Sustainable Finance reports, in compliance with other guidelines.
- » SDG booklet.

You will be able to access these documents on the [Sustainability page of Eletrobras Website](#).

Message from Management GRI 2-22

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2023 will be recorded as a period of great transformation at Eletrobras, during which we established the foundations that will support our growth in the coming decades. With this purpose, our Transformation Office conducted 75 initiatives, involving more than 400 professionals and making significant deliveries for the company.

We know we will witness major changes in the Brazilian energy sector, driven by the transition to a low-carbon economy, and we understand that we have a paramount role in this new scenario, generating and transmitting clean energy to thousands of people across the country, supporting our customers in their decarbonization journey and contributing to sustainable development.

To this end, we reviewed our strategic plan, reinforcing our position as a green major: global leader in value creation with infrastructure and renewable, low-emission solutions.

In this context, we publicly commit to zero net greenhouse gas emissions by 2030, following the Science Based Targets Initiative (SBTi) guidelines. In order to achieve this objective, we sold

the Candiota Thermal Power Plant, our last coal-fired generation asset, and continued studies for the sale of the gas-fired Thermoelectric Power Plants, which should make our matrix even cleaner from 2024 onwards.

During COP 28, in Dubai, we became ambassadors of the NetZero Ambition Movement, which aims to support companies in establishing ambitious emission reduction targets, and the Amazon Impact Movement, which aims to guarantee forest preservation by supporting the transition to a green economy in the region.

This year, we also approved the guidelines for the production of green hydrogen, with a focus on meeting the electrical demand of production chains, such as steelmaking, with clean, renewable energy. Our objective is to establish partnerships to increase the competitiveness of projects to produce this clean energy source.

The year was also marked by significant progress in the process of simplifying our corporate structure. The incorporation of Furnas was recently approved at the Extraordinary General Meeting, and we are awaiting the necessary approvals for

its implementation. It is worth highlighting the completion of important transactions, such as the acquisition of Retiro Baixo Energética and the consolidation of 100% of Teles Pires and Baguari.

2023 financial results showed the positive impact of increased transmission revenues, greater cost efficiency and capital discipline and the simplification of the company's administrative structure. Personnel, material, services and other expenses (PMSO) showed an 11% reduction compared to 2022. EBITDA grew 49% and totaled R\$17 billion, and the annual net profit reached R\$4.4 billion, a 21% increase compared to 2022.

With our increased investment capacity, we actively participated in Aneel's transmission auction calendar. In June, we won Lot 4, which provides for a 30-year concession over a 300-kilometer stretch, including licensing, construction and operation. Additionally, we invested R\$1.62 billion in generation assets, in dam modernization, improvement and safety projects. These investments support the search for quality, safety and reliability of services. During 2023, we recorded a generation availability of 1,027 and transmission lines of 99.96%.

We continue to advance in building the future Eletrobras. Our vision is based on three pillars: customers, culture and safety, and responsible business performance. These are the foundations on which we will build an innovative, long-lasting, resilient, engaged company capable of delivering value to society and its shareholders.

We made progress in structuring the energy trading area, which now operates in the market in an integrated manner, with a focus on customer service. We reached a base of 271 end consumers, a 502% increase when compared to 2022. In a scenario of improving energy prices, such as the one currently emerging, the impact of these initiatives should be even more visible on the company's results.

With the purpose of scaling our efforts in R&D+I, we began to manage all of the company's innovation projects based on a single strategy integrated with other areas, with fast deliveries and portfolio management based on value generation potential. In this context, we created the Innovation Grid, a platform for connecting with the innovation ecosystem, with emphasis on the PowerUp module, an open innovation initiative aimed at startups.

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Our commitment to incorporating the ESG vision into business decision-making is already materializing in the strengthening of relationships with communities and indigenous peoples and in actions that contribute to local development. In total, we invested more than R\$14 million in voluntary projects focused on traditional communities and R\$1 million in emergency and institutional actions to carry out socio-environmental projects.

In order to advance the human rights agenda in the country, we began to lead the Human Rights Working Group (WG) for the Electrical and Energy Sector of the UN Global Compact in Brazil, which has the participation of more than 30 companies of the sector.

We also strengthened our organizational structure with the creation of socio-environmental units in the areas of expansion, operations and in the recently created sustainability department, permeating the company's processes from project design to their decommissioning. For the seventh year in a row, we have linked ESG goals with the variable remuneration of our directors, managers and employees, including topics such as decarbonization, health and safety and social actions.

Our practices continue to be recognized by the market. We remain in the S&P Global Sustainability Yearbook 2024 for the 4th year in a row, we are in the B3 Corporate Sustainability Index and we have advanced to the leadership category in the CDP Climate Change and Water Security dimensions.

We are guided by the nine SDGs of the UN 2030 Agenda prioritized by the company to guide its actions and by the ten Guiding Principles of the Global Compact, to which we have been signatories since 2006.

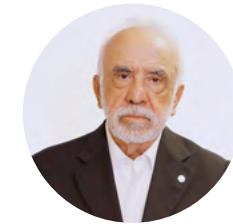
All of this is only possible thanks to a strong team. Therefore, we are committed to promoting the cultural transformation of Eletrobras and building an environment where our employees have continuous learning and development. The fundamental foundation for this is the health and safety of our team. This year, we centralized the management of this issue and launched programs to reinforce our commitment to the comprehensive health and safety of all employees, with a 8% reduction in the accident frequency rate. The document "Commitments for Life" provides 10 behavior rules that promote responsible and safe conduct.

Throughout 2023, we have been focused on engaging and renewing our team. In this context, we began the second phase of the Voluntary Severance Plan, which covered about 2,500 people who were or could be retired. A total of 822 new employees joined the company, and at the same time, we launched our trainee program, which attracted more than 15 thousand candidates.

Reinforcing our commitment to ethics and integrity, this year we reviewed and launched the new Compliance Program, made up of a set of actions aimed at preventing, identifying and correcting any non-conformities. In this context, we expanded our integrity due diligence actions, which now include third parties with whom we have relationships or consider having relationships. A total of 858 third parties were evaluated, including suppliers, customers and sponsors.

We are confident that these transformations are essential for the company. There is a lot to do, but we are pleased to see that every day we move forward consistently with the vision that currently unites our Board of Directors and Executive Board.

We are grateful for the support, dedication and effort of our professionals, who remain steadfast in building the new Eletrobras. We are committed to being a safe company that maximizes the return of invested capital, pursues greater efficiency, greater returns for shareholders, customers and professionals and positively impacts society and the planet.



Vicente Falconi Campos
President of Eletrobras
Board of Directors



Ivan Monteiro
Eletrobras CEO

Material Topics

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In order to report the information of greatest interest to our stakeholders, in 2023 we updated Eletrobras companies' materiality matrix, which highlights the most relevant topics for our performance and impact on economic, environmental, social and governance aspects. GRI 3-1

In this cycle, we are based on the dual materiality methodology presented by GRI and the European Sustainability Reporting Guidelines (ESRG), which propose addressing both the topics that have the greatest impact on stakeholders and those that have a financial impact on the organization. GRI 3-1

The methodology considered research into the company's external and internal scenarios, carried out in the following stages: GRI 3-1

1. CAPITAL MARKET ANALYSIS

Study of the main sectoral themes highlighted by capital market sustainability mechanisms and frameworks, such as Dow Jones Sustainability Index (DJSI), MSCI, RepRisk, Sustainalytics, ISS ESG, TCFD, GRI and SASB.

2. SECTOR ANALYSIS

Analysis of relevant topics for five companies considered references in sustainability in the sector.

3. FEEDBACK FROM STAKEHOLDERS

Online survey of 12 of the company's stakeholders, which had 960 participants.

4. FEEDBACK FROM EXECUTIVES

Interview with business executives and leaders.

5. SUSTAINABILITY COMMITTEE

Open consultation with representatives of corporate sustainability at Eletrobras, with 45 participants.

6. STRATEGIC PLAN

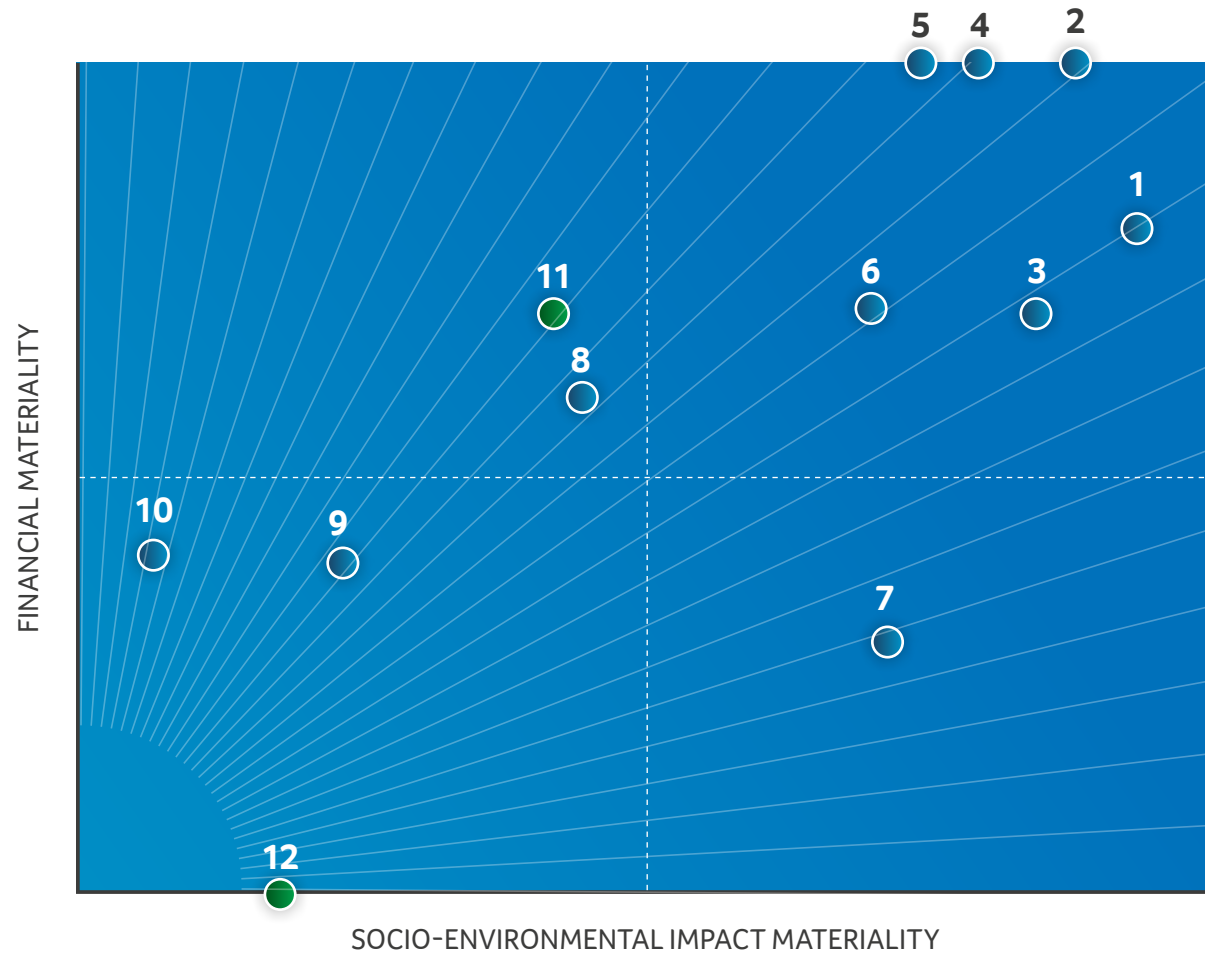
Survey of ESG themes prioritized in the guidelines and objectives of Eletrobras Strategic Plan.

The prioritized topics were evaluated and approved by the company's senior leadership, including the Executive Board and the Board of Directors.

Stakeholders consulted:

- » Shareholders
- » Managers
- » Customers
- » Professionals
- » Government
- » Partners
- » Sponsors
- » Suppliers
- » Civil society representatives
- » Service providers
- » Residents of communities close to operations
- » Members of other companies

As a result, we came up with a materiality matrix that prioritizes **10 topics** considered material and two relevant topics. The topics are interconnected and transversal to the company’s strategy, and their reporting is considered important to understand the impacts of our operations. GRI 3-2



Material Topics

- 1. Worker health, safety and well-being
- 2. Climate change and energy transition
- 3. Biodiversity and ecosystem services
- 4. Community engagement
- 5. Ethics, integrity and compliance
- 6. Water resources management
- 7. Innovation and technology
- 8. Customer relationships
- 9. Employees attraction and retention
- 10. Government relations and advocacy

Relevant Topics

- 11. Diversity, inclusion and anti-discrimination
- 12. Tax strategy

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Among the topics considered material in 2022, only Risk and Emergency Management and Human Rights are not part of the most recent matrix. However, the reporting of both topics is mandatory in the annual report according to the GRI and Integrated Reporting guidelines, and their contents are reported both in their own chapter and cross-sectionally, included in other topics covered. GRI 3-2

Government relations and advocacy and Customer relations topics were included. Climate change and Energy transition and efficiency were combined into a single topic, aiming for a more complete management and reporting of the topic. GRI 3-2

LIMITS OF MATERIAL TOPICS				
DIMENSION	MATERIAL TOPIC	IMPACTED AUDIENCES	IMPACTED SDG	IMPACTED CAPITAL
 GOVERNANCE	Ethics, integrity and compliance	Internal Managers Employees External Shareholders Customers Government Partners Sponsors Suppliers Communities Competitors Society		
	Government relations and advocacy	Internal Managers Employees External Shareholders Government Society		



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LIMITS OF MATERIAL TOPICS				
Dimension	Material Topic	Impacted audiences	Impacted SDG	Impacted Capital
 <p>PROSPERITY</p>	Innovation and technology	Internal Managers Employees External Shareholders Customers Government Suppliers Society	   	   
	 <p>PLANET</p>	Climate change and energy transition	Internal Managers Employees External Shareholders Customers Government Suppliers Society	   
Biodiversity and ecosystem services		External Communities Society	 	 
Water and effluent management		External Government Suppliers Communities Society	 	 

 Manufactured Capital
  Financial Capital
  Human Capital
  Intellectual Capital
  Social Capital
  Natural Capital

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LIMITS OF MATERIAL TOPICS				
Dimension	Material Topic	Impacted audiences	Impacted SDG	Impacted Capital
 PEOPLE	Worker health, safety and well-being	Internal Managers Employees External Government Suppliers Communities Society	 	
	Relationship with Communities	External Government Partners Sponsors Communities Society	   	
	Employee Attraction and Retention	Internal Managers Employees External Shareholders	 	
	Customer Relationship	Internal Managers Employees External Shareholders Customers Society	   	



Stakeholder Relationship

We believe in the relevance of transparency, listening and dialogue for an increasingly efficient and value-generating management.

[Eletrobras Companies' Stakeholders Engagement and Communication Policy](#), approved by the Board of Directors (CA), establishes guidelines to promote integrated and participatory communication. The document aims to disseminate our principles and values to stakeholders mapped and prioritized in our Value Creation Model (learn more on page 31) and in [Eletrobras Code of Conduct](#). This policy is complemented by Eletrobras Companies' Spokesperson Policy. **GRI 2-29**

The Communication Department has the role of establishing guidelines and driving the communication strategy, in addition to managing the brand, image, reputation and engagement with all stakeholders.

In order to bring us even closer to our stakeholders, we have developed several communication channels to encourage engagement with these stakeholders, as described below. **GRI 2-29**

STAKEHOLDER ENGAGEMENT

Stakeholder	Type of engagement
Workforce/family	<ul style="list-style-type: none"> • Intranet; • Eletrobras News; • Eletrobras TV; • Eletrobras em Pauta (digital newsletters aimed at members of the Board of Directors); • Conexão (digital newsletters aimed at leaders); • Se Liga (audio messages on strategic topics); • Management WhatsApp; • Strategic media analysis; • Executive communication report; • Energia de quem faz; • Somos Eletrobras; • Tá Ligado!; • Reporting channel; • Ombudsman.
Investors/ shareholders/ market analysts	<ul style="list-style-type: none"> • "Investor Relations" section of the website; • IR Ombudsman Channel on the website; • Market disclosures; • Disclosure of material facts and notices to shareholders and conference calls; • Shareholder meetings; • Email marketing; • Reporting channel.
Communities	<ul style="list-style-type: none"> • Engagement with communities is carried out on an ongoing basis in each project; • Reporting channel; • Ombudsman.

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Handling controversy

In the context of corporate sustainability, companies are subject to evaluation not only for their value generation, but also according to their controversial topics, i.e., those in which operations or products can, supposedly, have a negative environmental, social or governance impact. This report, for example, addresses the negative and positive impacts of the business, seeking to provide a reliable image of our operations.

To increase business transparency and respond to the demands of our stakeholders, we also make the website [Energia a Limpo](#) available, which addresses and provides answers to the most sensitive topics in our operations, clarifying our positioning and actions.

Market disclosures

On the [Latest News](#) page of our Investor Relations website, we present the main topics considered relevant to be communicated to shareholders, including Relevant Facts, Market Disclosures, bulletins and minutes of meetings. The facts highlighted in 2023 included the restructuring of the Executive Board, the launch of the second phase of the Voluntary Severance Plan, the participation in a transmission auction, the launch of the Compliance Program, the acquisition of SPEs and the decision to incorporate Eletrobras Furnas.

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STAKEHOLDER ENGAGEMENT

Stakeholder	Type of engagement
Society	<ul style="list-style-type: none"> • Contact us; • Ombudsman; • Reporting Channel; • Sustainability Channel; • Eletrobras Portal; • Social networks; • Reputation survey; • Advertising campaign.
Press/opinion makers	<ul style="list-style-type: none"> • Eletrobras News and the Energia a Limpo section of our website; • Preparation and distribution of releases to disseminate relevant data and and invitations to journalists for interviews via website, email or WhatsApp; • Press service via email and telephone exclusively for journalists; • Press conference interviews; • Reporting channel.
Partners/Sponsors	<ul style="list-style-type: none"> • We support events aligned with our business strategy and institutional positioning. • Reporting channel; • Ombudsman.
Suppliers	<ul style="list-style-type: none"> • The Supplier Portal is available on Eletrobras website, which brings together all the information necessary for companies interested in providing goods and services to the company. • Reporting channel; • Ombudsman.
Governments/ congress/regulators	<ul style="list-style-type: none"> • Participation in public hearings, in the Federal Senate and in the Chamber of Deputies; • Responding to demands from parliamentarians; • Development of Institutional and Government Relations programs and projects; • Whistleblowing channel.
Customers	<ul style="list-style-type: none"> • During Eletrobras' restructuring process, the Vice-Presidency for Commercialization and Energy Solutions was created to foster this relationship; • Whistleblowing Hotline.

Highlights from 2023 - *A year of transformation*

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PROSPERITY

- » **146.9 thousand GWh** of energy generated, 96.5% from renewable sources
- » **R\$1.62 billion** invested in generation assets
- » Generation availability of **1.027**
- » Transmission availability rate of **99.96%**
- » Gross revenue of **R\$44.47 billion**
- » **R\$9.02 billion** in investment
- » **11%** reduction in PMSO (personnel, material, services and other expenses)
- » Development of the commercialization business, with a dedicated team in São Paulo (SP)
- » **502%** increase in customer base
- » **R\$533.9 million** invested in innovation
- » Implementation of the **Innovation Grid**, a connection platform with the innovation ecosystem



PLANET



PEOPLE



GOVERNANCE

Highlights from 2023 - *A year of transformation*

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PROSPERITY



PLANET

- » Establishment of the net zero target by **2030**
- » First **green hydrogen** certification in Brazil
- » Ambassador of the Amazon Impact and **Net Zero Ambition Movements** of the **UN Global Compact** in Brazil
- » Emission of **5.7 million** tCO2 in line with the previous year
- » Divestment actions in **non-renewable** energy projects, including the sale of UTE Candiota
- » Issuance of **3.7 million** renewable energy certificates
- » Launch of PortalGeo, which allows monitoring the planning, implementation and operation of assets
- » Support for Regional Funds for the revitalization of the São Francisco, Parnaíba and Furnas river basins
- » Participation in COP 28



PEOPLE



GOVERNANCE

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PROSPERITY



PLANET



PEOPLE

- » **822 new employees** hired
- » Launch of the first **trainee program**
- » Launch of the “**Our Energy**” Program to transform organizational culture
- » Launch of the **Commitments for Life** regulation and **8%** drop in the accident frequency rate among employees
- » First Eletrobras Diversity Census conducted
- » Inclusion in the first **IDIVERSA B3** portfolio and maintenance of the **Bloomberg Gender-Equality Index Seal**
- » Implementation of the **unified hybrid** work model
- » **R\$22.3 million** in Private Social Investment
- » Leadership of the Human Rights Working Group for the Electricity and Energy Sector of the **UN Global Compact** in Brazil
- » Beginning of the first independent **Human Rights Impact Assessment** of the Brazilian electrical sector



GOVERNANCE

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PROSPERITY



PLANET



PEOPLE



GOVERNANCE

- » Implementation of a **Transformation Management Office (TMO)**, with the launch of more than 75 structured transformation plans and the participation of more than 400 people.
- » Transformation of **main subsidiaries** into wholly owned subsidiaries
- » Rationalization and standardization of the **governance system** and **integrated management model**
- » Reformulation of the Executive Board, which now is made up of 11 Vice-Presidents and one President
- » Structuring the **new remuneration model** for managers
- » Launch of the **New Compliance Program**
- » Approval of **Related Party and Conflict Management, Management Remuneration, Indemnity** and **Referrals Policies**
- » Approval of the first Strategic **Plan of private** Eletrobras
- » Ambassador of the **100% Transparency Movement** of the UN Global Compact in Brazil

- » Profile
- » Transformation Journey
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- » Sustainability Management

CHAPTER 1

Eletrobras

Retracionamento de cabos em torre de Linha de Transmissão - Foto: Marcelo Camargo Constante

Profile

We are Eletrobras (Centrais Elétricas Brasileiras S/A), an electric power company leader in generation and transmission in Brazil. We currently have 100 plants in operation, with 44.6 gigawatts (GW) of installed capacity, accounting for 22% of national capacity. We also operate 73.8 thousand kilometers of transmission lines, which accounts for 37%* of the National Grid. GRI 2-1, 2-6

Of the total energy generated by the company, 96.5% comes from low-greenhouse gas emission sources (hydro, wind and solar), which contributes to the national energy matrix being one of the cleanest in the world.

We also operate in the energy efficiency and commercialization segments. In 2023, we reinforced our operations in this segment, through the centralization and structuring of businesses (learn more on page 77). GRI 2-6

We were created in 1962 as a public company, and in 2022, we completed our capitalization process, reducing the Federal Union's participation in our shareholding composition from 69% to approximately 43%. In this way, the government is no longer the controller and we became a privately controlled company. We are publicly traded and shares are traded on the São Paulo (B3) and New York (NYSE) stock exchanges.

We operate throughout the national territory through generation and transmission operations of the companies Eletrobras CGT Eletrosul, Chesf, Eletronorte and Furnas. In addition to these, we control a holding company, Eletrobras Eletropar, which operates in the financial sector.

We also control six Special Purpose Entities (SPEs), and have interests in another 63, through which we operate in transmission and generation projects.

In addition to the Brazilian operation, we have interests in Uruguay through our participation in SPE Rouar S.A., in partnership with the Uruguayan state-owned company Administración Nacional de Usinas y Transmisiones Eléctricas (UTE), operating a wind farm in the Department of Colônia.

**Compared to data from the National Interconnected System (SIN) in November 2023.*

» Profile

» Transformation Journey

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Geographic Distribution

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Generation

100 plants in operation, of which:

- 47 hydroelectric;
- 43 wind;
- 9 thermoelectric;
- 1 solar.

44,654.5 MW of installed capacity, of which:

- 67% corporate ventures and shared ownership*;
- 33% in SPEs.

146,946.6 GWh generated, of which:

- 95% hydro;
- 1,5% wind;
- <1% solar;
- 3,5% thermoelectric.

44,654.5 MW

of installed capacity

22%

of Brazil's total 199,325 MW

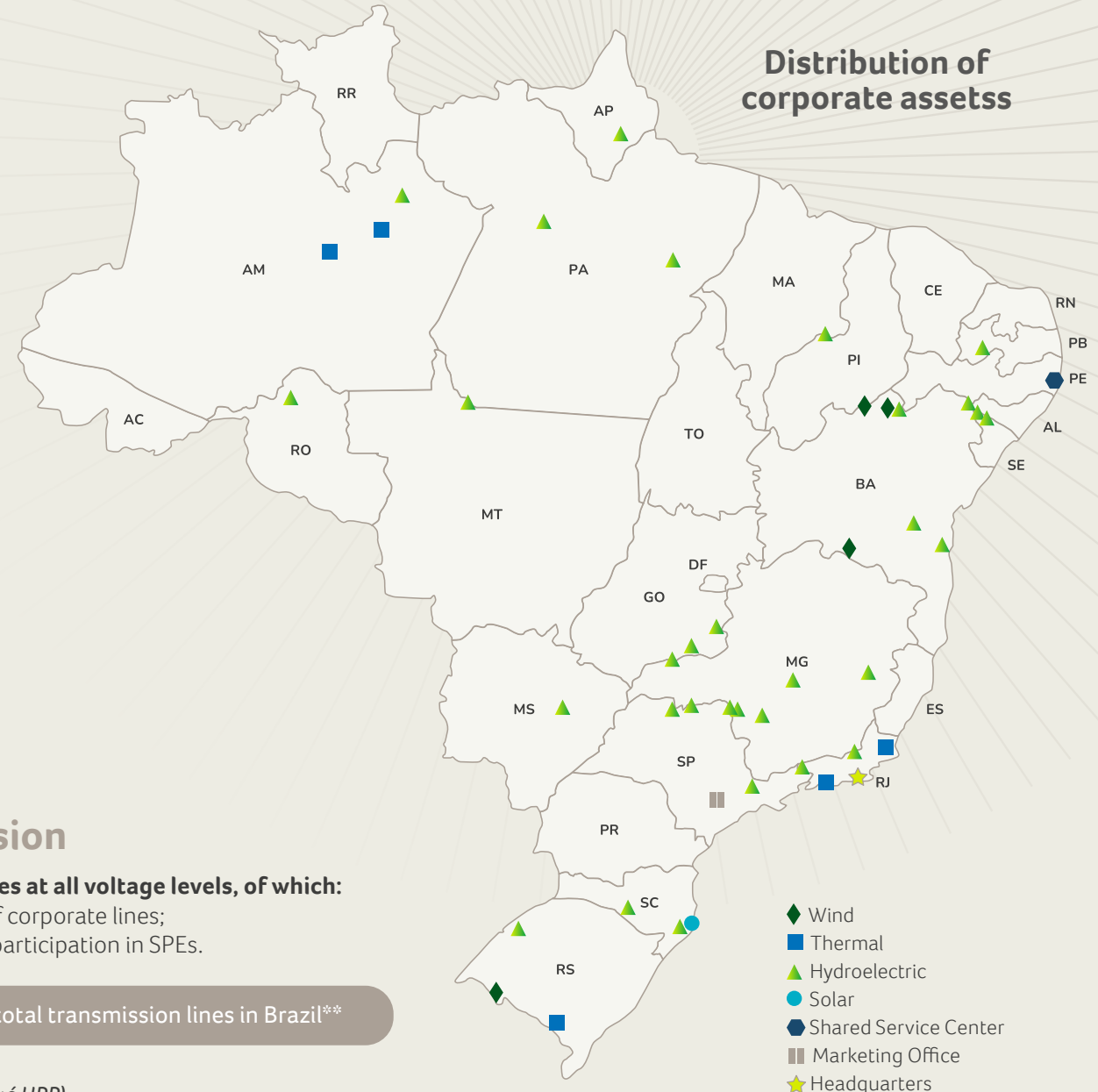
Transmission

73,788 km of lines at all voltage levels, of which:

- 66,539 km of corporate lines;
- 7,249 km of participation in SPEs.

37% of the total transmission lines in Brazil**

Distribution of corporate assets



*Serra da Mesa HPP, Manso HPP and Governador Jayme Canet Junior HPP (formerly Mauá HPP).

** Compared to data from the National Interconnected System (SIN) for November 2023.

PURPOSE

Caring for the planet, delivering the energy we believe in

VALUES

Life first

Our commitment is to life and the environment. When it comes to safety, health and physical integrity, we prioritize the entire accident prevention cycle and spare no effort or resources to take care of our assets.

Our energy comes from people

Always learn and teach: knowledge is the basis for our people. We create an attractive environment, with opportunities for learning, teaching, development and collaboration. All of our people are treated fairly and respectfully. Inclusion and psychological safety underpin our daily lives.

Integrity always

Trust and integrity are the basis of our relationships, inside and outside the company. Ethics, transparency and respect generate solidity and guide our interactions and attitudes that perpetuate in our business.

Innovate to generate value

We are entrepreneurs and we dare to build the future, taking risks and learning quickly, focused on strategy. We value and encourage knowledge, being protagonists in the current and future needs of our customers, which inspire us to always innovate.

Our excellence makes the difference

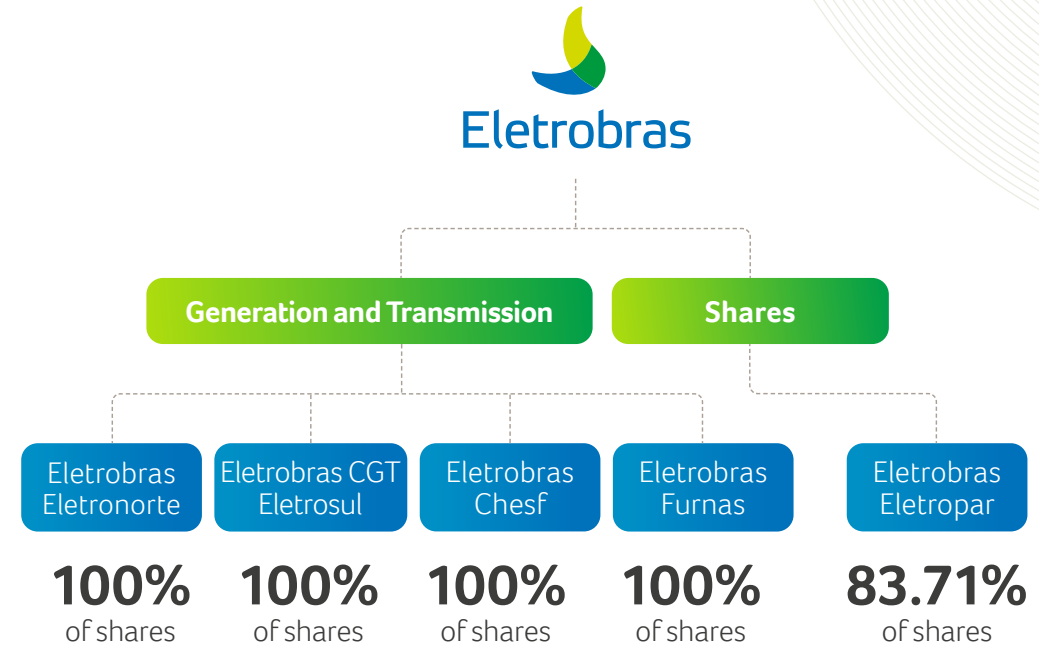
We humbly pursue excellence in everything we do and are committed to company-wide impact. Collective and individual results are recognized, rewarded with meritocracy and celebrated with enthusiasm.

The Eletrobras Group GRI 2-1, 2-2, 2-6

In January 2023, Eletrobras shareholders decided, at a General Meeting, to incorporate the total shares of the subsidiaries Eletrobras Chesf, CGT Eletrosul, Furnas and Eletronorte, with the purpose of becoming the companies' sole shareholder. As a result, we ended the year with 100% of the operating subsidiaries' shares. **GRI 2-1, 2-2**

In January 2024, we concluded the extraordinary general meeting that had started on December 29, 2023, in which Eletrobras' shareholders approved the incorporation of Furnas, aiming to rationalize structures, people and businesses. Completion of the process is subject to obtaining ANEEL's consent.

Furthermore, we hold 83.71% of Eletrobras Eletropar shares, a company with shares in the capital of Transmissora Aliança de Energia Elétrica (Taesa), Empresa Metropolitana de Águas e Energia (Emae) and Companhia de Transmissão de Energia Elétrica Paulista (CTEEP), all public electricity service concessionaires. It also has shares in Eletronet S.A., a company that operates in the transport of information signals and the provision of telecommunications services. **GRI 2-6**



In 2023, we focused on reorganizing our participation in SPEs, with the aim of optimizing costs, simplifying the corporate structure and rationalizing our asset portfolio.

- » Profile
- » Transformation Journey
- » Strategic Planning
- » Sustainability Management

» Profile

» Transformation Journey

» Strategic Planning

» Sustainability Management

By the end of the year, we had interests in 69 SPEs in Brazil, 52 of which were generation (39 wind farms) and 16 were transmission. By the end of 2022, we had interests in 73 SPEs. Five years ago, in 2018, there were 172.

Some of the main movements carried out in the year were: **GRI 2-6**

- » In March, Eletrobras Furnas acquired the shares held by Cemig GT in SPE Madeira Energia S/A (MESA). The company is the sole shareholder of Santo Antônio Energia S/A (SAESA), which operates the Santo Antônio hydroelectric plant, located on the Madeira River. With the completion of the acquisition, we now indirectly hold a 99.7% interest in the share capital of MESA/SAESA.
- » Following an agreement signed with Neoenergia S.A., Eletrobras Eletronorte received 50.56% of the shares previously held by the company in Teles Pires Participações S.A., in addition to 0.9% of the shares in Companhia Hidrelétrica Teles Pires. Upon completion of the transaction, we now own 100% of the operation of the Teles Pires Hydroelectric Plant.

- » As part of the negotiation, Eletrobras Eletronorte transferred 49% of the shares of the Dardanelos Hydroelectric Plant (EAPSA), resulting in the complete transfer of its shares in the company.

- » In June, Eletrobras Furnas won Lot 4 in a Transmission Auction promoted by ANEEL including licensing, construction and operation. The auction provides for a 30-year concession over a 303-kilometer stretch, with an annual RAP of R\$68.70 million and capex of R\$787 million. To implement this concession, Furnas created SPE Nova Era Janapú.

- » In July, we closed the activities of SPE Geradora Eólica Ventos de Angelim S.A. We then met all the necessary conditions to complete the sale of 100% of the capital of SPE Livramento Holding S.A. and its four SPEs.

To complete the transaction, we carried out a corporate restructuring that resulted in the separation of SPE Eólica Ibirapuitã S.A., which will continue to operate in our portfolio.

- » During the year, we announced the sale of our stakes in the companies COPEL, Energisa S-SE and Energisa-MT. With these operations, we reduced to 19 the

number of minority shareholdings in related and invested companies.

- » In a transaction carried out in two stages, we started controlling 100% of HPP Baguari, located in Rio Doce, Minas Gerais. In the first stage, Eletrobras Furnas acquired the shares held by Cemig GT in the companies Retiro Baixo, now holding 100% of the company's shares, and Baguari Energia, which became a full subsidiary of the company. In the second stage, in October, Baguari Energia acquired the company Baguari I from Neoenergia S.A., gaining full control of the hydroelectric plant.

As a result of these restructurings, by the end of the year, we gained control of six SPEs: MESA, Brasil Ventos, Baguari, Retiro Baixo, Teles Pires and Eólica Ibirapuitã.

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Eletrorasilidade

Launched in May and disclosed on national television, the campaign focused on showing how the energy generated and transmitted by Eletrorasilidade is present in the daily lives of Brazilians who, in turn, also produce a special energy: Eletrorasilidade.

The pieces highlighted the diversity and scope of this energy in various daily situations, reinforcing that we preserve our Brazilian essence, acting in favor of the population.

The campaign was divided into a series of special actions to give visibility to the business's main initiatives, such as the production of green hydrogen and investments in projects for the decarbonization of the Amazon and the recovery of Brazilian river basins.

The initiative also involved a communication effort with the internal audience, aiming to engage and strengthen the feeling of belonging of these professionals, by demonstrating how their work directly connects with Brazilians' lives.



ELETRORASILIDADE

A energia que nos move e nos transforma.

The energy that moves and transforms us.

Transformation Journey

As part of our restructuring process and with the aim of preparing Eletrobras for the future, in September 2022, we installed a Transformation Management Office (TMO), a team responsible for centralizing management and monitoring our transformation initiatives.

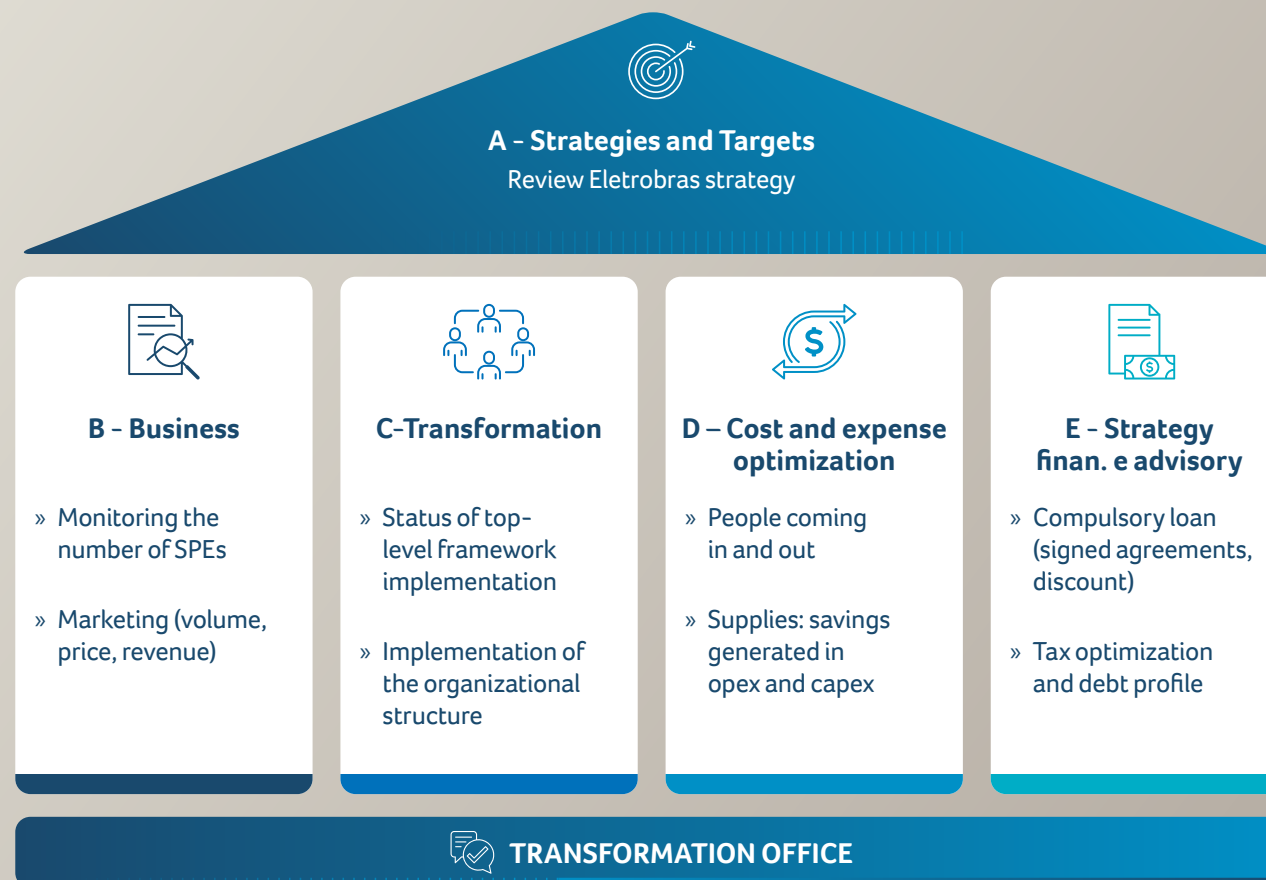
Its action is transversal and takes place through the management of different work fronts, promoting speed and efficiency in executions. The team is led by a Chief Transformation Officer (CTO), who reports directly to the Chief Executive Officer (CEO).

By the end of 2023, 75 structured plans had been launched and 43 had been completed, divided into five pillars. Over 400 people from all levels of the organization were directly involved in the projects execution.

More than 35 forums were held with the Executive Board, Committees and Board of Directors, ensuring alignment with senior leadership and visibility to the topic.

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The five pillars for Eletrobras' transformation



- » Profile
- » Transformation Journey
- » Strategic Planning
- » Sustainability Management

Highlights of the transformation journey

							
New organization, designed and implemented at all levels, with appointed senior leadership (page 42)	Conversion of companies into wholly owned subsidiaries (page 23)	Work as an energy trading agent (page 77)	Governance and valuation of Eletrobras' innovation portfolio (page 80)	New governance and action plan for accident prevention (page 108)	Launch of the new compliance program (page 51)	Approval and launch of new corporate policies (page 40)	Launch and execution of the 1st and 2nd phases of the Voluntary Severance Plan (page 93)



Strategic Planning

After Eletrobras companies' capitalization process, in 2022, we realized that our new operating scenario as a private company presented different expectations, risks and opportunities, bringing the need for an immediate review of our current strategic plan. Therefore, in 2023, we prepared the 2023-2027 Strategic Plan, valid throughout the year.

The document unifies developments from the previous Plan, such as the Business and Management Master Plan (PDNG) and the Business and Management Plan (PNG), aiming to ensure simplification and greater integration between all Eletrobras companies. It also establishes a

reduced evaluation horizon, aiming for greater assertiveness in value creation.

In the process of developing the business strategy, we took into account six major trends that impact the electricity sector in Brazil and around the world:

- » Decarbonization and valorization of the ESG Agenda;
- » New technologies and electrification;
- » Consumer empowering;
- » Energy safety;
- » Incentives and subsidies;
- » Digitalization of the operation.

In line with the changes observed in the world and the need for immediate actions, the 2023-2027 Strategic Plan defined a new ambition for Eletrobras, seeking to reinforce its positioning as a Green Major. In this sense, it puts value creation as its central objective, with sustainability at its core, and establishes four guidelines that will guide business development over the coming years. All guidelines include ESG aspects in a transversal way, impacting the business as a whole.

Discover our ambition and the Strategic Plan guidelines on the next page.

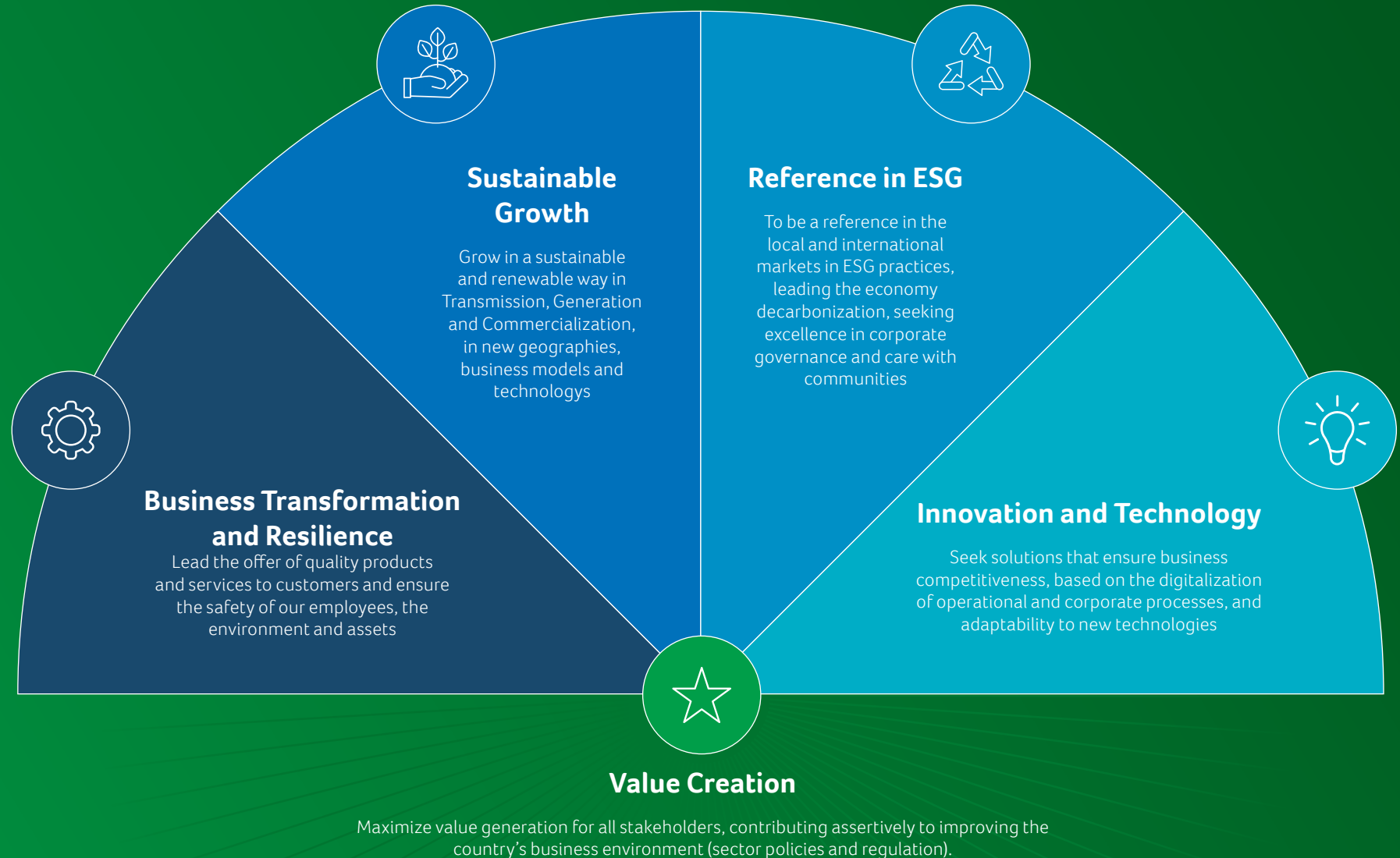
Guidelines that govern the long-term vision in search of value creation

- » Profile
- » Transformation Journey
- » Strategic Planning
- » Sustainability Management

Ambition

Green Major

Eletrobras as a global leader in value creation, with renewable and low-emission infrastructure and solutions



Strategic Plan 2024-2028

Throughout 2023, we worked on the update of the strategy for the coming years, reinforcing our value-creating activities. Launched in 2024, the new Strategic Plan 2024-2028 reaffirmed the ambition defined in the previous plan and maintained its four guidelines, adding seven transversal topics:

- » Profile
- » Transformation Journey
- » [Strategic Planning](#)
- » Sustainability Management

- » Climate Management
- » Health and Safety
- » Results Maximization
- » Risk Minimization
- » Operational and Financial Efficiency
- » Efficient Resource Allocation
- » Cultural Change

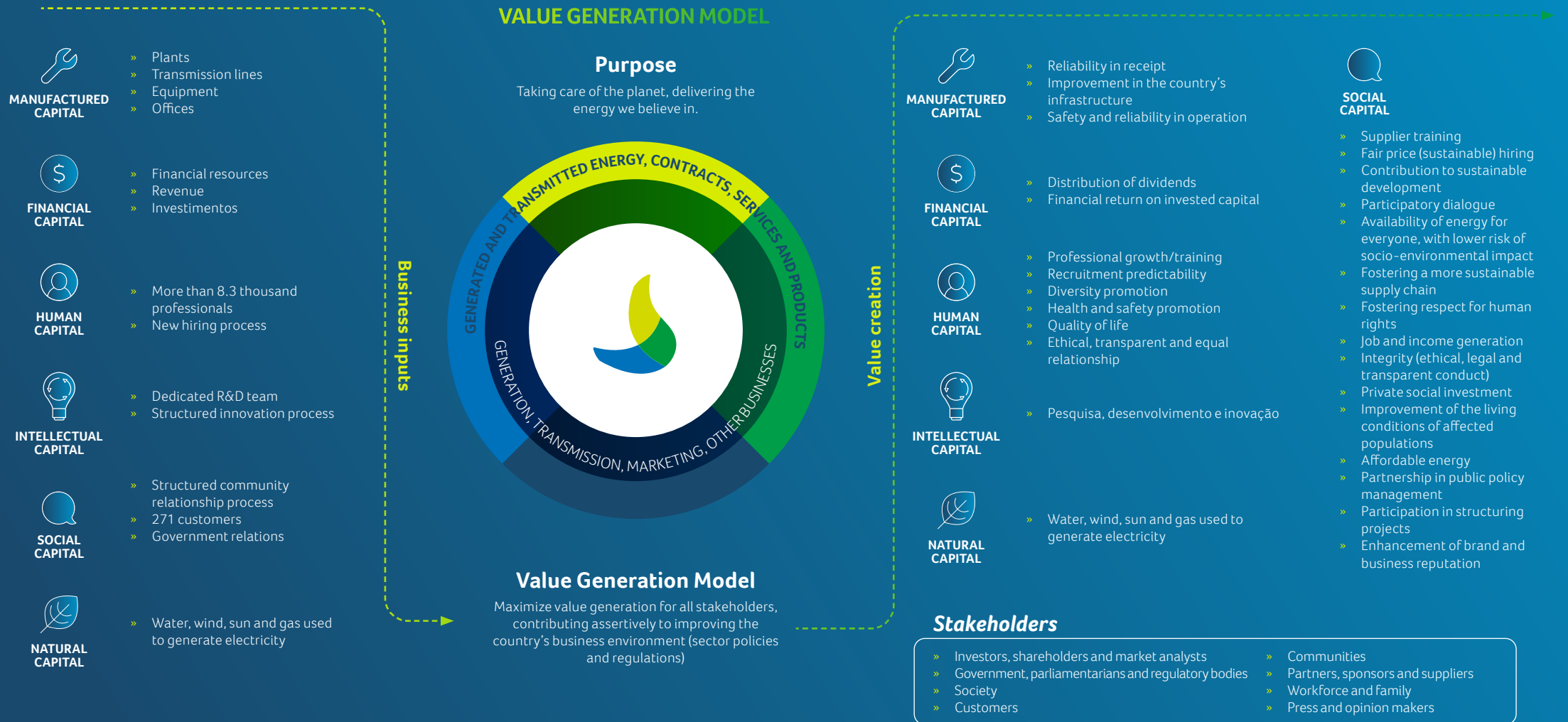
To measure the reach of the strategy, top indicators and initiatives were chosen, with targets for 2024, which are broken down into initiatives, indicators and targets for boards, management and other professionals.



Value Creation Model

Eletrobras companies' sustainable performance can be illustrated by our Value Creation Model, which shows how the business transforms inputs into products, generating value not only for the company, but for society, the environment and our stakeholders.

- » Profile
- » Transformation Journey
- » **Strategic Planning**
- » Sustainability Management



Sustainability Management

We hold a prominent position among the world leaders in the production of clean and renewable energy.

Aware of our potential to generate value for society and the environment, we seek to guide our business through internationally recognized management practices, enhancing our positive impacts and minimizing negative ones.

In line with the company's recent transformations, in 2023, we created a Sustainability Department, subordinate to the Vice-Presidency of Governance, Risks and Compliance and Sustainability. GRI 2-13

Its objective is to promote sustainability management practices, working to unfold the Strategic Plan and generate shared value through the implementation of sustainable management processes, procedures and tools in Eletrobras companies. The new board will therefore centralize the management of the topic, supporting the definition and transmission of strategic goals. GRI 2-13

Furthermore, the area is responsible for representing the company in national and international discussion forums on sustainable development and corporate sustainability. GRI 2-13

With the creation of the Sustainability Department, we began to house social responsibility, environment and ESG management areas in the same unit, with the potential to manage these topics more effectively.

Our organizational structure also began to include socio-environmental units in expansion and operations, permeating the company's processes from project design to their decommissioning.

To advise the Board of Directors in defining the sustainability strategy, we have a Strategy, Governance and Sustainability Committee (learn more about its activities on page 44). The body meets monthly to discuss and issue recommendations on the company's strategic planning, guidelines, objectives, indicators and targets. GRI 2-12

In order to continually evolve our management, we monitor the main sustainability practices through



external, national and international assessments, rating agencies and demands from our stakeholders.

The objective is to support the development of sustainability programs to address the main gaps and opportunities for improvement found.

Eletrobras sustainability management system

Our Sustainability Management System is based on five elements:

RISCK MANAGEMENT

Integrated risk management aims to reduce the materialization of events that could impact our strategic objectives, in order to preserve and generate shared value. ESG risks in our matrix include human rights, biodiversity and climate risks.

Learn more on page 61.

SUSTAINABILITY SYSTEM POLICIES

The Sustainability Policy establishes our guidelines for corporate sustainability, seeking to ensure business continuity and contribute to sustainable development, enhancing positive impacts and minimizing negative ones. We also have the Code of Conduct and Environmental, Social Responsibility and Occupational Health and Safety Policies, all approved by the Board of Directors, governing the topic.

GRI 2-23, 2-25

SISTEMA IGS

Our strategic tool for managing sustainability indicators includes hundreds of indicators, covering topics such as water consumption, energy, waste, biodiversity, voluntary actions and compliance.

Learn more about the IGS on page 135.

VALUE CREATION MODEL

It shows how the vision of sustainability is present throughout our business model, with initiatives aligned to generating value in environmental, social and governance aspects.

Currently, our model brings together 30 value generation expectations related to our stakeholders.


Learn more on page 31.

INTEGRATED REPORT

We adopt the Integrated Reporting approach for the publication of our Annual Reports, presenting information on tangible and intangible aspects of the financial, manufactured, intellectual, human, social and relationship, and natural capitals of the business.

Annually, we also publish specific reports on the SASB's sectoral material topics, the TCFD recommendations and value generation in the SDGs.

- » Profile
- » Transformation Journey
- » Strategic Planning
- » Sustainability Management



Gaia Plan

In line with the company's transformation process and the new challenges of the sustainability agenda, during 2023, we revisited our ESG priorities, based on the Strategic Plan and stakeholder demands.

- » Profile
- » Transformation Journey
- » Strategic Planning
- » Sustainability Management

Thus, we created the new Gaia ESG Action Plan, made up of strategic and tactical initiatives, which address the main business topics, mapped in our processes against market references.

The plan replaces the Sustainability 4.0 Program, which, until 2022, included our priority sustainability projects. Its objective is to fulfill our strategic guideline of being a reference in ESG, with an execution deadline until November 2027.

Sustainability Pathway

The Sustainability Pathway is our corporate education program dedicated to training and developing responsible socio-environmental skills, abilities and attitudes among our employees. Its purpose is to reinforce ESG aspects in our internal culture, demonstrating to the team the connection between the company's operations and the global sustainable development agenda.

The training includes topics such as integrity and ethical culture, privacy, diversity and inclusion, moral and sexual harassment, environmental policy, energy efficiency, human rights, climate change and sustainable supplier management. Furthermore, since 2022, we have entered into a partnership that included courses on the Academy platform, from the UN Global Compact, in the Sustainability Pathway.

ESG aspects in variable remuneration

Variable remuneration is an effective instrument to increase the engagement of the entire team towards our strategic objectives, including sustainability. Therefore, for the seventh year in a row, we associated ESG targets with the variable remuneration of our directors, managers and employees, including issues such as decarbonization, health and safety and social actions.

On average, socio-environmental issues account for a total of 27.5% of the total short-term incentive.

Below, we present some of the socio-environmental initiatives and indicators considered in variable remuneration:

- » Frequency of accidents;
- » Greenhouse gas emissions per GWh of energy generated;
- » Implementation of actions to consolidate a zero-accident culture;
- » Net zero trajectory;
- » Implement short-term social actions;
- » Divestments in thermal plants;
- » Supplier Life Cycle in the company's portfolio;
- » Diversity (Demographic Census).



*Maintenance on tower of the
Atlântida 2 Transmission Line
- Gravataí 3 - Photo: Marcelo
Camargo Constante*

Agenda 2030

The Sustainable Development Goals (SDGs) are 17 objectives that make up the 2030 Agenda, defined by the United Nations (UN) with the purpose of engaging organizations around the world in overcoming the main challenges of development and sustainability. Covering a wide range of topics, such as eradicating poverty, fighting climate change and preserving natural resources, the SDGs connect business strategy with the global agenda.

In the introduction to each chapter, we present the main SDGs impacted by the actions described in its content.

We currently define nine SDGs as priorities for our business (see the image below).



Commitments GRI 2-25

We have adopted several commitments and agreements that establish institutional guidelines for our sustainability approach. GRI 2-23

Among the commitments undertaken, the following stand out:

- » 100% Transparency Movement, of the Global Compact;
- » Stakeholder Capitalism Metrics, led by the World Economic Forum;
- » Gender and Race Pro-Equity Program, from the Ministry of Women, in partnership with the Ministry of Racial Equality;
- » Elas Lideram Movement, of the Global Compact;
- » UN Women's Women's Empowerment Principles;
- » Declaration of Corporate Commitment to Fight Sexual Violence against Children and Adolescents, from the Human Rights Secretariat of the Presidency of the Republic;
- » National Pact for the Productive Inclusion of Youth, of the Global Compact;
- » Companies for Human Rights Open Letter, from the Federal Government
- » NetZero Ambition Movement, from the Global Compact;
- » Position Paper on Carbon Pricing Mechanisms within the Business for Climate Initiative (IEC)
- » Position Paper of the Brazilian business sector on the urgency of creating a regulated carbon market in Brazil, from the Brazilian Business Council for Sustainable Development (CEBDS)
- » Task Force on Climate-Related Financial Disclosures (learn more on page 144);
- » Action for Nature Platform, from CEBDS;
- » Call to Action, from Business for Nature;
- » Brazilian Business Commitment to Water Security, from CEBDS,
- » Amazon Impact Movement, from the Global Compact;
- » Kunming-Montreal Global Biodiversity Agreement;
- » Letter from the Brazilian business sector about the Ecological Transition Plan – 'Green Package', from CEBDS;
- » Letter from the Brazilian business sector on biodiversity, from CEBDS;
- » Statement from the Brazilian Business Sector on the National Strategy and Action Plan for Biodiversity, from CEBDS;
- » Taskforce on Nature-Related Financial Disclosures (learn more on page 159).

Additionally, in 2023, we began submitting our commitment to the Science Based Targets Initiative to be net zero by 2030 (learn more on page 156).



To learn more about our Public Commitments, access our [website](#).

Awards and recognition

During 2023, we received the following awards and recognitions:

- » Profile
- » Transformation Journey
- » Strategic Planning
- » **Sustainability Management**

ISE B3 2024

Inclusion in the ISE B3 2024 portfolio for the 17th time

PRÓ-ÉTICA COMPANY 2022-2023

from of the Brazilian Office of the Comptroller General (CGU), for Eletrobras holding, Furnas, Chesf and Eletronorte

100% TRANSPARENCY MOVEMENT GOOD PRACTICES AWARD

from the Global Compact, through the practice of Critical Supplier Awareness

FIRST IDIVERSA B3 PORTFOLIO

Inclusion in the B3 diversity index, focusing on gender and race

GENDER-EQUALITY INDEX 2023

Inclusion in the Bloomberg Gender Equality Index

GLOBAL SUSTAINABILITY AWARD

For the 3rd year, we received the Bronze Seal in the Standard & Poor's award, organizer of the Dow Jones Sustainability Index, now appearing in the "The Sustainability Yearbook 2023" ranking.

INSTITUTIONAL INVESTOR

1st place Overall in ESG practices in Latin America in the "Electric & Other Utilities" sector

MERCO RANKING

Company with the best reputation in the Brazilian electrical sector

INTERNATIONAL PROJECT MANAGEMENT AWARD

from the PMOGA World Unconference. Eletrobras' PMO was among the two best PMOs in the Americas and among the seven best PMOs in the world

CDP SUPPLIER ENGAGEMENT LEADER 2022

for actions to mitigate climate risk in the supply chain

AMONG THE 150 MOST INNOVATIVE COMPANIES IN BRAZIL

Valor Econômico ranking in partnership with Strategy&

LATIN AMERICA EXECUTIVE TEAM

Eletrobras executives in 19 award categories

ANEFAC 2023 TRANSPARENCY TROPHY

from the National Association of Executives, in recognition of transparency practices in accounting information

ETHNIC-RACIAL DIVERSITY SEAL

from Salvador City Hall

COMPANIES THAT BEST COMMUNICATE WITH JOURNALISTS

from the Communication Business Platform

BRAZILIAN GHG PROTOCOL PROGRAM GOLD SEAL

Attests to the qualification of the Greenhouse Gas Emissions Inventory of Eletrobras Companies - base year 2022.



[Click here](#) to find out more details about our Awards and Recognitions.

- » Corporate Governance
- » Governance Structure
- » Ethics, Integrity and Compliance
- » Risk Management
- » Government Relations

CHAPTER 2

Governance

SDGs



CAPITALS



Edifício Barão de Mauá II - Acervo Eletrobras

Corporate Governance

» Corporate Governance

» Governance Structure

» Ethics, Integrity and Compliance

» Risk Management

» Government Relations

Since 2022, Eletrobras has been a private company, with no defined controller. As a publicly traded company, our shares are traded on the São Paulo (B3), Madrid (LATIBEX) and New York (NYSE) stock exchanges, registered with the Securities and Exchange Commission of Brazil (CVM) and Securities and Exchange Commission (SEC).

As a result of the capitalization process, the Union and other entities that make up the group of public shareholders hold 42.76% of the company's shares, with limitations on the exercise of political power and voting rights of up to 10% of the share capital of ordinary shares.

The backbone of our governance structure is ethics, equity, sustainability and responsibility. We comply with all national legislation for operating in the power sector, with an emphasis on the regulations of the Ministry of Mining and Energy (MME), the Ministry of Environment and Climate Change (MMA) and the Brazilian Electricity Regulatory Agency (ANEEL).

With capitalization, the company entered into an extensive work to review policies, standards and governance guidelines, aiming to implement instruments for the its new way of operating, in line with the cultural transformations brought by capitalization. In 2022, the

process also included the approval of a broad statutory reform, new general corporate governance guidelines and a new management remuneration model.

In January 2023, the Extraordinary General Meeting approved the incorporation of the shares of our four generation and transmission operating subsidiaries, transforming them into wholly-owned subsidiaries (find out the complete structure on page 23). In April, the Board of Directors approved the reformulation of the governance systems of these wholly-owned subsidiaries and the adoption of the integrated management model, simplifying the decision-making flow and concentrating strategic processes in the holding company.

Meanwhile, we carried out a series of recruitment processes that made it possible to attract qualified executives, who became part of the new group of managers of Eletrobras companies, already considering a remuneration structure aligned to companies of similar size and complexity, in line with the Brazilian and global capital markets, prioritizing long-term value generation and alignment of management's interests with shareholders.

In this context, we established a more robust executive structure for Eletrobras, aligned with the

new challenges and responsibilities, consisting of a Chairman and eleven Officers. Our objective was to improve decision-making and speed up transformation in specific areas, such as people, business, supplies and technology. Accordingly, we have simplified management positions in wholly-owned subsidiaries, in light of the operational focus of these companies (learn more on page 45).

In this context, we reviewed and approved relevant policies for the proper functioning of our corporate governance system, such as the Compliance, Related Party Transactions and Conflict Management, Management Remuneration, Indemnity and Nomination Policies.

Finally, we ended the year with the call for an Extraordinary General Meeting to deliberate on the incorporation of Furnas. This deliberation was approved by shareholders in January 2024.



Click here to access [Eletrobras companies' Bylaws](#).

Governance Structure

Our corporate governance structure is made up of the General Shareholders' Meeting, the Oversight Board, the Board of Directors and the Executive Board. Linked to the Board of Directors are the Internal Audit and Advisory Committees. GRI 2-9

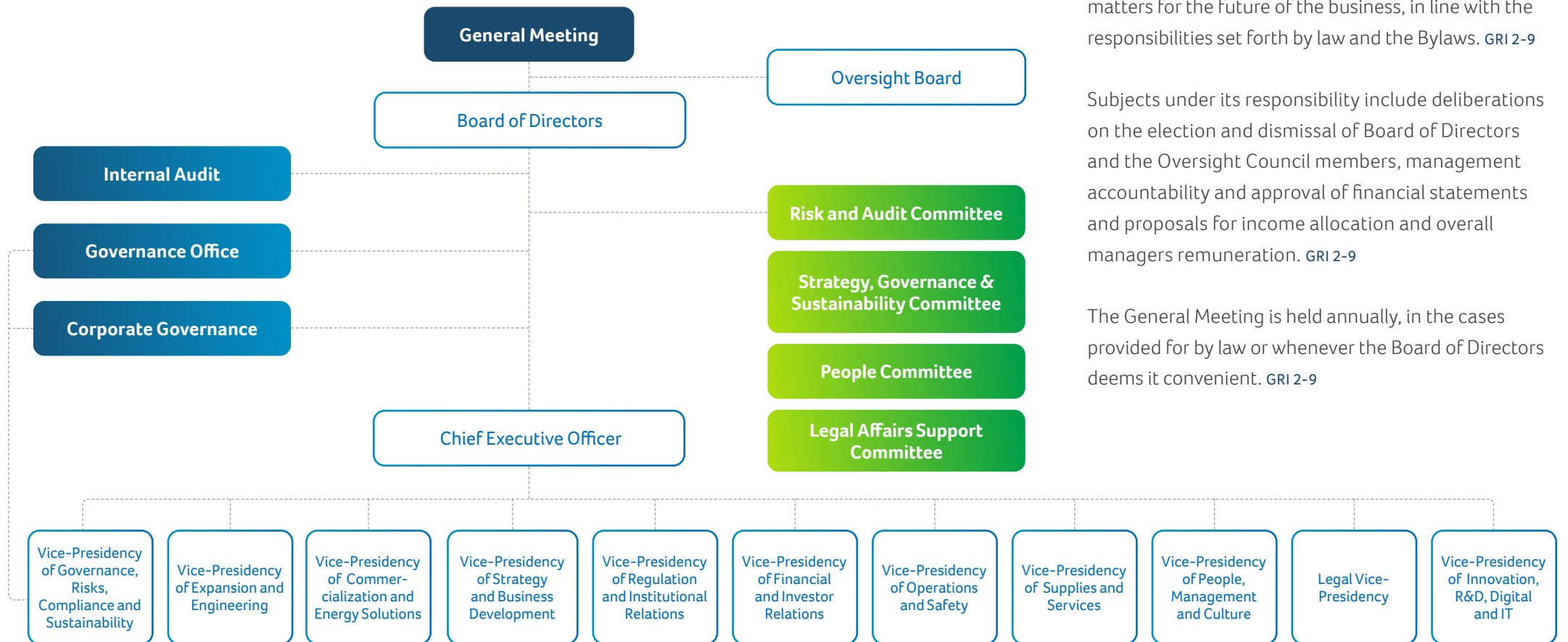
General Meeting GRI 2-9

The General Meeting is the company's highest body, made up of its shareholders. It is through the meeting that shareholders deliberate on the most important matters for the future of the business, in line with the responsibilities set forth by law and the Bylaws. GRI 2-9

Subjects under its responsibility include deliberations on the election and dismissal of Board of Directors and the Oversight Council members, management accountability and approval of financial statements and proposals for income allocation and overall managers remuneration. GRI 2-9

The General Meeting is held annually, in the cases provided for by law or whenever the Board of Directors deems it convenient. GRI 2-9

- » Corporate Governance
- » **Governance Structure**
- » Ethics, Integrity and Compliance
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- » Corporate Governance
- » **Governance Structure**
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Sede da Eletrobras CGTEletrosul - Acervo Eletrobras

Board of Directors

The Board of Directors is responsible for defining the general driving of the company's business, establishing its strategic direction, ensuring the proper functioning of corporate governance systems, risk management and internal controls, and preserving the orderly management succession, with a focus on the company's long term interests, its perpetuity and sustainable value generation.

GRI 2-9, 2-10

Eletrobras' [Bylaws](#) and [Nomination Policy](#) detail all criteria, legal requirements, roles and responsibilities related to the nomination of Board of Directors members, in addition to establishing diversity as one of the nomination criteria, in order to reach complementary experiences, qualifications and professional specializations. **GRI 2-10**

Candidates must also have the minimum qualification, in accordance with applicable legislation, knowledge of the business environment and the company's objectives, analytical capacity and strategic alignment of the organization, remarkable knowledge and experience, among other factors compatible with the position. The board's performance must be independent and dedicate sufficient time to carry out activities, which go beyond

- » Corporate Governance
- » **Governance Structure**
- » Ethics, Integrity and Compliance
- » Risk Management
- » Government Relations

participation in meetings, and rely on prior preparation and deepening of the company's challenges and strategy, strengthening its ability to supervise the business. **GRI 2-10**

The body is made up of nine members, elected at the General Meeting, with no deputies, with an unified two-year term of office, re-election permitted. The election process takes place as follows: one member is elected in a vote separately by preferred shareholders and eight are elected by common shareholders. **GRI 2-10**

According to the Bylaws, the Board of Directors is composed of at least five independent members. Currently, six (67%) are considered independent, according to Novo Mercado criteria. **GRI 2-10**

Considering the independence criteria defined by the S&P Global Dow Jones Sustainability Index (DJSI), seven (78%) are independent.

The Board of Directors meets monthly, and extraordinarily, whenever necessary. Up to two absences in a row or three absences interspersed throughout the year are permitted for each member, which represents a minimum required attendance of 75%, unless there is a justified reason or a leave granted by the Board of Directors. In 2023, the body held 12 ordinary meetings, as well as extraordinary meetings whenever necessary, with a 98.79% average attendance of members.

The body plays a fundamental role in driving our business strategy. Annually, it works to prepare the company's Strategic Plan, defining the purpose, guidelines and strategic objectives for the next five years (learn more on page 28), as well as the corporate identity that derives from the process (learn more on page 22). **GRI 2-12**

With support from the Strategy, Governance and Sustainability Committee (CEGS), the body follows and monitors the execution of the strategy, evaluating the results against strategic targets. This performance serves as the basis for decision-making regarding maintaining the strategy or changing trajectory, always aiming to maximize value for our business and shareholders. **GRI 2-12**



Click here to learn about the composition of Eletrobras' [governance bodies](#).

- » Corporate Governance
- » **Governance Structure**
- » Ethics, Integrity and Compliance
- » Risk Management
- » Government Relations

Oversight Board

The Oversight Board is the body that oversees managers' actions and the budgetary, financial and asset management of Eletrobras, reporting directly to the General Meeting. Operating on a non-permanent basis, the body is made up of three to five effective members and an equal number of alternates, elected by the General Meeting, with a term of office regulated by law. [GRI 2-9, 2-10](#)

Committees

The Board of Directors is continuously supported by four advisory Committees, with specific duties to analyze and recommend on certain matters, with the aim of assisting the board in strategic matters, in order to ensure that the decision to be taken by senior management is technically based. [GRI 2-9, 2-13](#)

Statutory advisory committees are made up of three to five effective members, who may be board members or external members, always elected by the Board of Directors. [GRI 2-10](#)

The mandate of the Audit and Risk Committee members is independent of the mandate of the Board of Directors. The management terms for members of other committees are linked to the mandate of the Board of Directors, with the exception of independent external members, who have a specific management term, as provided for in their acts of election and terms of office. [GRI 2-9, 2-10](#)

Risk and Audit Committee

Advises the Board of Directors on topics related to accounting practices, internal controls and risks, litigation, liabilities, compliance, internal audit and independent audit. [GRI 2-9, 2-13](#)

Strategy, Governance & Sustainability Committee

Advises the Board of Directors on strategic matters and on the definition of actions focused on corporate sustainability, in addition to monitoring performance through indicators that are part of our sustainability platform. [GRI 2-9, 2-12](#)

People Committee

Advises the Board of Directors on matters relating to succession, remuneration, people management, skills development and careers of our employees. [GRI 2-9, 2-13](#)

Legal Affairs Support Committee

Advises the Board of Directors by monitoring relevant litigation and judicial and extrajudicial agreements and other important legal topics. [GRI 2-13](#)

Internal Audit

Linked to the Board of Directors, Internal Audit aims to increase organizational value by providing independent assessment, advice and knowledge for the effective management of risks and controls. [GRI 2-9](#)

Its role is to evaluate the effectiveness of the company's processes, by testing internal controls, evaluating compliance and effectiveness of internal and external standards and carrying out operational, management, quality, process, products and other special audit work that may be demanded by the Board. [GRI 2-9](#)

Executive Board

The Executive Board is the executive body for business management and representation of Eletrobras. It has a collegiate nature, and is responsible for acting in accordance with the mission, objectives, strategies and guidelines set by the Board of Directors, guiding its decisions in accordance with the risk appetite statement approved by the Board. **GRI 2-9**

The Bylaws authorize a maximum limit of 16 members for the Executive Board, with up to 15 Executive Officers and the Chairman, all elected by the Board of Directors. Currently, it is made up of the CEO, Ivan de Souza Monteiro, and 11 Vice-Presidents: **GRI 2-9**

- » Vice-Presidency of Governance, Risks, Compliance and Sustainability;
- » Vice-Presidency of Finance and Investor Relations;
- » Vice-Presidency of Engineering and Expansion;
- » Vice-Presidency of Regulation and Institutional Relations;
- » Vice-Presidency of Strategy and Business Development;
- » Vice-Presidency of People, Management and Culture;
- » Vice-Presidency of Commercialization and Energy Solutions;
- » Vice-Presidency of Innovation, R&D, Digital and IT;
- » Vice-Presidency of Operations and Safety;
- » Vice-Presidency of Supplies and Services;
- » Legal Vice-Presidency.

Governance in subsidiary companies

Following the corporate restructuring that guaranteed Eletrobras 100% of the shareholding in the operating subsidiaries (learn more on page 23), we made significant changes to the corporate governance, management model and organizational structure of these companies. **GRI 2-9**

We began to centralize the main strategic decisions and carry out integrated management of companies, with the unification of structures and reporting lines, elimination of redundancies and inefficiencies, and exploration of synergistic gains, standardizing processes and routines that until then were carried out in a independent and decentralized way. These measures also made it possible to review the scope of activity of subsidiaries' executives, who began to dedicate themselves to the operational aspects of the companies. **GRI 2-9**

Thus, Eletrobras Eletronorte, CGT Eletrosul, Chesf and Furnas now have a board of directors structured as follows: Chief Executive Officer, Chief Operation and Maintenance Officer and Chief Administrative-Financial Officer. Eletrobras Chesf maintained its own Board of Directors throughout 2023. **GRI 2-9**

Find out about the complete governance structure of subsidiary companies in our [GRI Indicator Booklet](#).

Board of Directors Performance Assessment

The Board of Directors evaluates the individual and collective performance of its members in an annual basis, in addition to evaluating the collective performance of its Advisory Committees, with the support of the People Committee. Based on the results, a development plan is created for the Board, aiming for continuous improvement and focused on the evolution of our governance. **GRI 2-18**

In the second half of 2023, the current composition of the Board of Directors participated in its first performance assessment process within the context of a private company, with the support of independent external consultancy. The evaluation methodology for the 2023 cycle included the following parameters: **GRI 2-18**

- » Structure and Organization
- » Communication and Information Flow with CEO and Board
- » Strategy, Results and Risk Management
- » Succession and Development
- » Role of the Board Chairman
- » Committees
- » Board culture
- » Market Benchmark
- » Committee Effectiveness
- » Individual Contribution of Board Members

The process included the evaluation of the bodies as collegiate bodies, individual self-assessment of board members, and the evaluation by their peers, considering aspects such as the contribution made to the discussions and functioning of the collegiate body, effective participation and engagement, skills applied in practice and personal profile. The Board's assessment also included the qualitative perceptions of Executive Board members who had at least 6 months of experience and familiarity with the current composition of the Board, through interviews. **GRI 2-18**

The consolidated results of the assessments were brought to the attention of the Board of Directors, while individual results were shared with the Chairman of the Board of Directors and the coordinator of the People Committee for subsequent feedback to each member. **GRI 2-18**

In addition to the performance assessment, the Board of Directors is in the process of designing and validating its competency matrix, which will include the board's and stakeholder's vision regarding the qualifications, experiences and skills relevant to a balanced composition of the body, in the current and future context of Eletrobras. We understand that this is a relevant step towards the consolidation of our corporation structure and the orderly

succession at the 2025 annual general meeting, an opportunity in which shareholders will elect the members of the Board of Directors for a new 2-year term. **GRI 2-18**

Senior Leadership Training

In 2023, with a view to expanding senior management's knowledge on ESG topics, training sessions "Leadership biases and decision-making", "Indigenous peoples in contemporary Brazil: rights, scenarios and challenges", "New Views on Socio-environmental Conflicts" and "Related Party Transactions" were carried out. **GRI 2-17**

These educational actions were offered to Eletrobras' managers and oversight board members, as well as to Eletrobras' representatives on the boards of directors of its SPEs, affiliates and other investees.

Furthermore, senior leadership was also impacted by the Compliance Program training (page 52).

Remuneration and benefits

The company's Management Remuneration Model aims to consolidate a high-performance culture and encourage, attract and retain talent, in a structured manner and aligned with the company's interests. [GRI 2-19](#)

Eletrobras Board of Directors defines, with the support of the People Committee, the variable remuneration programs (short- and long-term incentives) and determines the individual amount of the fixed monthly remuneration due to its members, members of statutory advisory committees and members of the Executive Board. The value is established taking into account the responsibilities, time dedicated to the functions, competence, professional reputation and value of the services in the market, observing the global remuneration limit and any action plans approved by the General Meeting. [GRI 2-19, 2-20](#)

Incentives are made through salary surveys by specialized companies, with annual adjustments based on market levels, individual performance and other factors, such as the executive's potential, specific skills, experience in the role and retention risks. [GRI 2-19, 2-20](#)


After capitalization, the managers' remuneration underwent an update and included a review of fixed remuneration and the creation of short- and long-term incentives, approved by the People Committee and the Board of Directors. The process was supported by an independent external consultancy and approved by the General Meeting. [GRI 2-20](#)

In 2023, two new policies on the topic were approved, which are available on our website:

- » [Management Remuneration Policy](#), specifying executive remuneration and compensation requirements. It includes clawback and malus clauses, which allow the reduction, cancellation or recovery of bonuses in the event of subsequent events that impact the company's market value, reputation or equity.
- » [Indemnity Policy](#), containing detailed guidelines on scope, coverage of indemnities, limits on the company's financial exposure, causes excluding coverage and rules for dealing with potential conflicts of interest.

Regarding Variable Remuneration, Executive Board members are entitled to Short-Term Incentive programs (ICP), paid through bonuses, which are based on goals for achieving company results, with specific indicators, in accordance with the Strategic Plan and conditioned on specific triggers of global reach. As a Long-Term Incentive, the remuneration of the Executive Board members may be based on a Stock Options-Based Remuneration Plan. [GRI 2-19](#)

The deadline for granting the Restricted Share-Based Remuneration Plan ended in March 2023, and it served the purpose of enabling long-term remuneration for Board of Directors members and the objective of attracting and retaining executives and other talents of the company.

 Learn more about our remuneration practices in item 8.1 of our [Reference Form](#).

- » Corporate Governance
- » **Governance Structure**
- » Ethics, Integrity and Compliance
- » Risk Management
- » Government Relations

Ethics, integrity and compliance GRI 3-3

Our governance structure and the daily activities of employees are guided by the dissemination and experience of ethics and integrity — which are part of Eletrobras companies' values —, guaranteeing a responsible and fair operation.

Effective management of ethics, integrity and compliance-related risks promotes a corporate environment of trust and transparency in relationships with stakeholders, encouraging the market and our entire value chain to adopt integrity practices, improving the external environment.

In order to propagate this culture and ensure compliance with laws and regulations, we have a Code of Conduct, which was reviewed and approved by the Board of Directors and the Executive Board in 2022. GRI 2-23

Management of this topic in Eletrobras companies is the responsibility of the Compliance Executive Management, subordinate to the Governance, Risks, Compliance and Sustainability Officer. The Board of Directors, through the Audit and Risk Committee, oversees the topic.

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations



CGT Eletrosul Headquarters - Photo: Mariana Eli

Eletrobras Code of Conduct

Eletrobras Code of Conduct is the guiding document for our operations and provides for the guidelines to be followed by all our leaders, shareholders, advisors, managers and employees, including companies in which we have direct and indirect corporate control. It is also intended for all audiences who have some form of relationship with or who represent the company. It expresses the ethical principles and conduct commitments for responsible business conduct. **GRI 2-23**

The document is disseminated internally to all professionals at the time of their hiring, in addition to being disseminated through special communications to leadership and other employees and made available on the intranet, in the internal communications application and on a cell phone application. **GRI 2-23**

To attest that they have read the document, all employees must sign the Term of Acceptance, demonstrating that they are aware of its content and committing to follow its guidelines and rules when carrying out their activities in the company. **GRI 2-23**

Furthermore, suppliers, service providers and other partners have specific clauses in their contracts in which they commit to complying with the Code of Conduct and the Compliance Program.

The Code of Conduct clearly and objectively presents our position regarding expected and prohibited conduct, and establishes the ethical values of our activity: **GRI 2-23, 2-24**

- » Human dignity and respect for people;
- » Professionalism;
- » Compliance;
- » Integrity;
- » Transparency;
- » Sustainability.

The document broadens the view on the ethics and integrity topic within an ESG perspective, aligning conduct commitments with the sustainability principles adopted by Eletrobras — People, Planet, Governance and Prosperity — and with the nine Sustainable Development Goals (learn more on page 36), prioritized by senior management.

GRI 2-23, 2-24

Four pillars that guide Eletrobras' business conduct

PEOPLE

- » Respect people and human rights
- » Value life
- » Act with professionalism
- » Care for the company's image

PLANET

- » Promote environmental awareness
- » Reduce environmental impacts

GOVERNANCE

- » Act with integrity
- » Strengthen trust relationships

PROSPERITY

- » Invest in value creation
- » Innovate in our sector

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations

The commitments established in the Code of Conduct are broken down into corporate policies, developed and internalized by the different areas responsible for each topic. Senior management is responsible for approving these regulations and the respective officer is responsible for implementing and monitoring them, as described below: [GRI 2-24](#)

Commitments under the People pillar

Incorporated into the People Management strategy and policies on topics such as development, career, remuneration and benefits, workplace safety, health and quality of life, among others. They are also incorporated into the Social Responsibility policy, in line with the commitment to respect and promote human rights.

Commitments of the Planet pillar

Incorporated into guidelines and processes in the environmental area, through specific guidelines for climate change, 5 Rs, biodiversity, communication and environmental education, relationships with indigenous communities, relocation of affected populations and socio-patrimonial and environmental management of reservoirs.

Commitments under the Governance pillar

Incorporated into the integrity regulations, practices and mechanisms described in the Compliance Policy (learn more on page 55) and implemented by the Compliance Program (learn more on page 51). The commitment to strengthening trust relationships with all stakeholders is incorporated by the areas that deal with different stakeholders, through the policies of each area involved.

Commitments under the Prosperity pillar

Incorporated into Research and Development, Commercialization and Sustainability policies.

 Click here to access [Eletrobras Code of Conduct](#). GRI 2-23


New Compliance Program GRI 3-3

Eletrobras' transition process to a private model, as well as the search for best market practices, led to the review of our Compliance Program in 2023. The objective was to strategically reposition the topic to our new business model, reinforcing and implementing a set of continuous actions that aim to prevent, identify and correct non-compliances or illegal acts, to strengthen the culture of ethics and integrity.

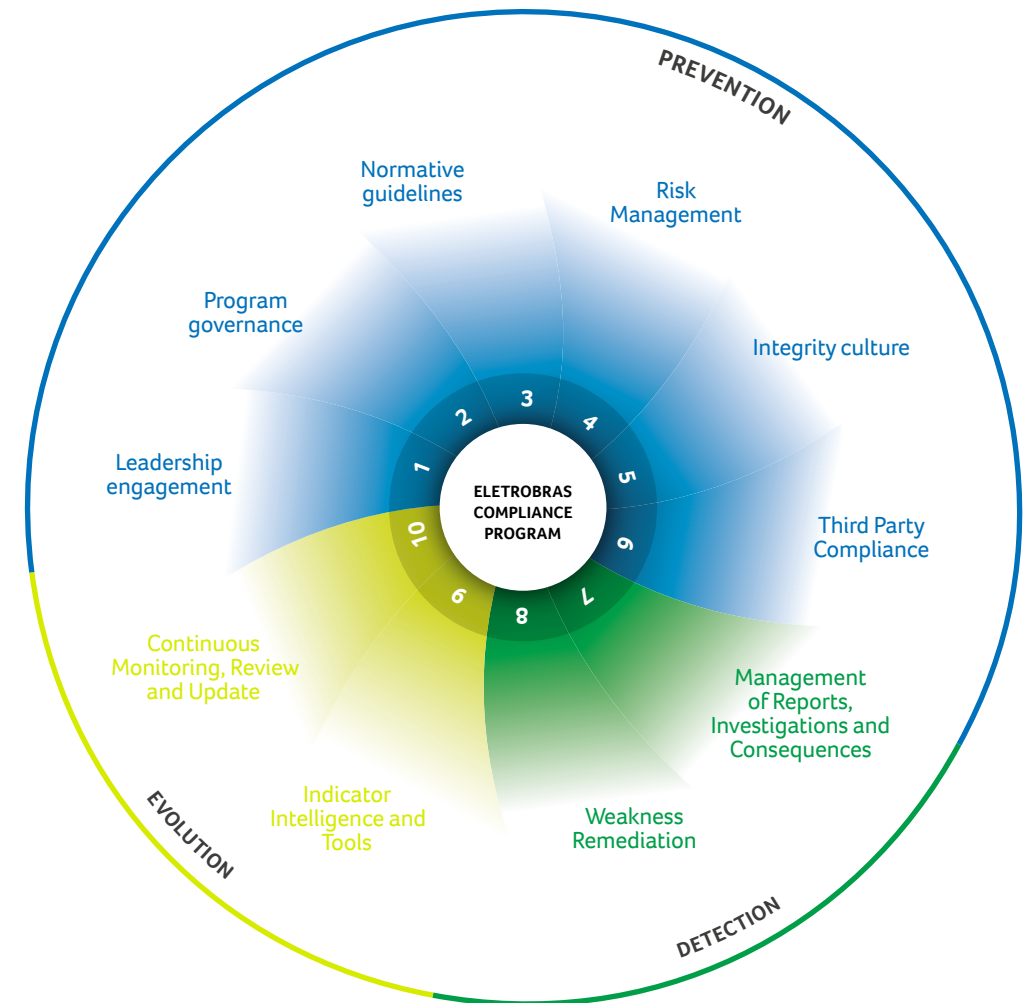
To promote the team's commitment to integrity, we began working with each employee through compliance ambassadors, providing guidance on corporate guidelines and tools that support each one to do their part. In this way, we bring greater capillarity to the program, promoting effective dissemination so that the guidelines, messages and training reach the end (learn more on page 53).

In 2023, we created the Executive Compliance Management, subordinate to the Governance, Risks, Compliance and Sustainability Officer, responsible for coordinating the program. On a quarterly basis, a report on its activities and results is presented to the Audit and Risk Committee, which advises the Board of Directors.

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations

 [Click here to learn more about the new Compliance Program.](#)

The new Compliance Program is structured around Prevention, Detection and Evolution commitments, and is developed across ten fronts:



Communication and training GRI 3-3

Since the launch of the new Compliance Program in August, we have carried out a series of communication and training actions for various audiences, aiming to strengthen and disseminate the culture of corporate integrity. [GRI 205-2](#)

To engage the leadership, lectures were held detailing the Program's new guidelines and a video was produced with the entire Executive Board, highlighting, for example, the leadership's commitment to the dissemination of good practices.

The Compliance Game was launched for the entire team, a dynamic and practical training on the new guidelines, with specific versions aimed at administrative and operational audiences.

Furthermore, the Program's partner areas participated in compliance workshops to align and internalize the new guidelines in all integrity processes.

In November, we held the Compliance Week, an in-person event with simultaneous transmission for all areas of the company, intended to publicize the Compliance Program to all employees, clarifying topics such as the new structure of the program, its guidelines and tools. During the event, Eletrobras Compliance Program "On the Line" campaign was launched, which is made up of a series of awareness-raising pieces.

To keep an engaged and informed team, the Program provides regular training on its guidelines and the [Code of Conduct](#). Furthermore, all new employees receive training in these topics.

With the aim of engaging employees who wish to contribute to the dissemination of a culture of integrity in Eletrobras companies, in December, we launched the Compliance Ambassadors Program. As a result, at the beginning of 2024 we formed a group of 131 ambassadors, with participation from almost all of the company's units.

Lecture during the
Compliance Week at
Eletrobras Furnas - Photo:
Claudio Ribeiro



- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations



- » Corporate Governance
- » Governance Structure
- » Ethics, Integrity and Compliance
- » Risk Management
- » Government Relations

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES* GRI 205-2

	Corporate governance bodies	Management-level professionals	Employees in university-level positions	Employees in non-university level positions	Partnerships in SPEs
Total (members/ employees/ business partners)	46	696	3,076	4,556	70
Total informed about Eletrobras' anti-corruption policies and procedures	46	696	3,076	4,556	63
Percentage informed about Eletrobras' anti-corruption policies and procedures	100%	100%	100%	100%	90.0%
Total that received anticorruption training	42	651	2,901	4,058	-
Percentual que recebeu treinamento anticorrupção	91.3%	93.53%	94.31%	89.07%	-

EMPLOYEES WHO RECEIVED COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES BY REGION* GRI 205-2

	North	Northeast	Midwest	Southeast	South
Total employees	1,000	2,503	987	2,610	1,228
Total that received anti-corruption training	903	2,273	924	2,340	1,085
Percentage that received anti-corruption training	90.30%	90.81%	93.62%	89.66%	88.36%

* The data includes Eletrobras Holding, Furnas, Eletrosul, Chesf and Eletronorte. The assumptions for calculating the information are presented in the Indicators Booklet.

Anti-corruption GRI 3-3

We repudiate any form of corruption and fraud, with an active behavior to prevent, detect and treat deviations or non-compliances. The guidelines that guide the topic are set out in Eletrobras Code of Conduct and Compliance Policy, approved in August 2023 by the company's Board of Directors (learn more in the box on the next page).

In 2023, following the launch of the new Compliance Program, we created a weakness remediation front, intended to establish specific plans to mitigate compliance risks. Its work began with the development of our third-party compliance monitoring plan.

We currently carry out due diligence processes with third parties with whom we have relationships or consider having relationships, in order to identify potential risks related to possible links with public agents or involvement in practices of corruption, bribery, money laundering, conflicts of interest, unfair competition, slave labor and terrorist financing. GRI 205-1

In 2023, the third-party integrity assessment process was restructured, considering the necessary improvements, as well as good practices in the market.

GRI 205-1

The due diligence begins with an analysis of the relationship risk for each type of contract, calculated using a form filled out by the area requesting the contract. GRI 205-1

According to the identified risk, we carry out research in public sources on the background of the potential third party and its partners, judicial and administrative processes, corporate and family relationships, focusing on prohibiting conflicts of interest, fraud and corruption, among other research applicable to each case. GRI 205-1

The results of this stage may also require additional due diligence carried out by the compliance area, with more detailed information about the company. GRI 205-1

The final integrity analysis is reflected in a Heat Map, which highlights the main risks detected in the analyses and establishes mitigating actions required to initiate or maintain the relationship with the third party. GRI 205-1

In 2023, we carried out a total of 858 integrity assessments for the following third parties: GRI 205-1

566
Critical suppliers

8
Donations

51
Sponsorships

6
Agents

9
Corporate operations

204
Customers

2
Agreements

6
Partners

6
Others

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations

Compliance Policy GRI 205-1

In 2023, we reviewed Eletrobras companies' Compliance Policy, which provides for the guidelines for our Compliance Program and guides ethical commitments related to the following topics: **GRI 205-1**

- » Anti-Corruption and Anti-Bribery;
- » Defense of Free Competition;
- » Human rights;
- » Prevention of Money Laundering and Terrorist Financing;
- » Conflicts of Interest;
- » Business Courtesies;
- » Interaction with the Public Sector;
- » Integrity assessment and monitoring;
- » Management of the Reporting Channel and Handling of Manifestations;
- » Consequence Management;
- » Compliance Education and Culture; and
- » Continuous monitoring and evolution.

Click here to access the [Compliance Policy](#).

During 2023, we performed 858 third-party integrity assessments. Among these, 566 were on suppliers, which accounted for 100% of our critical suppliers.

GRI 205-1

We also carry out integrity assessments of all individuals appointed as governance members, managerial roles and employees in areas most exposed to the risk of fraud and corruption. **GRI 205-3**

Throughout the year, new integrity clauses were created for contracts and specific integrity assessment and monitoring models were also implemented for commercialization, transmission line auctions, new corporate operations and new employees and leaders. **GRI 205-1**

We also invested in automating information and control processes, implementing the Business Integrity Screening (BIS) platform. Based on the reports generated, we began to carry out real-time analyses that signal opportunities for improvement to strengthen the program.

As one of the Risk Management initiatives within the Compliance Program, we reviewed our process for identifying, categorizing, analyzing and classifying possible fraud and corruption risk factors, carried out using the Fraud Risk Assessment (FRA) methodology.

GRI 205-1

The review process considered changes in the company's external and internal contexts, which required advances in treatments and priorities, as well as adaptation and updating of criteria.

In the FRA review, 50 interviews were carried out involving key representatives and managers and 74 meetings were held. As a result, risk factors related to the categories of asset misappropriation, fraudulent reporting and corruption were mapped, and the most critical ones were prioritized to develop mitigation action plans. The risks of fraud and corruption are reflected in the Corporate Risk Matrix, especially in the Governance dimension (learn more about our Risk Matrix on page 61). **GRI 205-1**

Conflict of interests

Eletrobras' Bylaws and Code of Conduct, reflected in the Compliance Policy guidelines, provide guidance on conflicts of interest. The Board of Directors is responsible for monitoring and managing potential conflicts of interest of executives, Board members and shareholders, in order to avoid misuse of the organization's assets, and especially abuses in transactions between related parties. **GRI 2-15**

Before assuming Senior Management positions, all individuals nominated are subjected to an integrity analysis, through which, among other aspects, the existence of potential or actual conflict of interests is verified. This information is evaluated by the People Committee, responsible for verifying compliance, including requirements and prohibitions in the process for nominating members to the senior management. **GRI 2-15**

Through the [Reference Form](#), we disclose the rules for identifying and managing conflicts of interest on an annual basis, in addition to providing individual information on the company's key personnel, regarding politically exposed people, main links, independence conditions and company's related parties. **GRI 2-15**

The [Related Party Transactions and Conflict of Interest Handling Policy](#), updated in August 2023, provides for the guidelines for Related Parties Transactions (TPR) in accordance with good corporate governance practices and in compliance with the principles of competitiveness, commutativity, transparency and equity, in order to protect the legitimate interests of Eletrobras and its interested parties. Such guidelines include abstaining from negotiating, evaluating and approving transactions that involve participation in businesses that could interfere with the company's interests or use confidential information. **GRI 2-15**

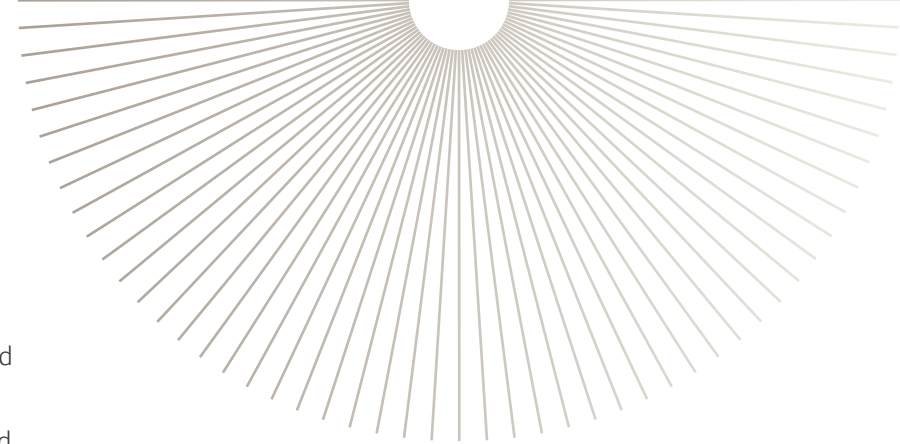
In October 2023, we implemented the Compliance Management Platform (PGC) in order to enable our employees and leaders to carry out consultations on Conflict of Interest situations, as well as to enable the registration of business courtesies and relationships with public agents. This allows the Compliance team to properly monitor and handle such situations, in addition to developing communication and training actions to prevent the risk of conflicts of interest from materializing. **GRI 2-15**

EMPRESA
**PRÓ
ÉTICA**
2022-2023

Awards

For the second cycle in a row, we were granted the "Pró-Ética" Company Seal 2022-2023, granted by the Brazilian Office of the Comptroller General (CGU). This recognition attests to our commitment to implementing integrity measures aimed at preventing, detecting and correcting fraudulent and corrupt practices.

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations



Whistleblowing Channel

Eletrobras has an external and independent Whistleblowing Channel, for reporting violations of the Code of Conduct, Compliance Program, internal policies and standards or current legislation. The Channel can be accessed by all audiences, 24 hours a day, seven days a week. Following the guidelines of the Code of Conduct, we ensure the anonymity and confidentiality of reports, in addition to non-retaliation against the whistleblower. **GRI 2-16**


All reports are received by a specialized external company, which carries out preliminary analysis to assess whether the reports are within the scope. They are then classified according to their risk, receiving different prioritization in the internal investigation phase. **GRI 2-26**

After the investigation, infor valid or partially valid cases, the application of consequences may be indicated, which include administrative or disciplinary measures, or remedial actions, such as improving existing processes and regulations, and training. **GRI 2-26**

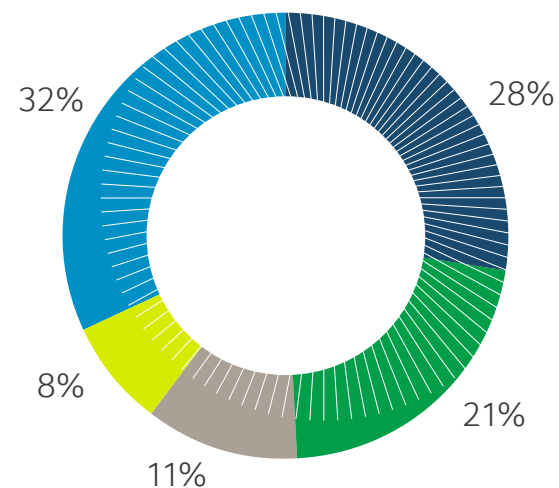
Our objective is to investigate, process and close complaints received in less than 180 days. In 2023, we closed 95% of reports within this deadline, exceeding the target of 90%*. **GRI 2-26**

In order to inform the governance bodies, the Audit and Statutory Risks Committee receives a quarterly report containing data on all complaints received in the period, called One Page Report, and a qualitative report with the complaints prioritized in the period. **GRI 2-16**

We guarantee protection of employees working in all stages of reports managing and handling, in order to preserve their institutional independence and the neutrality of decisions.

 [Click here to access the Whistleblowing Channel of Eletrobras companies.](#)

In 2023, 345 whistleblowing reports* were received, including:



- Violations of morals, dignity and personal honor
- Violations of Laws or Regulations
- Violations of contracts or commercial negotiations
- Health and safety incidents
- Other classifications

* For Teles Pires, data from October 2023 was considered. For MESA, data from April 2023 was considered.

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations

Contact Us

On our website, we have a Contact Us page, which aims to improve the management of stakeholder relationship channels, providing greater transparency to the process. The channel centralizes and monitors topics and the deadline for meeting demands from external stakeholders, in addition to enabling the identification of opportunities for improvement in communication. **GRI 2-25, 2-26**

The channel responds to requests for information and inquiries about the company's various areas, including: governance, commercialization, generation, transmission, environment and relationship with communities, website support, people management, suppliers, research, development and innovation, communication/institutional, human rights, business strategy and stake management, "Luz para Todos" Program, compulsory loan, sponsorships, legal and operations abroad. **GRI 2-25, 2-26**

In the Contact Us page, we offer a link to access specific contact channels, according to the audience's needs, such as: **GRI 2-26**

- » **Ombudsman Channel**, to receive suggestions, compliments, complaints and requests about our operations (learn more on page 59).
- » **Sustainability Channel**, to receive inquiries about our sustainability guidelines, actions or indicators.
- » **Ombudsman**, to receive inquiries related to the capital markets.


Based on the demands received through Contact Us, a strategic analysis of the messages is carried out, making it possible to identify patterns, deviations and opportunities for improvement in the stakeholder relationship process.

Every month, we analyze the channel's service reports. The results are reported to the topic leaders, with information on quantitative data and identified insights and gaps, in addition to mitigation actions of the most relevant demands. **GRI 2-25**

The data is consolidated on an annual basis, and inserted into the Communication Department's Activity Report, for reporting to the Regulation and Institutional Relations Department. **GRI 2-25**

Throughout the year, 683 inquiries were carried out via Contact Us, of which only two were completed outside the deadline established in the work procedure. **GRI 2-26**

The main topics, in order of quantity of demand, were: people management, sponsorships and suppliers. **GRI 2-26**

 Click here to access the [Contact Us page](#).

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations

Ombudsman Channel

The Ombudsman channel receives suggestions, compliments, complaints and requests about our performance, which can be registered in an identified or anonymous manner. Its objective is to seek solutions to the inquiries received, aiming to improve internal processes and transparency with stakeholders. **GRI 2-25, 2-26**

Eletrobras Ombudsman Channel was created in 2023, replacing the old ombudsman systems of each company, and concentrating the service for all our customers in a single communication channel.

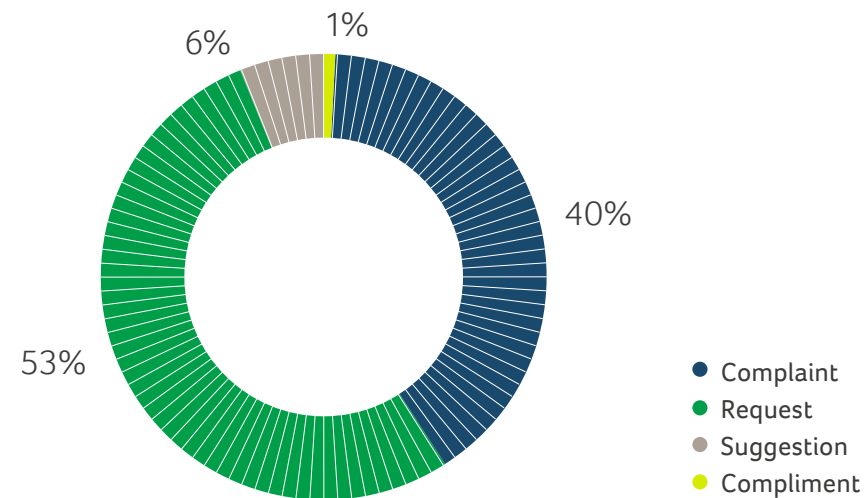
Upon receipt on our website, manifestations are analyzed by the Ombudsman, which verifies whether there is a need for additional information and forwards the demand to the area responsible for the topic, following the response period, which must be a maximum of 30 days. **GRI 2-25**

When the Ombudsman receives responses from the area, it analyzes whether the demand is being met, and the

protester receives his/her response within the stipulated deadline. Throughout 2023, the channel received 2,626 complaints, 96% of which were answered on time. **GRI 2-26**

 [Click here to access Eletrobras Ombudsman Channel.](#)

In 2023, the Ombudsman received 2,626 complaints, divided as follows:



Ethics and integrity commitments



Pacto Global
Rede Brasil

- » Corporate Governance
- » Governance Structure
- » **Ethics, Integrity and Compliance**
- » Risk Management
- » Government Relations

From 2021 to 2023, we spearheaded the initiatives on the Global Compact Network Brazil's Anti-corruption Platform, represented by the Governance, Risks and Compliance and Sustainability Officer. The platform brings together a group of companies dedicated to disseminating an ethical culture and integrity in business, through the development of projects and the promotion of learning and experience exchange.

In December 2023, we joined the Collective Action for Integrity in the Power Sector, promoted by the platform, with the aim of mobilizing all agents in the sector in the construction and consolidation of an ethical and healthy environment, free from corruption and bribery, strengthening integrity culture and the sector's reputation, both nationally and internationally.



MOVIMENTO
TRANSPARÊNCIA 100%

In May 2023, we became ambassadors of the 100% Transparency Movement, an initiative of the Global Compact Network Brazil, with the aim of promoting institutional commitments and transparent public stances to generate a virtuous circle of self-assessment and concern for companies' value chain. We commit to advance, by 2030, towards five goals:

- » 100% integrity in top management compensation;
- » 100% of the high-risk value chain trained on integrity;
- » 100% 100% transparent compliance and governance structure;
- » 100% transparent whistleblowing channels;
- » 100% transparency in dealings with government officials

INSTITUTO
ETHOS

We are signatories to the Business Pact for Integrity and against Corruption, from the Ethos Institute, with a commitment to promoting a more honest and ethical market and eradicating bribery and corruption.

Risk Management

We monitor our business environment in an ongoing basis, in order to reflect our concerns, as well as those of investors and the market in general, in the risk management process.

Currently, our risk management model draws guidance from the ISO 31000 standard and the COSO 2013 and COSO ERM frameworks. This model aims to align risk management with organizational strategies, initiatives and structures, in addition to meeting sectoral and regulatory and supervisory bodies' requirements.

The main goal of the risk management process is to prevent events that could adversely impact the company's strategic objectives from occurring.

We have a [Risk Management Policy](#), applicable to any and all risks to which the company may be exposed. The policy establishes the roles and responsibilities of each manager in the process, incorporating a risk perspective into strategic decision-making, in accordance with applicable regulations and best practices.

In order to achieve the Policy's objectives, the risk management process is divided into the following steps:



Risk identification



Risk assessment



Risk management



Risk monitoring



Risk communication

The Executive Board and the Board of Directors, through the Audit and Risk Committee, are responsible for evaluating the effectiveness of the entire risk management process. [GRI 2-12](#)

Risk Matrix

In 2023, the corporate risk matrix was updated and validated by the Executive Board and the Board of Directors. The new matrix is structured around the Business, Financial and ESG pillars. [GRI 2-25](#)

The ESG pillar identifies Environmental, Social and Governance risks, including topics such as climate change (learn more on page 144), human rights (page 115), diversity (page 102), taxes (page 76), health and safety (page 110), information security (page 86) and fraud (page 54). [GRI 2-25](#)

All the risks included in our matrix are addressed through the implementation of action plans prepared based on technical recommendations from the Risk Management and Internal Controls areas, in partnership with business managers, always taking into account the risk appetite defined by the Board of Directors. [GRI 2-12, 2-25](#)

This corporate risk management process is directly related to the strategic guidelines of sustainable growth, profitability and value creation, as it allows the preventive identification of threats to business objectives and risk-based decision making. [GRI 2-25](#)

- » Corporate Governance
- » Governance Structure
- » Ethics, Integrity and Compliance
- » **Risk Management**
- » Government Relations

Government Relations GRI 3-3

With our new operating context as a private company, the Government relationship has undergone substantial changes, although it is still a fundamental instance for generating business value.

We continue to be the most important player in energy generation and transmission in the Brazilian market, providing a fundamental service to society. Furthermore, we operate in a highly regulated sector, in which government decisions have a high power to impact not only the company, but the economy and people's lives.

Government actions can also impact other areas of the business, such as grants, research and development, environmental licenses, participation in regional funds and social actions. For example, we continue as temporary operators of the “Luz para Todos” Program,

coordinated by the Ministry of Mining and Energy (MME). The deadline for transferring activities to ENBpar — a state-owned company controlled by the Union — is 2024 (learn more on page 132).

Additionally, as a result of the capitalization process, the Union and other entities that make up the group of public shareholders continue to hold a major share in Eletrobras, accounting for 42.76%, despite the limitation imposed on the exercise of political power by the voting rights, in the percentage of up to 10% of the share capital of common shares.

Therefore, we monitor regulatory issues in the power sector in an ongoing basis, working with supervisory bodies, regulatory agencies, sectoral associations and other institutions, with the aim of providing data, minimizing risks and encouraging sustainability in the sector.

Given its importance within our value creation, in 2023, Government Relations and Advocacy was identified as one of the business material topics (learn more on page 8), and all actions developed assume a material nature for the company in this context. [GRI 3-2](#)

To manage our operations with public authorities, in 2023 we created the Institutional and Government Relations Officer, and restructured the team's operations, which now has capillarity and synergy with other areas within the company.

The main actions carried out include:

- » Monitoring the activities carried out by the National Congress relating to the regulation of the power sector and carrying out ongoing monitoring of legislative proposals that impact business;
- » Monitoring the issuance and analyzing the impacts arising from ordinances, legislative proposals, resolutions, orders, hearings, consultations and other acts;
- » Contributing to public consultations and hearings promoted by regulatory agencies on relevant topics for the business;
- » Monitoring the progress of activities carried out by representative sectoral associations;
- » Developing internal standards and procedures for structuring regulatory activities, in addition to promoting initiatives that result in the dissemination and strengthening of a regulatory culture.

- » Corporate Governance
- » Governance Structure
- » Ethics, Integrity and Compliance
- » **Risk Management**
- » Government Relations



ENERGIA PARA NOW

- » Corporate Governance
- » Governance Structure
- » Ethics, Integrity and Compliance
- » **Risk Management**
- » Government Relations

In 2023, we had a key role in bills under the so-called Congress Green Agenda, which includes rules on the generation of offshore wind energy, green hydrogen and the carbon market.

Another highlight was the participation in the discussion of the bill on the National Policy for People Affected by Dams and the participation in a public hearing on the impact of transmission lines on indigenous lands — topics that reflect our commitment to human rights.

The guidelines for our work on the topic are set out in the Organizational Standard for Interaction with the Public Sector, which provides for rules on professional

and contractual relationships with agents and entities in the public sector and sectoral associative entities.

To monitor this relationship, we have a platform for legislative monitoring and recording of interactions with government bodies, which generates the Engagement Map of Eletrobras spokespeople with public sector stakeholders. We also map legislative monitoring and parliamentary mobilization activities, generating traceable and auditable flowcharts.

In 2023, we implemented a periodic interaction program with public authorities, Café com os Poderes. Through it, we organize corporate events for transparent dialogue with members of the executive

and legislative branches on topics that impact the power sector, in which we present our contributions, challenges and collaborate with the democratic process of building public policies.

Furthermore, we engage our employees through the creation of bill impact analysis groups, which bring together professionals from various areas of the company to contribute in a multidisciplinary way to government relations work.

Membership in organizations and associations

With the objective of working together to generate value for the company, the sector and our stakeholders, we operate in a series of organizations: **GRI 2-28**

- » Brazilian Infrastructure and Heavy Industry Association (ABDIB)
- » Brazilian Electric Vehicle Association (ABVE)
- » Brazilian Green Hydrogen Industry Association (ABIHV)
- » Brazilian Wind Power Association (ABEEOLICA)
- » Brazilian Association for Photovoltaic Solar Power (ABSOLAR)
- » Brazilian Wholesale Electricity Association (ABRACEEL)
- » Brazilian Association of Power Generation Companies (ABRAGE)
- » Brazilian Association of Power Transmission Companies (ABRATE)
- » Brazilian Association of Independent Power Producers (APINE)
- » Brazilian Association of Distributed Generation (ABGD)
- » National Association for Research and Development of Innovative Companies (ANPEI)
- » Brazilian Association of Shared Services (ABSC)
- » Brazilian Association of Human Resources (ABRH)
- » Brazilian Association of Electrical Energy Sector Accountants (ABRACONEE)
- » Brazilian Association of Public Companies (ABRASCA)
- » Association of Analysts and Investment Professionals of the Capital Market (APIMEC)
- » Brazilian Association of Technical Standards (ABNT)
- » Brazilian Association of Business Communication (ABERJE)
- » Brazilian Association of Distributed Generation (ABGD)
- » Electric Power Trading Chamber (CCEE)
- » Brazilian CIER (Regional Electricity Integration Commission) Committee (BRACIER)
- » Brazilian Dam Committee (CBDB)
- » Rio de Janeiro Regional Council of Engineering and Agronomy (CREA-RJ)
- » Engineering Club
- » Brazilian Business Council for Sustainable Development (CEBDS)
- » Brazilian National Committee for Production and Transmission of Electric Energy (CIGRÉ Brasil)
- » CIBiogás- International Center for Renewable Energy
- » eAmazônia- Sustainable Energy and Innovation
- » R20 Forum - Regions of Climate Action
- » National Quality Foundation (FNQ)
- » FUNCOGE - Business Management Committee Foundation
- » Global Alliance for Sustainable Energy (until December de 2023)
- » Global Reporting Initiative (GRI)
- » International Hydropower Association (IHA)
- » Brazilian Institute of Corporate Governance (IBGC)
- » Institute of Internal Auditors of Brazil (IIA Brasil)
- » Instituto Ethos
- » Instituto Acende Brasil
- » Brazilian Greenhouse Gas Protocol Program
- » Brazilian Knowledge Management Society (SBGC)
- » Utilities Telecom & Technology Council America Latina (UTCAL)

- » Corporate Governance
- » Governance Structure
- » Ethics, Integrity and Compliance
- » Risk Management
- » **Government Relations**

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

CHAPTER 3

Prosperity

SDGs



CAPITALS



Ivaiporã transmission line - Salto Santiago - Photo: Danilo Deni Alves

Operating Performance

» **Operating Performance**

» Financial Performance

» Commercialization

» Innovation and Technology

» Supply Chain Management

In respect to the climate scenario, the year 2023 was marked by great variability. Over the first few months, the effects of a long period of La Niña could still be observed, followed by a transition period and the emergence of El Niño from the second quarter onwards. The phenomenon is caused by an abnormal warming of the Equatorial Pacific Ocean waters, affecting several regions of the planet and significantly impacting rainfall and temperature patterns in Brazil.

This climate variability was reflected in excess rainfall at the beginning of the year in the Southeast and Midwest regions, with recovery of reservoirs in the main river basins of interest to the National Grid. From the establishment of El Niño, from June to December, the hydrological scenario saw a marked drought period, mainly in the North region, excess rainfall in the South region and irregular rains in the central portion of the country.

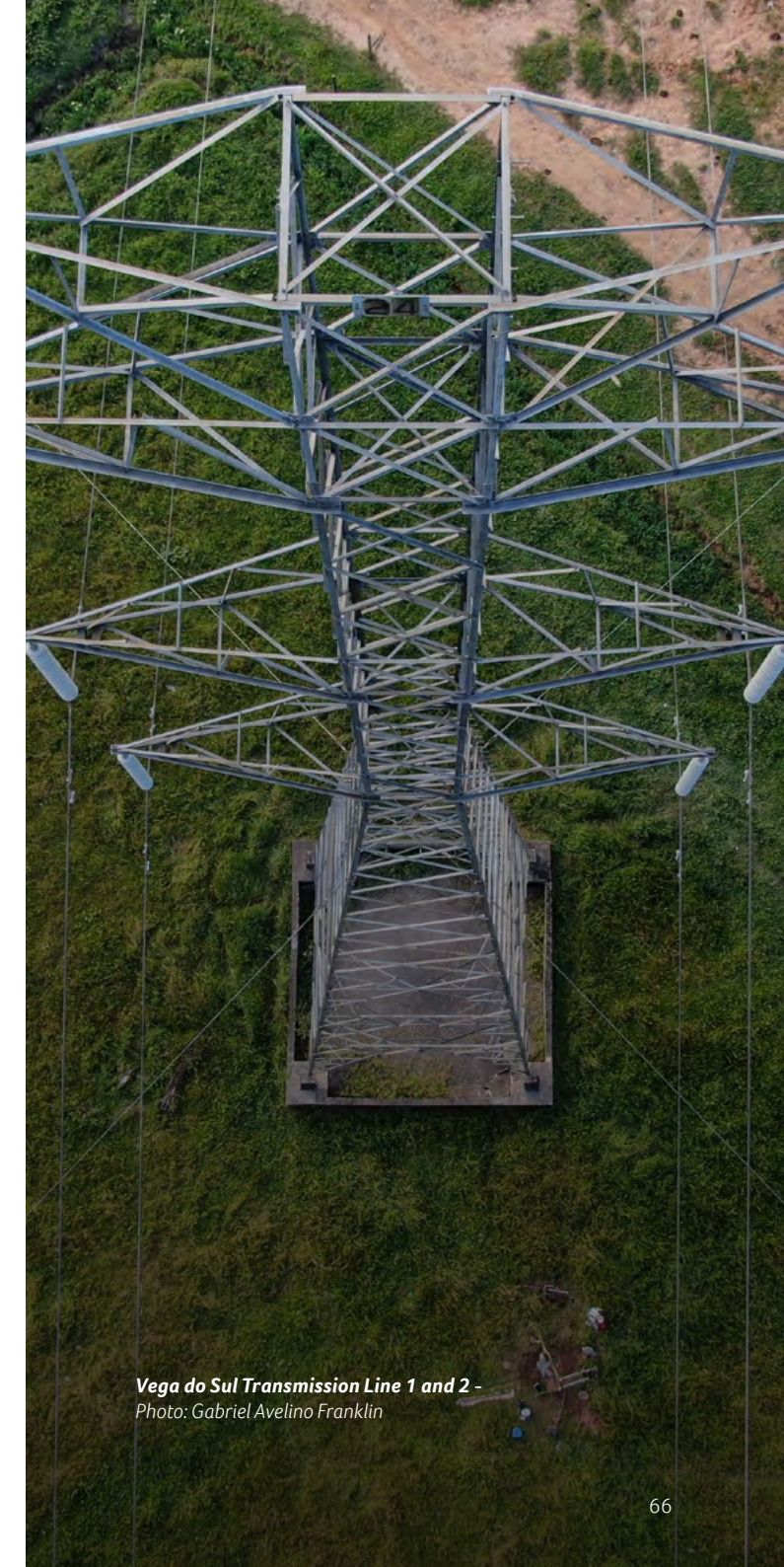
It is also noteworthy that 2023 saw a record average temperature in Brazil, the hottest year since 1961, according to the National Institute of Meteorology (INMET) and surpassing the previous maximum,

recorded in 2015. In part, the high temperatures recorded were caused by an increased frequency of heat waves, which contributed to an expansion in energy consumption.

In this context, we recognize our important role in generating safe and clean energy in Brazil. In 2023, we accounted for 37%* of the total Transmission Lines with a voltage level equal to or greater than 230 kV in the National Interconnected System (SIN). We ended the year with 44.6 gigawatts (GW) of installed capacity, accounting for 22% of national capacity. **GRI EU1, EU2, EU4**

Of all the energy generated by the company, 96.5% came from renewable, low Greenhouse Gas (GHG) emission sources (hydro, wind and solar), contributing to Brazil having one of the cleanest energy matrices in the world. This factor becomes even more important in a context of climate change, in which renewable sources are becoming increasingly employed across the planet. **GRI EU2**

** Compared to data from the National Interconnected System (SIN) for November 2023*



Vega do Sul Transmission Line 1 and 2 -
Photo: Gabriel Avelino Franklin

Generation

We ended 2023 with 100 plants in operation, of which 47 hydroelectric, 43 wind, 9 thermal and 1 solar. Throughout the year, we had a 4.9% increase in our installed capacity, reaching 44.6 GW, mainly due to corporate renegotiations in SPEs (learn more on page 23). [GRI EU1](#)

Of our total installed capacity, 67% come from corporate ventures and 33% from SPEs. [GRI EU1](#)

Over the year, we generated 146,946.6 GWh of energy, 96.5% of which from renewable sources. This amount is expected to increase in the coming years, as, with the sale of the Candiota plant (learn more on page 138), the company's only coal-fired project, our matrix will become even cleaner. Furthermore, as part of our decarbonization plan, we continue to carry out studies on the sale of gas-fired power plants. [GRI EU2](#)

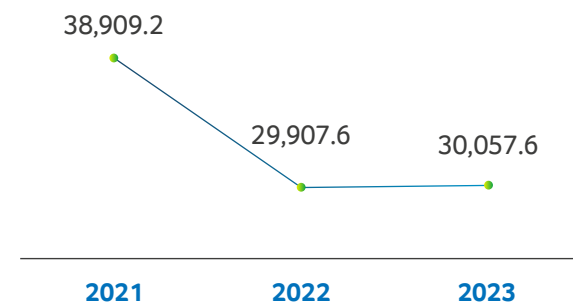
Furthermore, we still have important projects that are in the construction stage, such as the 302.4 MW Coxilha Negra wind farm, located in Rio Grande do Sul, where the machines are expected to begin being commissioned in 2024. The 27 MW Casa Nova B wind farm, located in Bahia, is in the process of resuming construction in 2024. [GRI EU10](#)

- » [Operating Performance](#)
- » [Financial Performance](#)
- » [Commercialization](#)
- » [Innovation and Technology](#)
- » [Supply Chain Management](#)

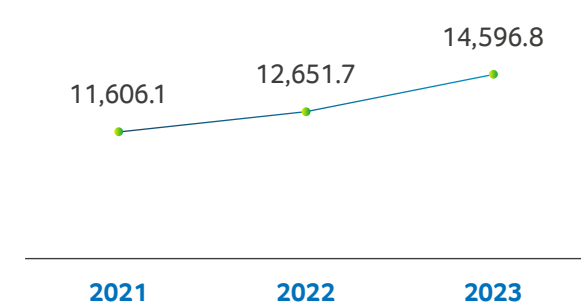
INSTALLED CAPACITY* (MW) EU1	
	2023
Solar	0.9
Wind	714.8
Hydro	42,293.5
Natural Gas	1,295.2
Uranium	-
Coal	350.0
Oil	-
Total	44,654.5

* Reported data includes all subsidiaries and SPEs. For shared ownership ventures, the calculations considered our stakes in the company.

INSTALLED CAPACITY** - CORPORATE (MW) EU1



INSTALLED CAPACITY - SPES (MW) EU1



** The marked drop in installed capacity from 2021 to 2022 is mainly due to the company's restructuring, with the exit of Itaipu Binacional and Eletronuclear.

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

NET GENERATION BY SOURCE* (GWh) EU2

	2021	2022	2023
Solar	1.0	1.1	1.1
Wind	2,365.2	2,196.9	2,191.9
Hydro	154,090.0	155,655.2	139,649.6
Natural Gas	6,677.6	3,668.3	3,466.5
Uranium	13,461.7	7,155.2	-
Coal	2,215.6	1,591.5	1,637.5
Oil	0.4	-	-
Total	178.811,7	170.268,2	146.946,6

AVERAGE PLANT AVAILABILITY FACTOR BY ENERGY SOURCE* (%) EU30

	2021	2022	2023
Solar	98.85	98.12	96.07
Wind	96.86	95.05	95.17
Hydro	92.55	91.37	88.64
Natural Gas	74.28	76.37	76.73
Coal	91,53	73,02	78,54

* Reported data includes all subsidiaries and SPEs. For shared ownership ventures, the calculations considered our stakes in the company.

AVERAGE GENERATION EFFICIENCY OF THERMAL PLANTS BY ENERGY SOURCE (%) EU11

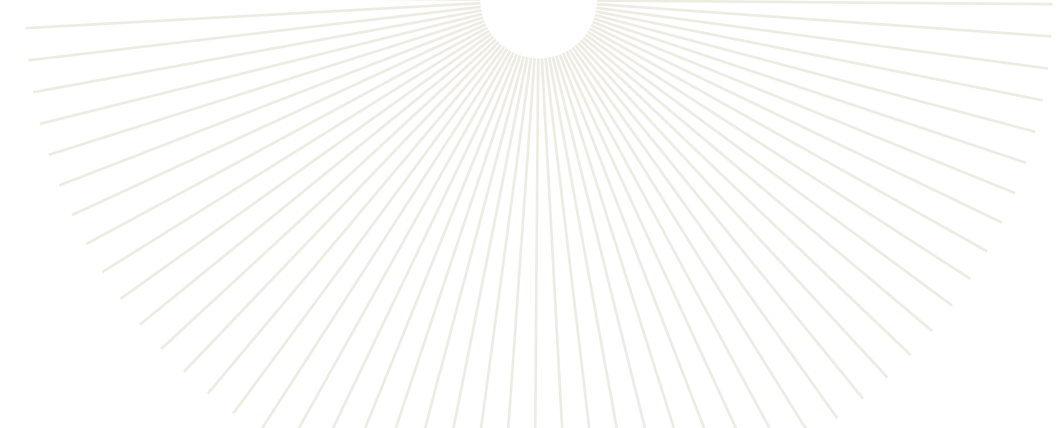
	2021	2022	2023
Natural Gas	44.34	39.25	38.37
Coal	35,57	34,56	34,27

Asset Modernization

In 2023, we invested R\$1.62 billion in our generation assets, distributed in dam modernization, improvement and safety projects. Among the projects with the most significant investments, the Paulo Afonso Complex and Luiz Gonzaga, Porto Colombia, Sobradinho, Tucuruí and Xingó hydroelectric plants stand out.

These investments support our search for the quality and safety of the services provided, in accordance with regulatory requirements, aiming to optimize costs, guarantee operational performance and strengthen our position in the energy market.

For 2024, investments of around R\$1.42 billion are planned, reinforcing our strategy of maintaining the excellence of the generating complex.



Planned capacity

In Brazil, indicative planning of electricity demand and supply is projected by the Ministry of Mining and Energy (MME), supported by studies by the Energy Research Company (EPE). We are continually seeking to adapt to the planning carried out by the MME, making investments to expand our market share in a sustainable way, while implementing our net zero trajectory (learn more on page 141), contributing to a less polluting national energy matrix.

In the generation segment, we follow the strategic guideline of sustainable growth with a focus on renewables, in which opportunities involving solar, wind and hydroelectric sources are being studied to develop a robust pipeline in search of the best projects.

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

ELECTROBRAS SYSTEM CAPACITY X TOTAL COUNTRY CAPACITY* EU10

	2023		
Source	Brazil - National Grid (MW)	Eletrobras System (MW)	Equity Interests (%)
Solar	6,686	1	0%
Wind	24,066	715	3%
Hydro	116,230**	42,293	36%
Natural Gas	13,612	1,295	10%
Uranium	-	-	-
Coal	3,017	350	12%
Oil	3,593	0	0%
Nuclear	1,990	0	0%
Biomass	15,267	0	0%
Total	177,461	44,654	24%
Itaipu 50 Hz	7,000	-	-

* The reported data does not include SPEs.

** The value 116,230 considers the installed capacity of Itaipu 50 Hz in the calculation.



Transmission

We ended 2023 with 73.8 thousand kilometers of transmission lines (TLs). Considering only lines with a voltage level equal to or greater than 230 kV, we are responsible for 69.2 thousand kilometers, which accounts for 37.5%* of Brazil's total TLs at these voltages. GRI EU4

In total, the Permitted Annual Revenue (RAP) of corporate Transmission Lines was R\$17,663 million. GRI EU4

Taking into account all the transmission lines that came into or went out of operation throughout the year, we had a reduction of 103 km in our network, mainly due to corporate renegotiations in SPEs (learn more on page 23), line sectioning and sales to other companies. GRI EU4

At the same time, we have 201.98 kilometers of transmission lines under construction and another 302.8 kilometers won at auction by the end of 2023, with construction scheduled for the coming years. GRI EU4

We also have a transformation capacity of 309 thousand MVA in our substations. Substations that will add around 8,500 MVA to the network are being implemented. GRI EU4

* Compared to data from the National Interconnected System (SIN) for November 2023

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

EVOLUTION OF TRANSMISSION LINES* EU4

	2021	2022	2023
Eletrobras transmission lines (km)	66,556	66,942	66,539
SPEs transmission lines (km)	7,532	6,949	7,249
Eletrobras transformation capacity (MVA)	254,306	276,299	278,531
Transformation capacity of SPEs (MVA)	18,586**	21,498	30,874

* Reported data includes all subsidiaries and SPEs. For shared ownership ventures, the calculations considered our stakes in the company.

** Data corrected after conference with the SPEs.

TRANSMISSION OPERATIONAL AVAILABILITY RATE (%) EU6

	2021	2022	2023
	99.93	99.96	99.96

*** Considers corporate transmission lines in the basic grid that are entitled to RAP and were in operation throughout the reporting period, including sections that have been cut. Does not include complementary network lines. Does not include SPEs.

TECHNICAL LOSSES DUE TO TRANSMISSION (%) EU12

	2022**	2023
	0.53	0.50

** The calculation of the 2022 value considers changes in the methodology in relation to historical data, which is why we do not make a comparison with previous periods.

Operation

Throughout 2023, we also recorded significant advances in the Operations area, based on the structuring of planning, management and control processes for our activities, focusing on results and continuous improvement, and ensuring operational and people safety.

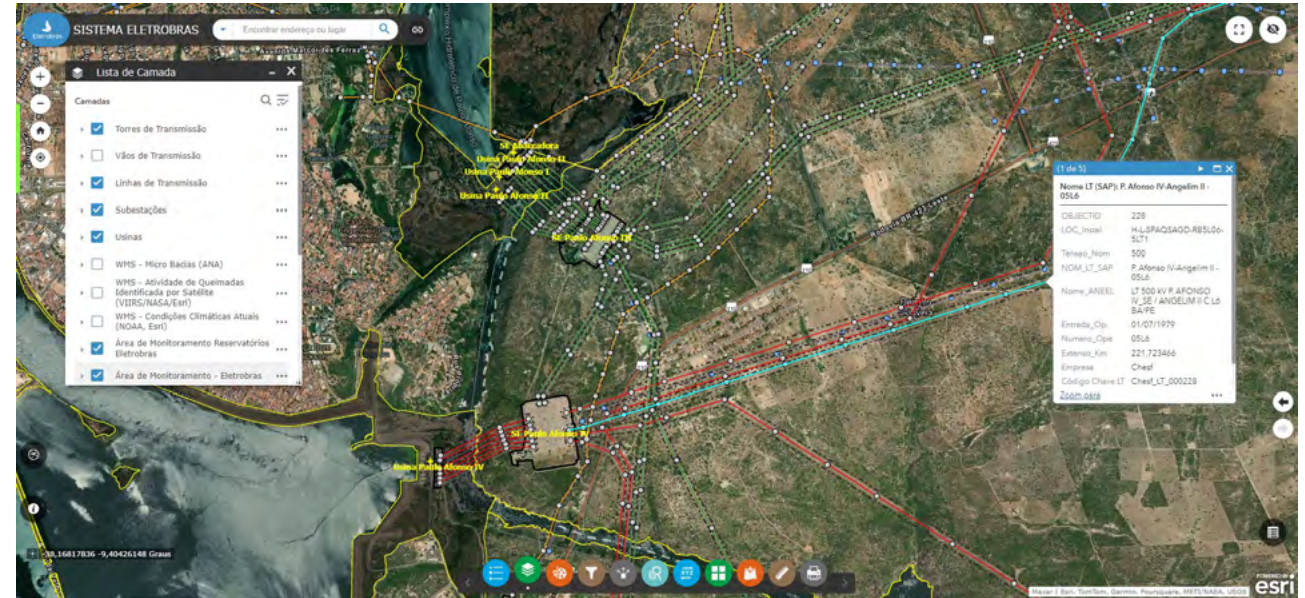
It is worth highlighting the unification of the Control Centers of the companies Eletrobras Eletrosul and Eletronorte and the demobilization of the Furnas Center, which led to a cost reduction of approximately R\$32 million per year.

We also optimized the management of investments in transmission, establishing a basis for monitoring all small works, both in terms of physical implementation and financial achievement.

With an eye on operational efficiency, we improved our Asset Management by defining a criticality matrix and advancing teleassistance.

In terms of operational security, we seek to improve plans for emergencies involving systemic shutdowns, transmission tower falls and socio-environmental impacts.

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management



Geoprocessing

In 2023, we developed PortalGeo, a web application that presents all our assets in operation, with socio-environmental and infrastructure geographic layers. Thus, we created an environment where it is possible to monitor planning, implementation and operation of projects, taking into account the impacts on stakeholders, communities and the surrounding environment.

In addition, we have implemented pilot projects that integrate advanced technologies, such as 3D point cloud and Building Information Modeling (BIM) models, which allow for more precise and detailed monitoring of infrastructures.

The integration of these technologies facilitates the creation of detailed digital representations of physical facilities, promoting predictive analysis and maintenance and ensuring safe and effective operation.

Financial Performance

In 2023, our financial results reflected the search for cost efficiency and process rationalization, enabling the resumption of our investment capacity.

We thus present a gross revenue of R\$44.47 billion, a value 8% higher than in 2022*.

- » Operating Performance
- » **Financial Performance**
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

GROSS REVENUE PER BUSINESS (R\$ MILLION)			
	2021	2022	2023
Generation	22,630	24,161	26,617
Transmission	17,450	15,775	17,432
Other revenues	925	1,102	426
Total	41,006	41,038	44,475

Personnel, material, services and other (PMSO) expenses had a 11% reduction compared to 2022.

** All accounting information in this report is presented in accordance with accounting practices adopted in Brazil, including the pronouncements, interpretations and guidelines issued by the Brazilian Accounting Pronouncements Committee (CPC) and International Financial Reporting Standards (IFRS); Consolidated Values; fiscal years ending on December 31st of each year.*

OPERATING COSTS AND EXPENSES (R\$ MILLION)			
	2021	2022	2023
Personnel	-4,340	-4,634	-4,240
Material	-248	-269	-251
Services	-1,542	-2,065	-2,362
Voluntary Severance Program	0	-1,260	-545
Other expenses	-1,652	-1,800	-1,563
PMSO total	-7.782	-10.028	-8.960

As a result, EBITDA grew 49% and totaled R\$17 billion, and annual net profit reached R\$4.4 billion, a 21% increase compared to 2022, demonstrating the positive impact of the increase in transmission revenues, cost and expense adequacy and simplification of the company's administrative structure.

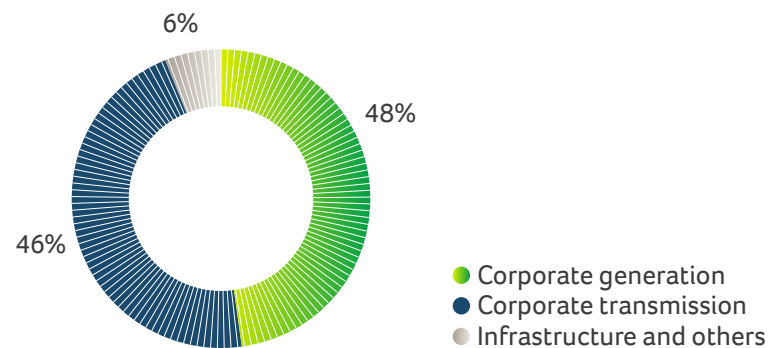
- » Operating Performance
- » **Financial Performance**
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management



Maintenance of cables in a tower on the Atlântida 2 transmission line - Gravataí 3 - Photo: Marcelo Camargo Constante

Over the year, investments totaled R\$9.02 billion, a 60% increase compared to 2022.

DISTRIBUTION OF INVESTMENTS



DISTRIBUTION OF ADDED VALUE* (R\$ MILLION) GRI 201-1			
	2021	2022	2023
Personnel	5,273	6,283	4,784
Taxes	10,073	5,698	1,969
Third Parties	5,236	9,051	15,779
Acionistas	5.714	3.638	4.395

* Statements of Value Added for the years ending in December 31st of each year; Consolidated Values; in accordance with CPC 09 Statement of Added Value, approved by CVM Resolution 117/22

- » Operating Performance
- » **Financial Performance**
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

Eletrobras Day

In July 2023, we held Eletrobras Day, an event dedicated specifically to investors, during which we disclosed our Strategic Plan and ongoing initiatives in detail.

Some of the highlights involved the transformations carried out since the company's capitalization, many of them related to the ESG agenda, such as:

- increasing allocation of capital to renewables;
- the opportunity to become a competitive energy supplier for the production of green hydrogen;
- new workforce management strategies, with policies to optimize the structure;
- changes in the organizational and corporate structure to boost governance.

STATEMENT OF INCOME FOR THE YEAR* (DRE) (R\$ MILLION)

	2021	2022	2023
Generation Revenue	22,630	24,161	26,617
Transmission Revenue	17,450	15,775	17,432
Other revenues	925	1,102	426
Gross revenue	41,006	41,038	44,475
<i>Deductions from revenue</i>	-6,379	-6,963	-7,316
Net operating revenue	34,627	34,074	37,159
Electricity for resale, grid usage, fuel and construction	-5,555	-9,628	-11,844
Personnel, materials, services and other	-7,782	-10,028	-8,960
Depreciation and amortization	-1,443	-2,690	-3,621
Operational provisions	-14,922	-6,928	-2,196
	4,925	4,799	10,537
Regulatory remeasurements - Transmission Contracts	4,859	365	-12
Equity interests	1,507	2,370	2,062
Other revenues and expenses	1,211	187	1,143
	12,501	7,721	13,730
Financial Result	-1,442	-4,374	-12,002
Income before tax	11,060	3,347	1,728
Income Tax and Social Contribution	-5,261	-696	2,998
Net income for the year	5,799	2,652	4,727
Net income (loss) of taxes from discontinued operations	-85	987	-332
NET INCOME FOR THE PERIOD	5.714	3.638	4.395

* Financial Statements for the periods ending on December 31st of each year. Consolidated Values

Taxes GRI 3-3

We follow Brazilian tax legislation and have established a series of procedures to comply with our main and ancillary obligations in a coherent and timely manner, in accordance with legal requirements. We understand the relevance of this process for generating revenue for Municipalities, States and the Union, contributing to the country's economic stability, and thus to creating better conditions for providing public services to the population. [GRI 207-1](#)

Our tax practices are adopted based on the analysis of federal, state and municipal legislation established by the Government and Regulatory Agency, also complying with the Sarbanes-Oxley Act, in cooperation with public supervisory entities.

Tax planning is aligned with the company's commercial activities, and reports and accounting statements support the business's strategic planning. Linked to this tax design, the benefits of tax incentive laws granted to companies that invest in social projects are considered, such as the Rouanet Law, Sports, Audiovisual, and Research Incentive Law, the Good Law, in addition to the ICMS deferral. [GRI 207-1](#)

Additionally, in federal taxation, we have the benefits of the Special Incentive Regime for Infrastructure Development (REIDI), which suspends tax collection to the Social Integration Program (PIS), the Civil Servant Asset Formation Program (PASEP) and the Contribution for Social Security Financing (COFINS) levied on projects aimed at implementing infrastructure in the energy sectors. [GRI 207-1](#)

The amounts paid are public and are disclosed in the Accounting Statements. The company's tax strategy is not public data, as it is considered strategic information. [GRI 207-2](#)

Our tax strategy is developed based on current laws and regulations, ethical standards and best tax governance practices, with initiatives and practices periodically reviewed and approved by the Executive Board. This work is supervised by the Board of Directors through the Audit and Risk Committee. [GRI 207-2](#)

We carry out in-company training and internal and external courses on tax optimization, in addition to holding meetings with Eletrobras companies' accountants. We also prepare Technical Standards for compliance with fiscal-tax procedures, aimed at the Sales, Supplies and Shared Services Center departments. [GRI 207-2](#)

- » Operating Performance
- » **Financial Performance**
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

- » Operating Performance
- » **Financial Performance**
- » Commercialization
- » Innovation and Technology
- » Supply Chain Management

Tax management

Our Tax Fiscal Management includes the process of issuing tax documents, bookkeeping, declarations, information to the tax authorities, calculation and payment of taxes, complying with the main and accessory obligations. **GRI 207-2**

It also uses accounting, tax and legal-tax controls, audit reports to measure values and risk forecasts, so that action plans can then be established to resolve problems that may impact the company's business. **GRI 207-2**

Moreover, we seek to identify and mitigate tax risk situations that may negatively impact the company's objectives, with risks related to the topic described in our risk matrix (learn more on page 61) and monitored in an ongoing basis. **GRI 207-2**

Compliance with fiscal control and governance structure is periodically assessed by Internal Audit, External Audit and Internal Controls, through tests carried out on processes, activities and documentation. Any complaints about inappropriate fiscal and

tax practices can be made to our Whistleblowing Channel (learn more on page 57). **GRI 207-2**

Our relationship with tax authorities takes place in accordance with the procedures provided for in Brazilian tax legislation and the principles established in our [Code of Conduct](#). Given the complexity of this legislation, we adopted a management system aligned with our strategy, complying with main and accessory obligations in accordance with layouts available on the Government's official websites. **GRI 207-3**

Aiming to strengthen the relationship with tax authorities, we participated in the pilot project of the Brazilian Tax Cooperative Compliance program (Confia), organized by the Federal Revenue Service to improve relationships with large taxpayers. **GRI 207-3**

We also participated in sectoral forums to discuss new practices that may affect our activities, and together with professional associations, we analyzed the most appropriate contributions to be presented in public discussions on the subject. **GRI 207-2, 207-3**



Commercialization GRI 3-3

- » Operating Performance
- » Financial Performance
- » **Commercialization**
- » Innovation and Technology
- » Supply Chain Management

The Brazilian energy sector is undergoing major transformations, with a significant increase in the number of customers in the Free Market (ACL) environment predicted for the coming years, driven by the opportunity to negotiate volumes and prices directly with suppliers, in addition to being able to choose alternative energy sources.

Brazilian legislation, through MME Ordinances No. 514/2018 and No. 465/2019 and Normative Ordinance No. 50/GM/MME of 2022, provides that the process of opening the Free Market in the country must take place gradually: From 2022 onwards, consumers with loads equal to or greater than 1,000 kW could migrate to the Free market; from 2023 onwards, consumers with a load equal to or greater than 500 kW; and, from 2024, consumers classified as Group A.

In line with this change in the energy commercialization environment in Brazil, we have been working with a focus on structuring our business and positioning ourselves for the new challenges in the sector.

As a consequence of the capitalization process, new concession contracts were signed for 22 of our

hydroelectric plants. The new agreements have a term of 30 years and provide for a phased transition out of the quota system at a rate of 20% per year, beginning on January 1, 2023.

This discount takes place through payment to the Union of R\$33 billion relating to the Energy Development Account (CDE).

As a result, these plants will start selling energy on the free market from 2024. Exceptions to this rule include the Tucuruí, Curuá-Una and Mascarenhas de Moraes UHEs, which no longer operated under a quota regime, and Sobradinho and Itumbiara which, for have subsidized contracts, are prohibited by law from trading on the free market.

In this context, with a growing interest of the market and energy available for direct sales, we developed a new marketing and customer relationship strategy, with objectives highlighted in the Strategic Plan.

In 2023, we created the Commercialization and Energy Solutions Office, with specialized professionals to develop the market and deliver electrification solutions.

Throughout the year, we worked on mapping and unifying the subsidiaries' sales processes, centralizing the entire process and investing in the implementation of a single CRM (Customer Relationship Management).

The Commercialization and Energy Solutions Office has areas dedicated to specific customer segments, such as Trading and Industrial and Commercial Customers, with sales intelligence and data analysis for the sale of customized solutions according to the customer demands.

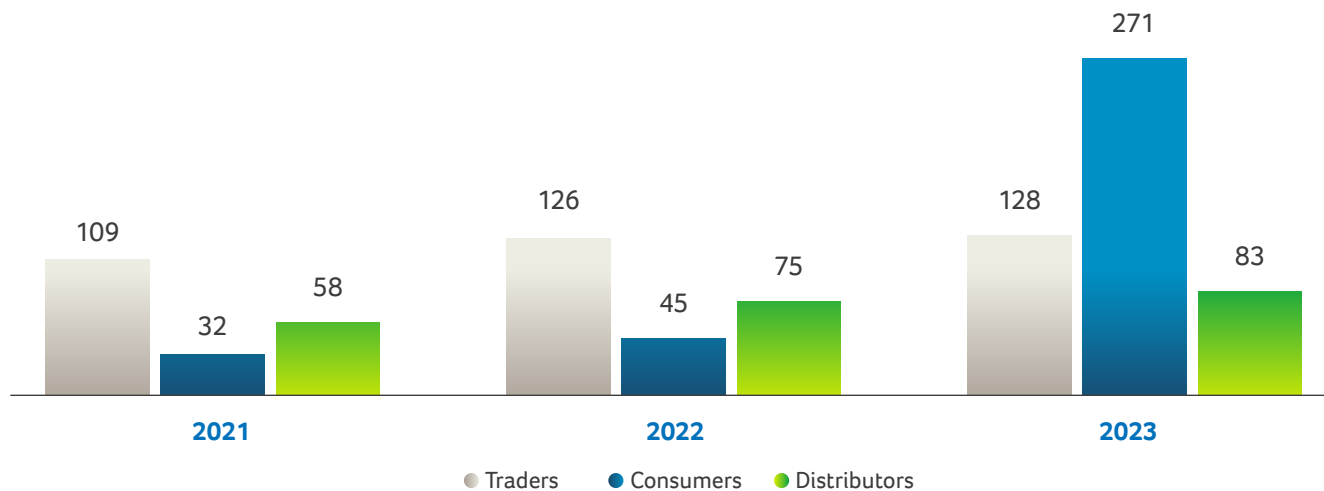
We also have an After-Sales area, which is responsible for customer management, seeking to develop a relationship of trust in favor of loyalty.

As part of the process for structuring and strengthening the area, in 2023, we transferred the commercialization activities to an office in São Paulo (SP), which centralizes the sales process and customer relationships.

- » Operating Performance
- » Financial Performance
- » **Commercialization**
- » Innovation and Technology
- » Supply Chain Management



CUSTOMER PROFILE GRI EU3



As a result of investments in marketing, by the end of 2023, we had 271 consumer customers, a 502% increase compared to the previous year. With these customers, 319 average MW were sold. **GRI EU3**

Due to its importance for our value creation, in 2023, Customer Relationships were identified as one of the material topics of the business (learn more on page 8), and all actions developed assume a material nature for the company in this context. **GRI 3-2**

Portfolio

In the dynamic scenario of the power sector, the ability to adapt and innovate is of paramount importance to maintain the portfolio, get new customers and expand market share, aiming to increase market share.

- » Operating Performance
- » Financial Performance
- » **Commercialization**
- » Innovation and Technology
- » Supply Chain Management

In this sense, we developed a portfolio with several structured energy products, including decarbonization certificates (learn more on page 140). These solutions were implemented in response to emerging business demands and added value to energy commercialization, providing greater financial return for the company, representing additional revenue from sales of around R\$67 million in 2023. GRI EU23

The portfolio of services for accessing the transmission system and prospective studies related to the opening of the retail market are under construction.



Drone-supported dam inspection -
Photo: Izabelle Wanderley Catole

Innovation and Technology GRI 3-3

- » Operating Performance
- » Financial Performance
- » Commercialization
- » **Innovation and Technology**
- » Supply Chain Management

We believe that innovation and sustainability go hand in hand and are fundamental factors for business success. We invest in research, development and new technologies, focusing on digital transformation and paying attention to artificial intelligence, looking for new ways to operate and to be increasingly efficient in the generation, transmission and commercialization of clean energy.

The Innovation and Technology topic is considered central to the company's transformation process, and was chosen as one of the guidelines of the Strategic Plan (learn more on page 28). In this sense, in 2023, the Executive Innovation, R&D, Digital and IT Office was created, responsible for managing the topic throughout the company, ensuring strategic alignment across all subsidiaries.

We follow the guidelines of the Research, Development and Innovation Policy, treating the topic as a short, medium and long-term business strategy.

In R&D+I management, we must seek to:

- » Encourage a culture of innovation;
- » Enable the company's technological independence;

- » Create an innovative ecosystem, promoting networks and connections with entities to execute innovation;
- » Increase the effectiveness of investment in innovation, achieving innovative (technological or non-technological) solutions for critical organizational issues;
- » Reduce the time between the design of an innovative solution and its commercial viability.

Our investments in R&D+I follow Law 9.991/2000, which requires the allocation of at least 1% of Operating Revenue (ROL) for Research and Development (R&D) activities, for the sectoral fund and for the Research Company Energy (find out about our investments in this topic on page 82). **GRI EU8**

Therefore, all companies in the group invest resources in internal research and development and publish public calls for proposals and scientific research and technological development programs. **GRI EU8**



Click here to access our [Research, Development and Innovation Policy](#).

Innovation-related topics and projects must be broken down into Technological Initiatives (ITs), with their respective indicators and goals. Next, the Value Deliveries (EV) necessary to achieve these goals are identified. This governance allows the integration of the innovation sector with other areas of the company, focused on the development of projects that generate value for Eletrobras.

For the effective management of our innovation portfolio, governance is composed of an Innovation Committee, made up of Officers, which must meet quarterly to deliberate on the ITs and EVs portfolio. We also have Technical Committees, made up of members appointed by the VPs, who must meet monthly to define and prioritize value deliveries for each topic. These bodies are also responsible for monitoring internal indicators that measure productivity in project implementation.

Each completed project must be evaluated by an audit conducted by Aneel-accredited entities, internal audits and external audits based on the Sarbanes-Oxley Act (SOX).

Digital Transformation

The cultural transformation we have undergone over the past year, given the need to integrate processes and create an environment of high corporate performance, is supported by digital transformation.

In this sense, we use technology to transform business, accelerating digital initiatives for new ventures and sources of income, and investing in our digital presence.

To structure the company's Digital Transformation, the Centers of Excellence (CoEs) Department was created, which operates in the segments of Data, Artificial Intelligence & Analytics, Industrial IoT (internet of things), Industrial Robotization, Hyperautomation and Digital Platforms for Marketing.

As part of this process, new support tools and technological solutions are being implemented and their use has been deepened in critical areas, such as IT infrastructure, storage systems, data intelligence, process automation, organization, sharing and flexible access to information, ERP system (SAP) and content sharing tools.

- » Operating Performance
- » Financial Performance
- » Commercialization
- » **Innovation and Technology**
- » Supply Chain Management



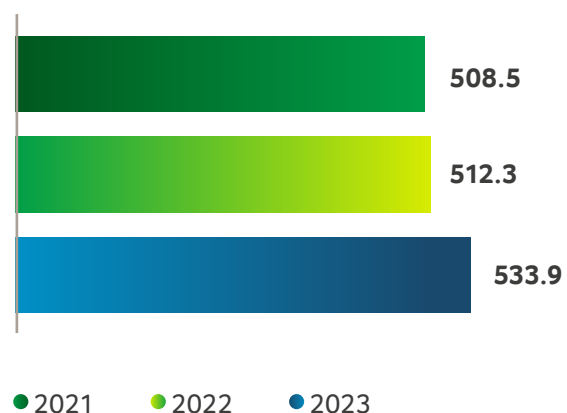
Operations Center in Recife -
Photo: André Schuler

Investing in Innovation and Technology GRI 3-3

In 2023, we invested R\$533.9 million in innovation and technology projects. These resources include those mandatory defined by Law No. 9.991/2000, within the scope of Aneel's R&D programs, projects developed by Cepel, the MME, and the National Scientific and Technological Development Fund (FNDCT). Investments intended for initiatives developed by the companies are also included. GRI EU8

- » Operating Performance
- » Financial Performance
- » Commercialization
- » **Innovation and Technology**
- » Supply Chain Management

INVESTMENT IN R&D+I (R\$ MILLION)



Investments in Aneel's innovation projects totaled R\$216.2 million in 2023.

INVESTMENTS IN INNOVATION ACCORDING TO ANEEL CLASSIFICATION (R\$ MILLION) <small>EU8</small>			
	2021	2022	2023
Alternative power generation sources	56.4	54.9	43.1
Thermal power plants	47.9	0.65	1.9
Basin and reservoir management	8.2	9.4	4.2
Environment	7.4	7.3	7.7
Safety	16.8	7.5	11.1
Energy efficiency	16.9	16	5.8
Power system planning	26.4	22.3	25.9
Power system operation	50.8	92.1	21.7
Power system supervision, control and protection	47.9	63.2	39.1
Power supply quality and reliability	4.2	8	38.3
Metering, billing and reducing commercial losses	1.6	1.6	0.2
Others	17.1	15	17.4

Innovation Ecosystem

Innovation programs and initiatives are aligned with the guidelines of Aneel's R&D Program, which prioritizes projects that generate value for the energy industry and companies in the sector, in addition to seeking partners to expand resources, increasing the value of investments. GRI 3-3

- » Operating Performance
- » Financial Performance
- » Commercialization
- » **Innovation and Technology**
- » Supply Chain Management

Innovation Grid

Innovation Grid is our platform for connection, engagement and relationship with external agents in the innovation ecosystem. It is made up of open innovation initiatives, market connection modules, initiatives to engage and attract young talent and demands for technological acquisitions.

Additionally, the program aims to meet strategic demands and encourage innovative solutions in the context of the energy transition, developing new business models that contribute to the company's sustainability.

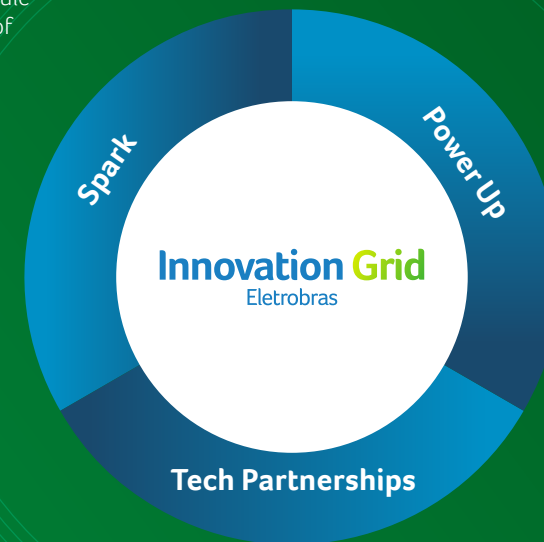
Innovation Grid's activities are divided into three modules:

SPARK

Development program aimed at students. Through it, new talents are selected to form multidisciplinary teams, learn about the company's challenges and business and connect with innovation teams. Spark encourages the training of new talents in Science, Technology, Engineering and Mathematics (STEM). This module was launched in the first quarter of 2024.

POWER UP

It seeks to connect the business with mature solutions in the innovation market. This takes place by launching challenges to technology companies, which seek to solve problems or develop business opportunities. By the end of 2023, 12 challenges had been launched, on topics such as process automation, professional development, workplace safety and supplier relationships.



TECH PARTNERSHIPS

Created to accelerate the development of technologies that can be implemented by Eletrobras. The module promotes and leverages relationships with universities, research institutions and companies, in order to overcome barriers and create business routes. By the end of 2023, we had 50 technological solutions being developed in partnership through the program.

Find out more about the initiative on the [Innovation Grid website](#).

Brazilian Power Sector Research Center (Cepel)

Cepel is the largest power research center in the southern hemisphere, and has contributed for 50 years to the development of the Brazilian industry and electrical sector. In partnership with the academia, it has consolidated operations in research, development and innovation in the areas of energy optimization, electrical network analysis, system automation, asset management, renewable energy and sustainability, experimental research, testing and technological services.

The Center provides its researchers and technicians with a broad technical-scientific apparatus to create complex and innovative solutions for the areas of power generation, transmission, distribution and commercialization.

Eletrobras companies are co-founders of Cepel, and have been using the center as an executor of their institutional projects portfolio since 1974.

In 2023, we invested R\$137.8 million in Cepel, and its role in the R&D+I structure remains essential for the current transformation of our business.

The amounts were allocated to a series of ongoing projects, focusing on Innovation and Sustainability, with emphasis on:

- » **Socio-environmental Vulnerability to Climate Change:** methodology to map the degree of climate vulnerability of indigenous communities and ecosystems (learn more on page 145).
- » **AAEXP-Pegadas:** aims to develop methodologies to calculate carbon footprint and water footprint for power generation and transmission projects (pages 145 and 152).
- » **Human Rights Due Diligence Methodology:** aims to develop a methodology aimed at mitigating the risk of human rights violations related to the activities of Eletrobras and partners.
- » **Emisfera:** CEPEL product used to record emissions. In 2023, a new version was developed, more modern and integrated with the analytical IGS.
- » **IGS Project:** offers solutions for management, analysis and reporting of ESG indicators.

220 Program

Committed to promoting a culture of innovation within the company, the 220 Program provides learning and development opportunities for employees, enabling them to work in innovation processes.

Currently, there are two development journeys launched:

355 registrations

Design Journey:
focus on the problem from the user's perspective

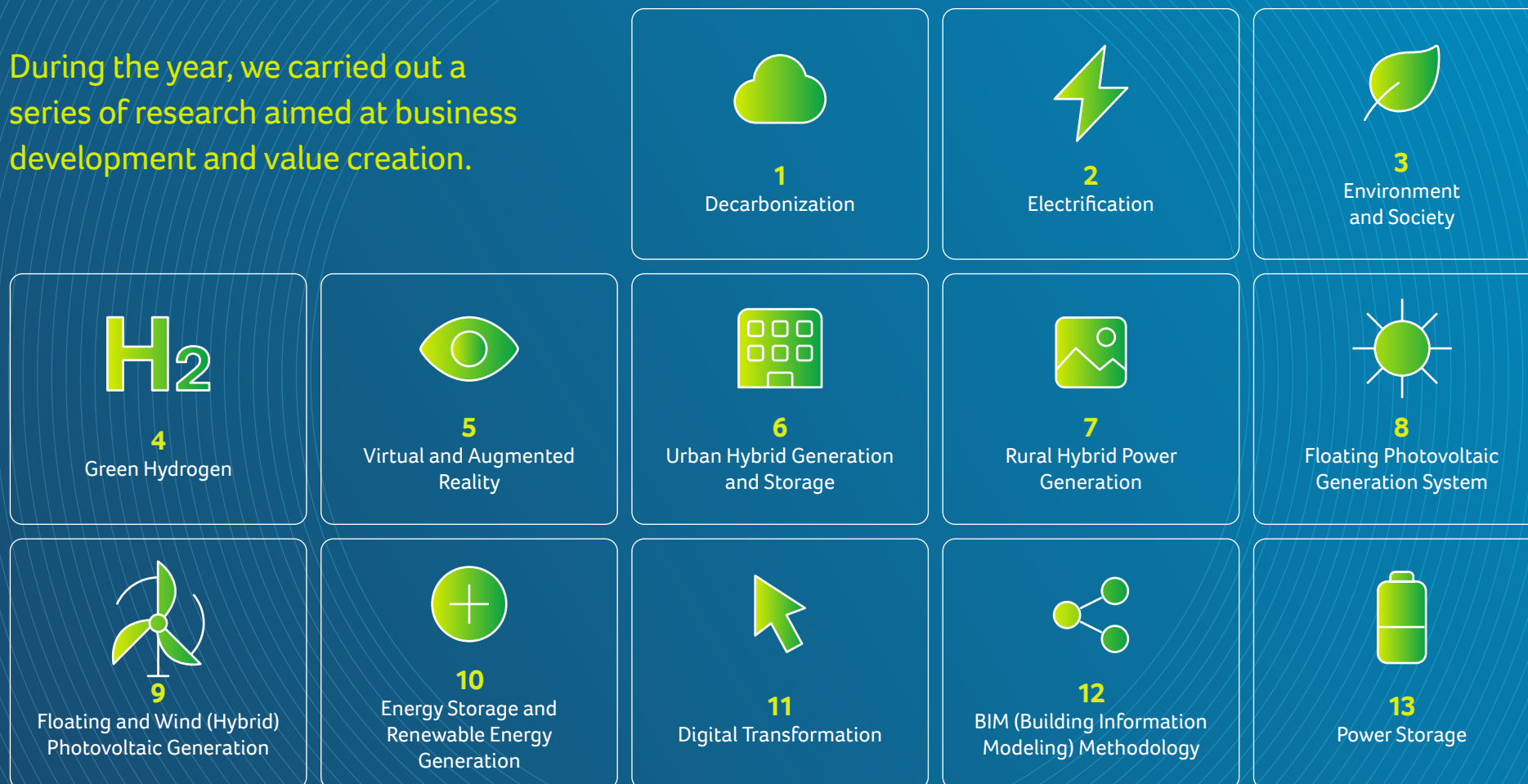
160 registrations

Citizen Data Scientist Training Journey

Main Research and Development themes in 2023

During the year, we carried out a series of research aimed at business development and value creation.

- » Operating Performance
- » Financial Performance
- » Commercialization
- » **Innovation and Technology**
- » Supply Chain Management



To find out about the projects developed throughout the year, access the [supplementary Innovation and Technology booklet](#).

Information Security

In line with our digital transformation, system availability and the integrity and confidentiality of information are crucial factors for business success. We continually seek to minimize and prevent events that could compromise the cybersecurity of our operations, avoiding material damage, data loss, financial losses, disruption of services, unlawful disclosures and reputational damage, among other possible harm.

Information Security is a priority in our risk matrix (learn more on page 61), monitored through periodic reports to the Board of Directors. We continually invest in improving the management of this topic, acting based on the Information Security Policy and supplementary regulations. **GRI 2-24**

Our cybersecurity approach follows the guidelines of the NIST Cybersecurity Framework, developed by the United States National Institute of Standards and Technology (NIST). On an annual basis, an independent auditor validates information security indicators, issuing a report on the company's maturity level.

Care with the topic is also replicated among the professional staff. In addition to general and mandatory training for the entire team, carried out via the Eletrobras Group Corporate University (Unise), we also promote events such as workshops and seminars. In 2023, we began specific training on cybersecurity in business processes, such as People Management and Supplier Management. We are also developing a platform specialized in training, campaigns and simulations, focusing on Information Security and privacy. **GRI EU14**

In our *website*, we have a [Privacy Portal](#), which provides our stakeholders with explanations about how we process personal data and how data subjects can make requests. The Portal also presents Eletrobras Data Protection Officer (DPO). **GRI 418-1**

Our Reporting Channel (learn more on page 57) receives and forwards reports of practices that do not comply with our guidelines, including those relating to information security and privacy. In 2023, we recorded a complaint about a possible breach of data privacy, which was forwarded to the DPO for appropriate action. **GRI 418-1**



Supply Chain Management

Eletrobras maintains a partnership-based relationship with its suppliers. We value ethics, integrity, transparency and sustainability, and we know that, by doing business with companies that reflect the same attributes, we generate value for society as a whole.

To conduct this relationship, we follow the guidelines of the [Eletrobras Group Procurement Logistics Policy](#), last updated in 2022, which promotes measures aligned with sustainable development and the 2030 Agenda (learn more on page 36), both in the hiring processes and in the supply chain management. [GRI 2-6, 2-23](#)

By the end of 2023, we had 6,371 suppliers contracted across all Eletrobras companies. Among them, 3,234 were new suppliers, for which R\$4.2 billion was paid.

Our supply chain is mainly made up of companies in the areas of technology, IT, telecommunications, engineering, industry, transportation, resale, power equipment, consultancies in various areas and cleaning and security services. [GRI 2-6, 204-1](#)

After Eletrobras capitalization, in 2022, we made important advances in the way we contract suppliers, with the implementation of new authority rules and the adoption of our own contracting criteria, in compliance with Brazilian legislation and best governance and market practices. This way, we got agility, efficiency and flexibility in the process and optimized costs.

In order to centralize operations, from 2023 onwards, only companies registered on the Supplier Space Portal (learn more on page 88), which can be accessed via Eletrobras website, will be contracted. [GRI 2-6](#)

6.4 thousand
estimated suppliers at Eletrobras

3.2 thousand
new suppliers contracted in 2023

R\$4.2 billion
expenditure on new contracts in 2023

Locally-based Suppliers

As a national-wide company, we believe in our power to generate positive value from relationships with suppliers in the various locations where we operate. In this sense, the [Eletrobras Group Procurement Logistics Policy](#) guidelines provide that the contracting process must promote local development, prioritizing the participation of local companies and job generation in the communities. [GRI 2-6, 204-1](#)

In 2023, 28.76% of purchases were made from local suppliers, considered those located or headquartered in the same state where the companies have facilities or branches. [GRI 204-1](#)

PROPORTION OF SPENDING ON LOCALLY-BASED SUPPLIERS [GRI 204-1](#)

Total purchases (R\$)	7,257,598,261.1
Total purchases from local suppliers (R\$)	2,087,355,588.8
Compras realizadas com fornecedores locais (%)	28,76%

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » **Supply Chain Management**

- » Operating Performance
- » Financial Performance
- » Commercialization
- » Innovation and Technology
- » **Supply Chain Management**

Sustainable supply chain

The [Eletrobras Group Procurement Logistics Policy](#) provides that our contracts must respect human rights, guarantee health and safety at workplace, worker well-being, gender and racial equality and respect for diversity, in addition to encouraging local development. **GRI 2-6, 2-24**

In addition, we have the Eletrobras Group Supplier Code of Conduct, revised in 2022, which prohibits the use of child, degrading, slave, forced labor or involuntary labor of inmates in its production chain, or the sexual exploitation of children and adolescents in its processes or in the production chain, and requires suppliers to provide decent conditions for their workers, including subcontractors. The policy also prohibits discrimination based on skin color and race, marital status, physical and cognitive disability, age, religion, sexual orientation, social class and other factors **GRI 2-6, 2-23**

To establish relationships based on ethics and integrity, we carry out due diligence on suppliers, which includes analyzing the existence of illicit acts and any reputational impacts (learn more on page 54). **GRI 2-6, 2-23, 2-24**

The supplier is monitored throughout its relationship with Eletrobras in aspects such as legal compliance, economic-financial assessment, technical qualification and compliance with established technical specifications. The contract describes the measures applicable in case of non-compliance. The current ESG due diligence process, as well as the evaluation and monitoring of suppliers' performance, are under review, with a view to expanding their scope and effectiveness. **GRI 2-6, 2-23, 2-24**

Supplier relationships also involve raising awareness and sensitization to internalize Eletrobras' values. This is done through exhibition forums, informative materials available on the Suppliers Portal and debates at annual meetings with suppliers. **GRI 2-6, 2-23, 2-24**



Click here to access the [Eletrobras Group Supplier Code of Conduct](#).

Supplier Space Portal

The Supplier Space Portal is a digital platform created to provide services and consultations for Eletrobras suppliers. The Portal has become increasingly important in enabling us to implement changes in our procurement procedures, centralizing the registration of all suppliers.

CHAPTER 4

People

- » Our Employees
- » Employee Attraction and Retention
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » Relations with Communities

SDGs



CAPITALS



Subestação Campina Grande II Ozildo-Ferreira-Junior - Divulgação Eletrobras

Our Employees

At Eletrobras, we believe employee dedication and engagement are the pillars to support the business. Therefore, we invest in the development and appreciation of our team, with the best people management practices, in order to create an innovation- and sustainability-driving environment.

In order to strengthen our culture, we have Eletrobras Companies People Management Policy, which provides for the principles and guidelines that constitute the basis for people management, derived from the business strategy.

The document establishes that the principles for people management are:

- » Attracting, developing, recognizing and retaining talent;
- » Leading and managing with a focus on business sustainability;
- » Promoting the safety and well-being of employees in internal and external environments of the company;
- » Promoting sustainable labor relations;
- » Respecting diversity, promoting equity, equal opportunities and inclusion;

- » Preserving ethics and corporate integrity;
- » Integrating and standardizing people management practices.

By the end of 2023, we had 8,328 professionals, 82% of whom identified themselves as men and 18% as women. Furthermore, 39% identified themselves as black, brown, asian and indigenous. **GRI 2-7, 405-1**

Regarding geographic location, the highest percentage of professionals is located in the Southeast region (31%), followed by the Northeast (30%), but we have teams located all over the country, supporting income generation and contributing to local and territorial development. **GRI 2-7**

We also have 8,019 outsourced professionals who work in our operations, in areas such as IT, occupational health and safety, transport, consultancy, conservation and cleaning. **GRI 2-8**



Click here to access our [People Management Policy](#).



Employee Profile GRI 2-7, 405-1*



8,328

Active employees



82%

Men



18%

Women

39%

black, brown, asian
and indigenous

**The data in the image includes the permanent workforce of Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and Eletropar. The assumptions for calculating the information are presented in the Indicators Booklet.*

*** We do not have temporary or non-guaranteed hours employees.*

Employment type GRI 2-7**



7,084

Full time



1,244

Part time

Age group

under 30
years old

3%

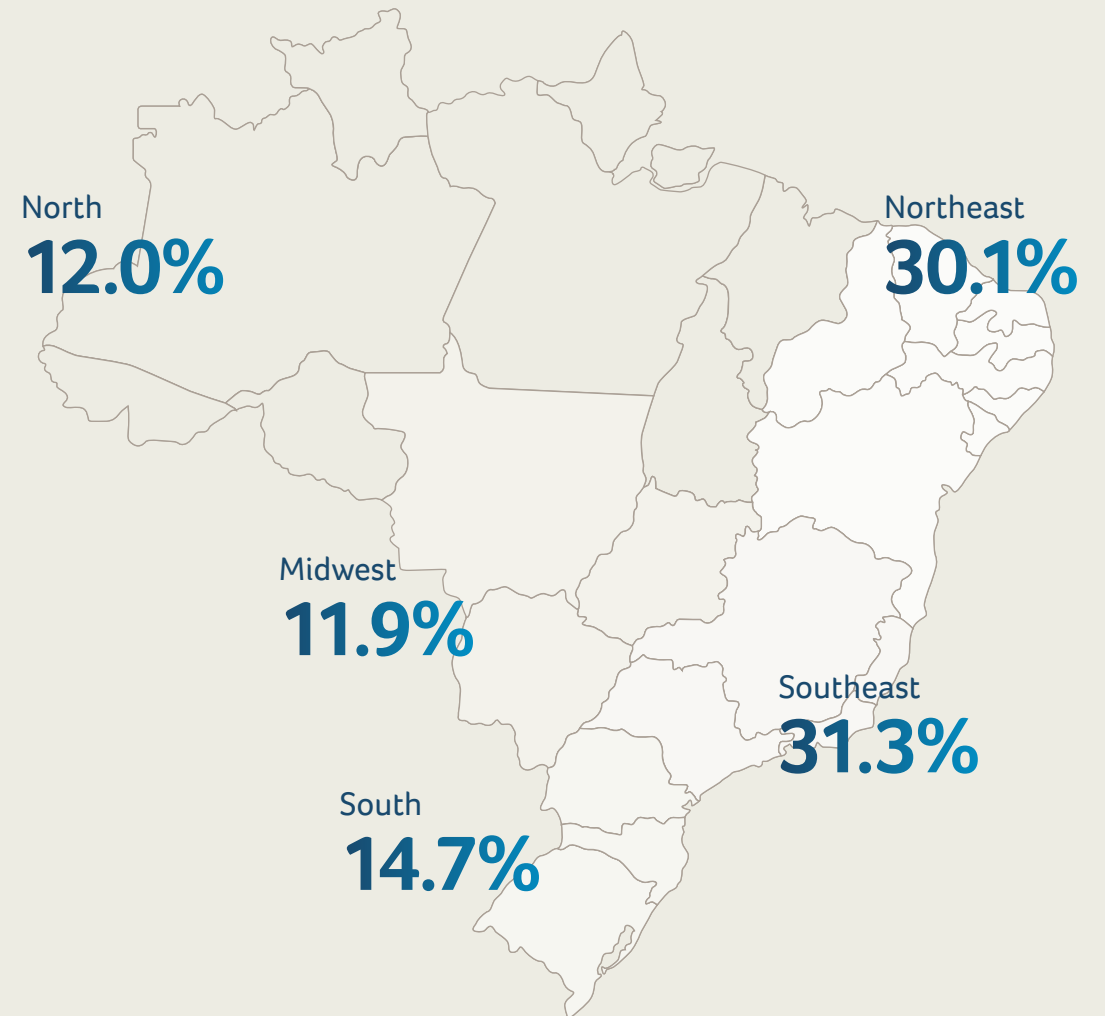
30 to 50
years old

65%

over 50
years old

32%

By region



» Our Employees

» Employee Attraction and Retention

» Diversity and Inclusion

» Worker Health, Safety and Well-Being

» Human Rights

» Relations with Communities

EMPLOYMENT TYPE BY GENDER* GRI 2-7

	Men	Women	Total
Full time	5,708	1,376	7,084
Part time	1,145	99	1,244
Total	6,853	1,475	8,328

EMPLOYMENT TYPE BY REGION* GRI 2-7

	Midwest	Southeast	South	North	Northeast	Total
Full time	911	2,330	1,039	771	2,033	7,084
Part time	76	280	189	229	470	1,244
Total	987	2,610	1,228	1,000	2,503	8,328

INTERNS BY GENDER* GRI 2-8

	Men	Women	Total
	146	181	327

YOUNG APPRENTICES BY GENDER* GRI 2-8

	Men	Women	Total
	122	135	257

* The data includes the effective staff of Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and Eletropar. The assumptions for calculating the information are presented in the Indicator Booklet.

Transmission line inspection -
Photo: Eduardo Vilaça

- » Our Employees
- » Employee Attraction and Retention
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » Relations with Communities

Employee Attraction and Retention GRI 3-3

Eletrobras' capitalization process has significantly changed our talent management practices, which have been built based on internal and external success benchmarks, with a view to integration and synergy between teams.

A major transformation has occurred in talent attraction and retention. Hiring, which was previously carried out exclusively through public competitions, began to be carried out in accordance with strategic plans and business needs, defined by the company's senior management, in a more agile and flexible manner.

All hiring is based on a fair professional selection, focusing on their technical and behavioral skills.

During 2023, we began a process to review career plans, in line with the company's new situation. In this context, we implemented a new career architecture, with adjustments to the remuneration model, which prioritize results achievement, through variable remuneration mechanisms.

Moreover, given the need for staff renewal in the PDV context, we structured a recruitment and selection process focused on operation and maintenance openings, which included the publication of more than 700 opportunities all over the country, for technicians and engineers with different specialties.

We also started the hiring process of 400 professionals in the areas of Information Technology, Infrastructure and General Services, Legal, Logistics, Human Resources and Supplies to work at the Eletrobras Shared Services Center, in Recife (PE).

Voluntary Severance Program (PDV)

As part of the company's restructuring process, in 2023, we began the second phase of the Voluntary Severance Plan (PDV 2023), which encompassed all Eletrobras companies. The plan is part of a commitment established in the 2022/2024 Collective Labor Agreement (CLA) and has favorable conditions for employee severance. [GRI 404-2](#)

Its objective is to support the renewal of our teams, capturing operational synergies and scale savings by optimizing the organizational structure. [GRI 404-2](#)

During the 2023 PDV, 1,573 eligible employees subscribed to the program. The first phase was launched in 2022 and covered 2,493 professionals who are retired or eligible for retirement.

By the end of 2023, 2,811 dismissals had been carried out, including those enrolled in both programs. Among the 1,255 employees who are expected to be dismissed, 90% are in operation, maintenance and supply activities. The first two categories require staggered succession and the last one requires the unification of the Shared Services Center to mature, expected for 2024. After completion of the plans, savings of R\$1.8 billion are estimated in 12 months. [GRI 2-7](#)

As part of the PDV, we offered employees who signed it the possibility of joining the Career Transition Support project, the Outplacement Program. [GRI 404-2](#)

- » Our Employees
- » **Employee Attraction and Retention**
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » Relations with Communities

Turnover rate GRI 3-3

Over 2023, we recorded a 22.90% turnover rate, about 11 percentage points higher than the previous year, resulting from the company's transformation period.

- » Our Employees
- » [Employee Attraction and Retention](#)
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » Relations with Communities

OVERALL TURNOVER RATE* GRI 401-1

	2021	2022	2023
	3.66%	12.06%	22.90%

TURNOVER BY GENDER* GRI 401-1

	2021		2022		2023	
	Men	Women	Men	Women	Men	Women
Total new hires	67	21	41	22	667	155
New hire rate	0.60%	0.79%	0.51%	1.19%	9.68%	10.50%
Total terminations	419	87	922	270	1,493	423
Turnover rate	3.74%	3.28%	11.41%	14.65%	21.67%	28.66%

TURNOVER BY AGE GROUP* GRI 401-1

	2021			2022			2023		
	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old
Total new hires	25	55	8	19	34	10	263	493	66
New hire rate	15.06%	0.67%	0.15%	26.03%	0.57%	0.25%	96.7%	9.10%	2.47%
Total terminations	2	59	445	14	112	1,066	2	401	1,513
Turnover rate	1.20%	0.71%	8.21%	19.18%	1.89%	27.18%	0.7%	7.4%	56.6%

* The data includes Eletrobras Holding, Furnas, Eletrosul, Chesf and Eletronorte. The assumptions for calculating the information are presented in the Indicators Booklet.

TURNOVER BY REGION GRI 401-1

2021

	North	Northeast	Midwest	Southeast	South
Total new hires	0	6	2	5	75
New hire rate	0	0.18%	0.15%	0.10%	2.63%
Total terminations	114	139	92	84	77
Turnover rate	8.60%	4.18%	6.95%	1.68%	2.70%

2022

	North	Northeast	Midwest	Southeast	South
Total new hires	27	3	1	31	1
New hire rate	1.84%	0.10%	0.08%	1.03%	0.07%
Total terminations	178	438	151	246	179
Turnover rate	12.12%	15.12%	12.69%	8.20%	13.08%

2023

	North	Northeast	Midwest	Southeast	South
Total new hires	83	244	93	278	124
New hire rate	8.19%	9.68%	9.3%	10.7%	10.1%
Total terminations	244	596	288	548	240
Turnover rate	24.1%	23.6%	28.8%	21.1%	19.5%

- » Our Employees
- » [Employee Attraction and Retention](#)
- » Diversity and Inclusion
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RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE GRI 2-4, 401-3

	2021*	2022*	2023
Employees entitled to paternity leave	8,302	8,092	6,853
Employees entitled to maternity leave	1,919	1,843	1,475
Employees who took paternity leave in the year	172	142	149
Employees who took maternity leave in the year	44	36	19
Employees who returned to work after paternity leave in the year	165	143	147
Employees who returned to work after maternity leave in the year	40	33	18
Male return rate	100%	100%	100%
Female return rate	100%	91.7%	100%
Employees who returned to work after paternity leave and were still employed 12 months after returning to work	167	156	130
Employees who returned to work after maternity leave and were still employed 12 months after returning to work	49	34	29
Male retention rate	93.3%	99.3%	94%
Female retention rate	83.2%	95.5%	100%

* The data reported in the 2022 Annual Report referred only to the holding company and was adjusted to take subsidiaries into account, allowing comparability with consolidated results in 2023.

- » Our Employees
- » **Employee Attraction and Retention**
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » Relations with Communities

Benefits

We seek to recognize the collaboration and engagement of our professionals and value their health and quality of life. That's why we offer a series of benefits, voluntarily and through Collective Labor Agreement clauses and adherence to the Citizen Company Program, as described below. GRI 401-2

- » Transportation tickets or shuttle service;
- » Group life insurance;
- » Health and dental insurance;
- » Daycare allowance;
- » Burial insurance;
- » Pharmacy allowance;
- » Variable remuneration;
- » Length of service bonus;
- » Meal and food allowance;
- » Retirement plan;
- » Supplement for sickness allowance;
- » Psychopedagogical allowance;
- » Vacation bonus;
- » Extended paternity leave (20 days) and extended maternity leave (180 days);
- » Leave for employees who are victims of domestic violence, upon the death of stepparents and for follow-up;
- » Education allowance;
- » Foreign language course;
- » Supplement to sickness allowance.

Retirement and health insurances

In line with our concern for the health, well-being and future of our employees, at the beginning of 2023 we completed the closure of our last two Retirement Plans in the Variable Contribution (CV) modality. Thus, we started offering new employees with Defined Contribution (CD) Plans only, without actuarial risks.

Additionally, at the end of 2023, we approved the multi-sponsorship of the CD Elosprev Plan, managed by Fundação Elos. The purpose was to facilitate employee transfer between Eletrobras companies, providing standardization in the supplementary pension offered to all new employees and to those a pension plan. We now have a single supplementary pension plan open to new members.

Furthermore, Eletrobras Health Insurance benefit offers broad coverage to meet the health and well-being needs of employees and their dependents. Currently, the benefit is offered through five self-managed operators sponsored by Eletrobras. By the end of 2023, there were more than 26 thousand beneficiaries.

Organizational culture

During 2023, we held the “Culture Movements” project, with the aim of fostering the foundations to collectively build an Eletrobras Culture, its organizational Values and Purpose, connected with the company’s strategy.

This initiative involved the participation of more than 2 thousand professionals, who contributed through listening groups, individual interviews with leaders and visits to subsidiaries and operations, among other actions.

In this process, it is worth highlighting the collaborative way of building a culture, strengthening and valuing the participation of professionals in different stages of the project and highlighting a transversal vision of the company, in synergy with the organization’s strategy and positioning.

The result of the listening processes resulted in six main topics for the cultural evolution narrative:

- » results and growth;
- » health and safety;
- » flow and agility;
- » synergy and unity;
- » innovation and sustainability;
- » trust and diversity.

Also in 2023, another important milestone was that the company’s Organizational Culture was renamed “Our Energy”, a name chosen through open vote by the entire internal audience. The collaborative project will result in the launch of the Culture Manifesto, a document directly linked to the company’s strategy and which will reveal the organization’s new purpose, as well as the organizational values and desired behaviors.

Hybrid work model

In December 2023, we began implementing our new work model. With a focus on Eletrobras unification and integration, the hybrid work model aims to promote productivity, agility, attract talent and increase professional connections, increasingly enabling the company’s transformation strategy and movement.

In its first wave of application, the proposed model includes at least three days of in-person work and two days of remote work, without working hours control. The new model applies to all employees whose activities or part of them can be performed remotely, in accordance with management approval.

- » Our Employees
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- » Relations with Communities

Trainee Program

In line with our transformation process, we have carried out several actions aimed at renewing the team and creating a more diverse work environment. In 2023, we launched the first trainee program in the company's history, with the aim of attracting and training young talents, so that they can develop and enter the job market in accordance with our organizational culture.

The program offered 30 job openings in areas such as Innovation, Commercialization, Engineering, Operation and Maintenance, Finance and New Business, in cities such as Rio de Janeiro (RJ), São Paulo (SP), Recife (PE), Florianópolis (SC) and Brasília (DF).

The selection process, which began in October, had more than 15 thousand applicants, and was completed in early 2024.

During the 18-month program, trainees will undergo an in-depth development process, which includes a development path with practical training and technical, cultural, scientific and teamwork development. They will also undergo a job rotation period, during which they will acquire extensive knowledge of the business.

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PROGRAMA

Trainee Eletrobras

2024

Sua energia transforma o futuro.

Vem com a gente?

INSCRIÇÕES ATÉ 17/11



Training and development

We seek to develop our workforce in line with business needs. Corporate education promotes training in the skills necessary to achieve strategic planning objectives, promoting programs and actions to meet the skills required for the company's new moment. **GRI 404-2**

- » Culture and People;
- » Communication and Institutional Relationship;
- » Business Management;
- » Operational Excellence;
- » Innovation and Digital Transformation;
- » Sustainability (learn more on page 34). **GRI 404-2**

Among our development programs, we have the Eletrobras Group Corporate University (Unise), which supports the development of strategic professional skills, including leadership skills. Since 2022, its training has been available on the Unise Portal, a Moodle learning platform focused on encouraging active teaching methodologies, centered on the student as responsible for the learning process. All employees have access to the Portal and we have partnerships with training institutions, such as Global Compact Network Brazil. **GRI EU14**

The Performance Management System (PMS) is based on the skill assessment, encouraging feedback and continuous dialogues between managers and employees.

During 2023, we focused on optimizing technical and mandatory training, considering new hiring and strengthening the company's entry points. In this context, we developed a new integration journey, to provide new employees with a unique experience.

We also offer seminars, congresses, webinars and postgraduate programs in face-to-face, online and hybrid formats for all our employees. **GRI EU14**

Learning solutions are planned and offered in:

In line with our commitment to promoting a culture of innovation, we implement educational actions focused on Information Technology, Agile Methodologies, Design, Analytics, Artificial Intelligence, Leadership, Management and Engineering.

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PERCENT EMPLOYEES RECEIVING PERFORMANCE REVIEWS **GRI 404-3**

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management	78	77	78	99	100	99	100	100	100
University level	73	73	73	99	99	99	100	100	100
Non-university level	72	74	73	99	100	99	100	100	100
Total	78	73	73	99	100	99	100	100	100



Presentation held during Eletrobras Day - Photo: Teresa Travassos

- » Our Employees
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Throughout 2023, 355.3 thousand training hours were carried out, totaling an average 42.7 training hours per employee. The reduction compared to previous years is due to the company's restructuring, which impacted annual planning, prioritizing mandatory and emergency actions. GRI 404-1

AVERAGE TRAINING HOURS PER EMPLOYEE BY POSITION GRI 404-1

	2021	2022	2023
Management	73.08	92.19	52.05
University level	48.79	63.89	40.14
Non-university level	40.87	62.42	42.90

AVERAGE TRAINING HOURS PER EMPLOYEE BY GENDER GRI 404-1

	2021	2022	2023
Men	51.05	65.47	44.21
Women	49.06	54.95	35.48

Diversity and Inclusion GRI 3-3

At Eletrobras, we understand that diversity is an important factor for business success, promoting a wide range of knowledge and experiences and fostering creativity and innovation. Diverse insights tend to contribute to a more assertive and informed decision-making, as they consider different perspectives.

Our Code of Conduct provides that Eletrobras values social and cultural diversity and individual differences, repudiating any kind of discrimination or prejudice.

Diversity is also addressed in the [Social Responsibility Policy](#), [Sustainability Policy](#) and [People Management Policy](#). Furthermore, we are signatories to the United Nations Women's Empowerment Principles, and the Elas Lideram (Women Leadership) Movement, from the Global Compact, and we participate in the Gender and Race Pro-Equity Program, from the Ministry of Women in partnership with the Ministry of Racial Equality (learn more on page 107).

The topic is part of our Strategic Plan (learn more on page 28) and is present in our risk matrix, which includes a specific Diversity and Inclusion protocol (page 61).

In order to map, structure and plan future diversity strategies and actions, in 2023 we conducted the first "Diversity Census", with open participation for all employees, interns and young apprentices. The purpose of the survey, which is still in the clearance process, is to capture the demography and perceptions of the workforce, which will enable the structuring of a Diversity & Inclusion plan. **GRI 405-1**

In 2023, we formed the first affinity group "Maternity and Parenting". The group will be accompanied by an external consultancy over 12 months, bringing important content and dynamics to its conduct.

Another milestone of the year was the launch of the Accessibility and Inclusion working group (WG), in December, in reference to the International Day of Persons with Disabilities (PWD), constituting the group's first integrated initiative dedicated to this diversity agenda.

All of our stakeholders can report cases of discrimination at Eletrobras on our Whistleblowing Hotline (learn more on page 57).

In 2023, 11 cases* of discrimination were recorded, involving in-house and outsourced professionals*. All cases were investigated and six were considered valid. Of these, five involved the same outsourced employee, who was terminated. The other case resulted in educational actions. **GRI 406-1**

**The discrimination cases occurred in Eletronorte and Santo Antônio Energia.*

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RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN* GRI 405-2
2021

	Basic Salary		Remuneration		Ratio of basic salary of women to men	Ratio of remuneration of women to men
	Men	Women	Men	Women		
Management	17.457.99**	17.660.17**	26.802.97	26.748.34	0.93	0.91
University level	12.077.51	12.280.79	16.713.34	16.387.74	0.90	0.84
Non-university level	6.376.19	6.323.18	9.475.63	8.387.92	0.90	0.89

2022

	Basic Salary		Remuneration		Ratio of basic salary of women to men	Ratio of remuneration of women to men
	Men	Women	Men	Women		
Management	20.483.32	18.216.84	39.479.26	36.499.45	0.89	0.92
University level	15.945.42	15.760.16	20.042.61	19.821.77	0.99	0.99
Non-university level	9.015.12	8.812.17	11.573.32	11.603.31	0.98	1.00

2023

	Basic Salary		Remuneration		Ratio of basic salary of women to men	Ratio of remuneration of women to men
	Men	Women	Men	Women		
Management	24,084.84	27,938.83	39,707.16	39,075.29	1.16	0.98
University level	16,044.03	14,740.97	26,633.50	22,891.14	0.92	0.86
Non-university level	7,810.49	7,503.25	14,440.87	12,150.25	0.96	0.84

* The data includes Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and Eletropar. The assumptions for calculating the information are presented in the Indicators Booklet.

** The male and female base salary figures for management level for 2021 were inverted in the 2021 and 2022 annual reports, and are corrected in this table.

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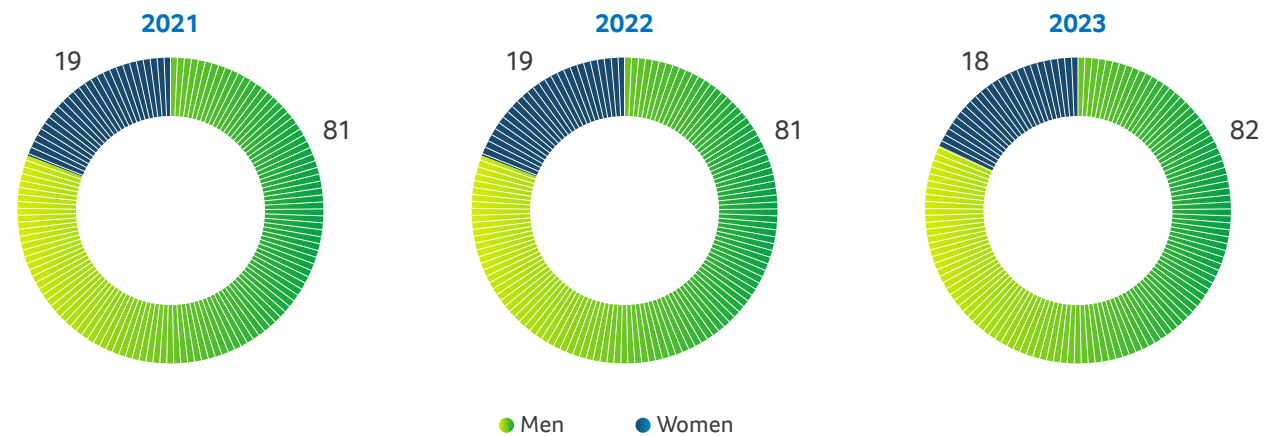
- » Our Employees
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Awareness and Training

With the aim of engaging employees in the topics of diversity and inclusion, we offer corporate education content focusing on Human Rights, Moral and Sexual Harassment, Gender Equality and How companies can support fundamental freedoms and who defends them. **GRI EU14**

To celebrate the National Day for the Struggle for Persons with Disability, dated September 21st, we held the webinar “The role of people with disabilities in Eletrobras new moment”, moderated by the Coordinator of the accessibility and inclusion committee at Eletrobras Chesf.

TOTAL EMPLOYEES BY GENDER **GRI 405-1**



EMPLOYEE DIVERSITY BY GENDER (%) **GRI 2-9, 405-1**

	2021*		2022*		2023	
	Men	Women	Men	Women	Men	Women
Governance body members**	-	-	-	-	90	10
Leadership	78	22	76	24	77	23
Employees	81	19	81	19	83	17

*The data includes the permanent workforce of Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and Eletropar. The assumptions for calculating the information are presented in the Indicators Booklet.

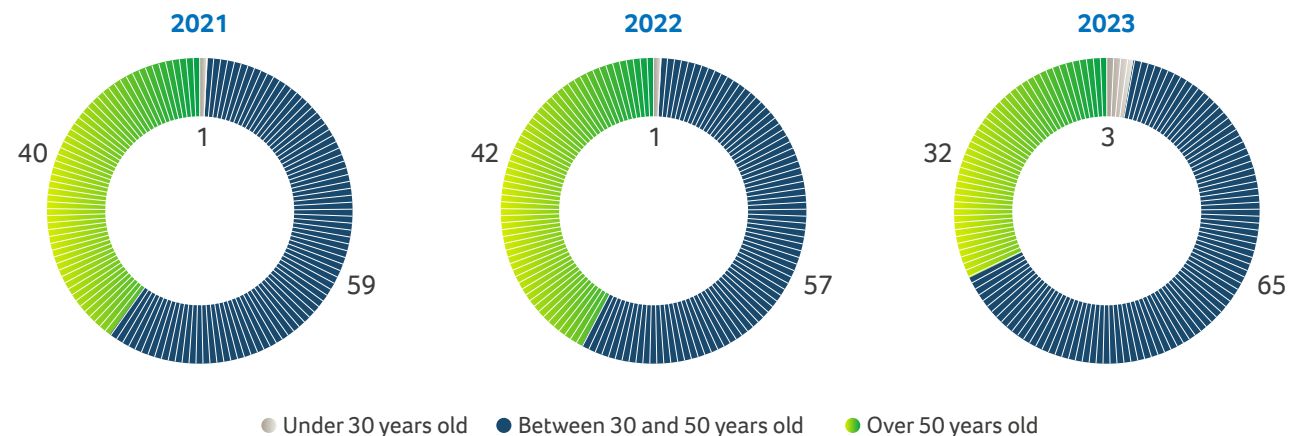
**Gender data was not reported in 2021 and 2022 to governance bodies. The information refers only to the governance bodies (Executive Board, Supervisory Board and Board of Directors) of the Eletrobras companies, not including the governance bodies of SPEs. To consolidate the information, redundancies were excluded, that is, people who are part of more than one governance body or work in more than one of the Eletrobras companies, in different governance bodies.

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Still celebrating the National Day for the Struggle for Persons with Disability, the coordinator of the accessibility and inclusion committee participated in a hybrid meeting at the headquarters of Eletrobras Furnas, in Rio de Janeiro (RJ), with members of the CIPAs of Eletrobras companies. The conversation circle addressed the adequacy of the work environment, from an inclusive point of view.

Also in September 2023, Eletrobras CGT Eletrosul, in Florianópolis (SC), graduated 30 professionals of the company in the female leadership course. The training was provided by the Springboard Women’s Development Program, in partnership with the Gender, Race and Diversity Committee and the company’s Corporate Education area.

TOTAL EMPLOYEES BY AGE GROUP (%) GRI 405-1



*The data includes the permanent workforce of Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and Eletropar. The assumptions for calculating the information are presented in the Indicators Booklet.



Eletrobras is one of 16 Brazilian companies recognized with the “Bloomberg Gender-Equality Index Seal”, showing that the company presents diversity, equity and inclusion indicators and practices above the average of its sectoral peers.

Eletrabilidade Campaign celebrates Brazilian diversity -
Photo: John Caldas



EMPLOYEE DIVERSITY BY AGE GROUP* (%) GRI 405-1

	2021			2022			2023		
	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 to 50 years old	Over 50 years old
Governance body**	0	34	66	0	38.8	61.2	0	52.0	48.0
Leadership	0	72	28	0.1	73.7	26.2	0.3	80.3	19.4
Employees	1	59	40	0.7	57.3	41.9	3.5	63.5	33

EMPLOYEE DIVERSITY BY MINORITY GROUP* (%) GRI 2-9, 405-1

	2021		2022		2023	
	Black, brown, Asian and indigenous	People with disabilities	Black, brown, Asian and indigenous	People with disabilities	Black, brown, Asian and indigenous***	People with disabilities
Governance body**	0	0	14	0	10	0
Leadership	22	1	25.1	1.4	26	0.9
Employees	34	2	38.4	2.7	40.2	2.6

*The data includes the permanent workforce of Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and Eletropar. The assumptions for calculating the information presented are detailed in the Indicators Booklet.

**The information refers only to the governance bodies (Executive Board, Supervisory Board and Board of Directors) of the Eletrobras companies, not including the governance bodies of SPEs. To consolidate the data, redundancies were excluded, that is, people who are part of more than one governance body or work in more than one of the Eletrobras companies, in different governance bodies.

*** 13% of members of Eletrobras' governance bodies did not self-declare their race/ethnicity.

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Participation in Diversity and Inclusion agendas

- » In March 2023, the Commission on the Status of Women (CSW), a body dedicated to discussing and promoting diversity, equity and inclusion (DE&I) on a global scale, held the 67th meeting at the UN headquarters in New York. The event featured an intervention by Renata Petrocelli Bezerra Paes, interim communications director at Eletrobras, among other speeches by several female leaders.
- » We participated in all editions of the Gender and Race Pro-Equity Program, an initiative of the Ministry of Women with UN Women and the International Labor Organization (ILO), which aims to achieve gender and racial equality in the world of work.
- » In 2023, we adhered the National Pact for the Productive Inclusion of Youth, of the Ministry of Labor and Employment (MTE), International Labor Organization (ILO) and Global Compact. The initiative is aimed at building a national public policy, in partnership with governments, companies, foundations, institutes and organizations, to promote, by 2030, the productive inclusion of young people in social vulnerability situations.

Worker Health, Safety and Well-Being GRI 3-3

We consider occupational health and safety (OHS) a priority and non-negotiable topic, and we act based on the principles of excellence, social responsibility, respect for people and sustainability. We understand that promoting the health and well-being of professionals is part of our value creation model, and protecting their physical integrity is a duty of our operation. [GRI 2-24](#)

To guide our actions in this regard, we rely on the [Occupational Health and Safety Policy](#), which provides for the principles, guidelines and responsibilities to promote safety related to the topic at Eletrobras. The document provides direction and structure aimed at creating objectives, guidelines, goals and actions to achieve the expected results in managing the topic. [GRI 403-2](#)

Additionally, we have the Eletrobras Organizational Manual, which describes each of the company's positions, defining the roles of all hierarchical levels. It includes the Occupational Health and Safety responsibilities for the company's organizational units. [GRI 403-7](#)

As part of the company's transformation process, the year 2023 was marked by a series of structural changes and initiatives aimed at centralizing and improving the management of the topic, always seeking employees' health and well-being.

In this context, we created the Occupational Health and Safety Department, with the aim of acting in a corporate, strategic and integrated manner with the OHS areas of Eletrobras companies. Its operations were structured by segments, such as Operations, Transmission, Expansion Engineering and Health and Wellbeing, in order to bring its actions closer to the company's operations. [GRI 403-1](#)

The main health and safety initiatives are periodically monitored through Safety Analytics, a database that presents occupational health and safety indicators via dashboards (learn more on the next page). All strategic information is addressed on a monthly basis in governance meetings, which take place at the holding company and subsidiaries. [GRI 403-2](#), [403-3](#)

The OHS management model is being implemented in Eletrobras companies in waves, with a series of actions and incentive programs, guided by three fundamental pillars: People, Processes and Systems (some of the initiatives carried out during 2023 are presented on the next page).

We currently have an Occupational Health and Safety Management System (OHSMS), operating at Eletrobras Chesf's 11 hydroelectric plants, where it was installed in 2020, based on ISO 45001. In 2023, by centralizing strategic activities, the implementation of the system in other Eletrobras companies became a priority for our management. [GRI 403-1](#)

To this end, we are in the process of reviewing our OHS regulations and implementing the NEXO EHS software, which will integrate and manage the Occupational Health and Safety areas of Eletrobras companies. Nexo is a complex, flexible and integrated solution that covers several modules, such as occupational medicine, e-Social, social security management, occupational safety, ergonomics management and indicator management. [GRI 403-1](#)

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Health and safety initiatives implemented in 2023



“Tá Ligado” Program:

A Health and Safety Culture Program that reinforces the commitment to promoting comprehensive health and safety at work for all employees. In the initial phase of the campaign, employees got to know the [Manifesto for Life](#).



Commitments for Life:

Promotes responsible conduct and attitudes. Establishes safety rules for 10 priority topics of interest, encouraging and disseminating safe and healthy behavior.

Click [here](#) to learn more about the program.



Safety Analytics:

Business Intelligence (BI) with health and safety data, presented through modern and dynamic dashboards, updated in real time to support decision-making.



Excellence and Recognition Program in Occupational Health and Safety:

With a commitment to seeking excellence in health and safety, it establishes requirements for the organizational management of the topic, focusing on continuous learning and the formation of high-performance teams.



Design of Eletrobras' Comprehensive Health Model:

With all individual-focused areas, the model is enabled to prevent diseases, promote health, well-being and quality of life.

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Health and safety risk assessment

Our actions to minimize significant occupational health and safety risks are directly linked to the responsibility of ensuring a safe and healthy environment for employees. To this end, we have the Risk Management Program (RMP), which aims to protect the health, physical and mental integrity and well-being of our workforce, reducing accidents, improving the indicators performance and ensuring compliance with legislation. **GRI 403-2**

The Program involves regular risk assessments, preventive and corrective measures and continuous monitoring, so as to ensure that safety standards are followed in our operations. **GRI 403-2**

We also have OHS management tools, focused on eliminating unsafe behaviors and conditions, such as Preliminary Risk Analysis (PRA), Behavioral Observation, Safe Practices Index (IPS) and Safety Inspections. The tools are applied and led by the managers of the operational units, together with occupational safety professionals and CIPAs. **GRI 403-2**

Both in-house and outsourced professionals participate proactively and effectively in behavioral observations, forums and safety meetings, reporting risk situations, and whenever possible, suggesting improvements. **GRI 403-2, 403-7**

Furthermore, the internal Occupational Health and Safety Incident Management procedure, published in 2023, establishes guidelines for the classification, recording, investigation, analysis, documentation and communication of incidents, which include typical accidents, commuting accidents, occupational diseases, near-accidents and critical deviations. **GRI 403-2, EU21**

The process is led by the investigation committee, a multidisciplinary team that aims to identify the root causes and propose measures to avoid recurrences of the same nature. The lessons learned are shared between the teams and Working Groups are formed to study and structure the processes arising from high potential occurrences. **GRI 403-2, EU21**

We seek to guarantee the quality of these processes through management tools, efficient communication between the teams involved in the process and training and qualification for the teams that identify hazards and risks. **GRI 403-5**

According to the [Eletrobras Group Occupational Health and Safety Policy](#), Professionals have the right to refuse carrying out an activity when they notice a situation that, in their opinion, involves a serious and imminent risk to their life and health. **GRI 403-2**

Contracted service providers are subject to the same local OHS procedures of Eletrobras, in accordance with our Occupational Health and Safety Policy. **GRI EU16**

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Employee Health

Employee and workplace health are monitored by the Specialized Workplace Medicine Engineering Service (SESMT), the area responsible for compliance and adjustment to current legislation and for implementing the best practices in prevention regarding employee safety and health.

GRI 403-3, 403-4

We have an occupational health area, made up of professionals such as occupational doctors, technicians, nurses, social workers and psychologists, who work to promote employee health. GRI 403-3

The team is responsible for implementing the Occupational Health Medical Control Program (PCMSO) of Eletrobras companies, which aims to track and detect work-related health risks, ensuring continuous improvement in the workplace. GRI 403-3

The area is also responsible for a series of other essential activities for the company, such as: GRI 403-3

- » Advice on health, safety, workplace hygiene, ergonomics and individual and collective protective equipment;
- » Participation in work practices improvement and new equipment inspection programs;
- » Collaboration in the dissemination of information, training and education in occupational health and hygiene and ergonomics topics;
- » Annual examination of professionals, with clinical-laboratory assessments, in addition to other occupational examinations.

Health Promotion Services

We also offer a series of services aimed at promoting employee health, such as: GRI 403-6

- » Self-managed health care insurance plans for professionals and their dependents, both medical, hospital and dental, through payment of co-participation on the amounts spent and a monthly fee. Reimbursement of health care expenses for care outside the accredited network is part of the offer;
- » Market operator-managed health plan for executives and their dependents. Offers reimbursement for procedures carried out outside the accredited network and includes annual Executive Check-Up;
- » Remote telemedicine care, with a healthcare team for employees and their dependents;
- » Removal service with provision of emergency care services;
- » On-call services outside working hours, including weekends and holidays;
- » Reimbursement of drugs with 75% coverage by the company;
- » Caregiver reimbursement allowance.

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Well-being practices

In 2023, we implemented the Gympass program, for physical, mental and nutritional activities for employees. We also expanded the Equilibrante program, which supports employee emotional balance, working through access to a well-being app, lectures, conversation circles with experts and consultations with psychologists. In this context, we maintained the functioning of the Psychosocial Support Network, made up of psychology and social service professionals from the company for online service. GRI 403-6

With a focus on improving quality of life, we provide check-ups and promote integrated campaigns, aimed at publicizing topics such as flu vaccination, mental health, awareness on the importance of breastfeeding, valuing life and suicide prevention, healthy eating, physical activities and prevention of diabetes, breast and prostate cancer. GRI 403-6

Comprehensive Healthcare Program

In 2023, we implemented a new model for our health initiatives, based on the principle that each individual is unique, with their own characteristics.

The Program is based on national and international references, such as the World Health Organization (WHO), the International Labor Organization (ILO) and the Brazilian Association of Quality of Life (ABQV), in addition to internal studies related to the population profile and employee health.

Based on this, we implemented a series of initiatives aimed at physical, mental, spiritual and social environment care, seeking to contribute to self-care in relation to the main dimensions that form the individual.

Therefore, we seek to evolve towards a continuous, unified and integrated health model, in which preventing diseases, promoting health and well-being and quality of life is a commitment shared by everyone.

Employee Engagement

Employees participate in health and safety management through our OHS Governance Forums, structured into three levels: [GRI 403-4](#)

- » OHS Results Meeting: held at the Officer level, with the participation of the OHS Officer, People, Management and Culture Officer, Operations and Safety Officer, Supplies and Services Officer, Expansion Engineering Officer, Innovation, R&D, Digital and IT Officer and Eletrobras companies' Boards.
- » Executive OHS Critical Analysis Meeting: held at the company's board level, includes the company's chairman and officers, in addition to operation, engineering, OHS managers and contractor leaders.
- » OHS Critical Analysis Operational Meeting: at the operational level, includes operation, engineering, OHS managers and contractor leaders.

The main topics covered in the agendas of the OHS Governance Forums are health and safety culture, digital transformation, indicators and lessons learned from incidents.

Additionally, we have Internal Occupational Accident Prevention Committees (CIPAs), made up of elected representatives of employees and representatives appointed by the company. It works as a representation for discussion and proposals for improvements in the workplace, with a focus on preventing accidents and occupational diseases, acting at the interface between the company and the operational team. Currently, 100% of the employees are represented in the CIPA. [GRI 403-4](#)

26.53%

of the clauses of our Collective Bargaining Agreement refer to health and safety

Communication and training

In 2023, we launched the "Commitments for Life" Regulation, with the aim of encouraging and disseminating safe and healthy behavior across all areas and units of the company. The piece and its guidelines were published in news posted on the intranet, videos and by email. [GRI 403-2](#)

With the aim of increasing team engagement and training them in the best OHS practices, employees

receive training according to their role and the mapping of risk areas, based on the Risk Management Program (RMP) survey. The training matrix has a total of 50 courses, aimed at specific functions in the company. [GRI 403-5](#)

Employees are considered capable and qualified to receive equipment and tools for use in the operation after the issuance of the health certificate and proof of physical and mental fitness. [GRI 403-3](#)

Regarding third parties, training and provision of equipment are the responsibility of the contractors, as stipulated in the contract, and evidence must be recorded on a specific platform or presented during contractual verifications. [GRI EU16](#)

The service provider must guarantee that the workforce dedicated to the contracts is properly trained, qualified and authorized to work on the company's facilities. Nonetheless, third parties undergo onboarding to detail operational risks and control measures by Eletrobras team. [GRI EU16](#)

Work Accidents

As a result of all these actions, in 2023, we observed an accident frequency rate of 3.39, 8.4% lower than in the previous year, among the personnel employed by the company. [GRI 403-9](#)

Based on RMPs, risk analyses and occurrences recorded in 2023, the main hazards are associated with vehicles and mobile equipment, electricity and working at heights. By analyzing this data, we implemented measures to minimize these risks, including the establishment of Commitments for Life (learn more on page 109), the systematization of risk assessment and OHS tools (page 110) and comprehensive health programs (page 112). [GRI 403-9](#)

Although the data does not reflect incidents occurred with outsourced professionals, we regretfully recorded the occurrence of three fatalities among this audience. The actions resulting from the incident investigative processes have become part of our culture and planning project, to make our daily lives safer and healthier.

We worked diligently throughout 2023 to advance our health and safety management systems so that we can more accurately control information relating to third parties. We reiterated Health and Safety as non-negotiable values of our business, and the objectives of all our processes converge towards zero accidents. [GRI 403-9](#)

- » Our Employees
- » Employee Attraction and Retention
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- » **Worker Health, Safety and Well-Being**
- » Human Rights
- » Relations with Communities

WORK-RELATED INJURIES AND DISEASES AMONG OUR EMPLOYEES* [GRI 403-9](#)

	2021	2022	2023
Frequency of Lost-Time-Accidents (LTA) - (lost-time accidents/man-hours worked)	2.35	2.6	2.09
Frequency rate (FR) – (accidents/man-hours worked)	3.86	3.7	3.39
Severity Rate (SR) – (days lost/man-hours worked)	86.03	894.9	54
Number of employees – monthly average	-	11,277.08	9,467
HHTER	-	22,598,440	19,184,194
Absolute number of lost-time injuries (equal to or less than 15 lost days) – employees	-	47	36
Absolute number of lost-time injuries (more than 15 lost days) – employees	-	11	4
Absolute number of no-lost-time injuries – employees	-	26	25
Total absolute number of accidents - employee (includes fatalities)	-	87	65
Man-days lost (employees)	-	2,224	1,037
Number of fatalities	-	3	0
Number of accidents with serious consequences	-	-	13
Number of accidents with mandatory reporting	-	87	65
Index of fatalities resulting from accidents at work	-	0.13	0
Index of accidents with serious consequences	-	-	0.68
Index of accidents with mandatory reporting	-	-	3.39

¹ The lost-time injury frequency rate (TFA), incident frequency rate (TF) and severity rate (TG) use the following calculation for hours worked: the number of employees in the month, obtained through the SAP system, multiplied by the standard value of 167 hours/month (HHT = number of employees x 167). For the SPEs Brasil Ventos, Santo Antonio and Teles Pires, the following calculations are considered: the annual average of monthly hours worked on December 31, 2023.

² The Eletrobras database does not include indicators of accidents with outsourced professionals.

³ These rates consider 1,000,000 hours of risk exposure, as per NBT 14.280.

⁴ Commuting accidents are treated separately and are not included in the usual calculation of frequency and severity rates.

Human Rights

Given the nature of our generation and transmission activities, we are subject to risks related to human rights violations, whether during the construction or operation phase of our projects, in administrative activities or in partnerships with suppliers.

Therefore, we seek to act in compliance with regulations and best practices on the topic, inhibiting actions that could lead to violations. In this sense, since 2018, we have been signatories to the Open Letter Companies for Human Rights, proposed by the Ministry of Human Rights. **GRI 2-23**

In line with the United Nations (UN) Guiding Principles on Business and Human Rights, our Code of Conduct addresses guidelines related to the human rights of employees, communities and other stakeholders. **GRI 2-23**

The document establishes, for example, that we do not condone any labor practice that could be considered degrading, forced, slave or slave-like, child, abuse or sexual exploitation of children and adolescents and human trafficking, in our activities or in the value chain. **GRI 2-23**

The Code also provides that people must be treated with respect and cordiality, valuing social and cultural diversity and individual differences, providing everyone with equal treatment and fair working relationships. **GRI 2-24**

We repudiate any kind of discrimination or prejudice based on social, cultural, ethnic origins or related to nationality, gender identity, skin color/race, age, religion, political opinion, sexual orientation, physical, psychological and mental conditions, or any characteristic.

Our Social Responsibility Policy states that, in the interested party engagement and relationship process, we must pay special attention to vulnerable groups directly or indirectly affected by our activities, with an emphasis on traditional communities, indigenous people, children and adolescents, the black population and women. **GRI 2-23**

Currently, a review of the Social Responsibility Policy and the creation of a specific Human Rights policy are under appraisal.

To disseminate these guidelines among our employees, the Sustainability Pathway of our Corporate University – Unise (learn more on page 100), provides virtual classes on topics such as human rights, moral harassment and sexual harassment, diversity and inclusion and gender equality, among others. We also held three lectures covering human rights topics, with a focus on senior leadership (learn more on page 46).

In order to evaluate and mitigate the risks of our operations, environmental impact studies of the projects encompass human rights in the communities. We also carry out impact assessments to identify areas of risk in relation to human rights in the company. **GRI 2-24**

Furthermore, part of our risk assessment matrix (learn more on page 61) is the verification of topics such as Violation of Human Rights by Suppliers; Violation of Human Rights in SPEs and Diversity, Equity and Inclusion. **GRI 2-25**

- » Our Employees
- » Employee Attraction and Retention
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- » **Human Rights**
- » Relations with Communities

In July 2023, we pioneered a Human Rights Impact Assessment (AIDH) at the Paulo Afonso Hydroelectric Complex, which includes our oldest plants in operation. The initiative is conducted independently by two contracted consultancies, and involved listening to different audiences, including employees, service providers and local leaders.

This is the first independent AIDH in the Brazilian power sector, a milestone that reinforces our leadership role in the business and Human Rights agenda. The plan is to replicate the study for more operations in the company from 2024 onwards, including SPEs.

Reinforcing our engagement with the topic, we lead the Human Rights Working Group for the Power and Energy Sector of the Global Compact, made up of 30 companies and entities in the power sector.

The group’s objective is to promote the internalization of the Guiding Principles on Business and Human Rights, and a series of actions were carried out in 2023, including:

- » Due diligence training for employees in companies participating in the group;
- » Publication of a Practical Guide with cases from the sector;
- » Analysis of Bill (PL) 572/2022, currently being processed in the National Congress, which creates the national framework on Human Rights and Business.



Na Mão Certa

Since 2022, we have joined the “Na Mão Certa” Program, a Childhood Brasil initiative that promotes joint efforts to end the sexual exploitation of children and adolescents in different links in the production chain.

In 2023, our work became a case of the Program, as a good practice aimed at the company’s young audience, which includes young apprentices and

interns. The initiative consisted of promoting our internal protection network in favor of this audience.

In the 1st semester, actions and conversation circles were held with supervisors, mentors and the companies’ young apprentices and interns. In the 2nd semester of 2023, a conversation circle was held with representatives of young apprentice and intern companies to reinforce the importance of the topic and detail the action plan.

Respect for human rights in supplier relationships

With the aim of reinforcing our position in favor of human rights, we developed a series of awareness-raising actions with suppliers to raise awareness on our values, policies and public commitments. This dialogue is carried out through exhibition forums and debates at annual meetings with suppliers, in addition to the production of monthly informative materials made available on the Suppliers Portal. **GRI 407-1**

In 2023, our analyses showed that 623* contracts from Eletrobras companies indicated a risk of child labor, slave or slave-like labor. We consider that outsourced service providers with labor allocated to Eletrobras are the most susceptible to this type of risk. **GRI 408-1, 409-1**

With the aim of curbing these practices, mitigating risks and promoting supplier awareness, Eletrobras Supplier Conduct Guide includes an express prohibition on human rights violations. In the contracts, we include specific clauses reinforcing that the contracted company must guarantee fundamental human rights and worker rights, including free association, negotiation, fair remuneration and benefits. **GRI 407-1**

The contracted company must combat any and all forms of discrimination and must not use child, forced or compulsory labor in any of its activities. These obligations must also be required from all subcontractors, service providers and suppliers.

GRI 408-1, 409-1

We establish penalties for non-compliance with these clauses, and the supplier is constantly monitored through administrative and technical monitoring of the contract throughout its term.

GRI 407-1, 408-1, 409-1

SECURITY PERSONNEL WHO RECEIVED TRAINING IN HUMAN RIGHTS POLICIES OR PROCEDURES GRI 410-1

	2021	2022	2023
Total security personnel employed by the company	235	12	0
Total outsourced security personnel	1,730	2,386	1,947
Total security personnel (directly employed and outsourced)	1,965	2,398	1,947
Number of directly employed security personnel trained on human rights policies or procedures	13	10	0
Number of outsourced security personnel trained on human rights policies or procedures	553	1,202	925
Percentage of directly employed and outsourced security personnel trained on human rights policies or procedures	28.80%	50%	47.5%

*The data includes Eletrobras Holding, Furnas, Eletrosul, Chesf, Eletronorte and SPEs Eólica Ibirapuitã, Brasil Ventos and Baguari.

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Relations with Communities GRI 3-3

The construction and operation of power generation projects and transmission systems have the potential to generate positive and negative socio-environmental impacts on surrounding communities, resulting from a series of factors, including, but not limited to population displacement, increased job availability and restriction on land use.

Therefore, from the planning stage to asset operation, our Code of Conduct provides for the commitment to contribute to a sustainable development of the communities in our areas of operation, by considering their specificities, listening to their manifestations and respecting their cultures. All social groups involved must be considered, in order to identify their expectations and needs, aiming to compensate and minimize negative environmental, social and cultural impacts and encourage positive ones (find out about our communication channels on page 13). [GRI 2-25, 203-2](#)

Our relationships with the communities is guided by Eletrobras' [Environmental](#), [Social Responsibility](#), [Communication and Engagement](#) and [Dam Safety](#) policies. [GRI EU20](#)

Through socio-environmental diagnosis, carried out during the Environmental Impact Studies, and socio-economic register of those affected, we can identify the existence of social groups in vulnerable situations in the territory and assess the risks and impacts of the projects on these groups and on the local physical and institutional structure. [GRI 413-2](#)

The measures proposed in the environmental permitting procedures express our commitment to preventively search for engineering solutions that avoid or lessen impact on people and the environment.

For each negative impact identified, mitigation and compensation actions are proposed, as indicated by the Basic Environmental Plan (PBA).

Handling of these impacts is monitored through socio-environmental programs, which are part of the projects' environmental permitting, and complementary social responsibility initiatives, such as the Public Notices for Socio-Environmental Projects and Cultural and Sports Sponsorships, aimed at communities and other stakeholders in the territories where the company operates.

- » Our Employees
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LOCAL COMMUNITY ENGAGEMENT GRI 413-1


	2021	2022	2023
Number of operations with local community engagement, impact assessment, development, and other programs	632	749	850
Percentage of operations with engagement programs (%)	71.17	81.68	87.65

* *The generation and transmission assets of the Eletrobras companies are considered.*

Impact on communities

Our activities can generate greater or lesser social impact, depending on the characteristics of the projects and the regions where they are implemented. Currently we have operations distributed across all regions of the country (learn more on page 21). **GRI 413-2**

The table below describes the type of activity or project in which the impact occurs most frequently and the most common mitigation or compensation actions. **GRI 2-25, 413-2**

 Understand and learn about some mitigation actions in the [Community Relations Complementary Booklet](#).

Key for mitigation and compensation actions

Institutional coordination.....	AI
Social support.....	AS
Support for affected communities.....	APA
Communication and social interaction.....	CIS
Development of livelihood activities.....	DAP
Environmental education.....	EA
Public management support.....	FAP
Rehabilitation of disturbed land.....	RAD
Recomposition of livelihood activities.....	RAP
Restoration of touristic and recreational activities.....	RAT
Urban rehabilitation.....	RU
Public health.....	SP
Professional training.....	QM

POTENTIAL IMPACTS ON SURROUNDING COMMUNITIES GRI 413-2

Type of activity/project	Possible impacts	Examples of mitigation/compensation measures
Hydroelectric, thermal, wind, and solar power plants, and transmission systems	High expectations among local and regional communities and emerging/increased social tensions	CIS
	Restricted land utilization	CIS, EA, RAP, RAD
	Increased migration flows	CIS, EA, AI, RU, SP
	Economic stimulus	CIS, AI, QM, DAP
	Higher municipal tax revenues	CIS, AI, DAP, FAP
	Increased offer of direct job opportunities during construction	CIS, AI, QM
	Increased technical and scientific knowledge about the region	CIS, EA
	Adverse effects on touristic potential (degradation of scenic beauty)	CIS, RAT
	Adverse effects on scenic, paleontological, archaeological and cave sites	CIS, EA Paleontological and archaeological research, monitoring and salvaging, and protection of scenic and cave sites.
	Impacts on traditional, indigenous and/or other ethnic communities	CIS Support for affected communities as outlined in Indigenous Component Studies and Basic Plans for Indigenous Components
Hydroelectric plants and wind farms	Impacts on ways of life and social and cultural relationships	CIS, EA, AS, APA Increased Value of the Patrimony
	Increased real estate speculation	CIS, RU

Impact assessment

When planning each project, we carry out Environmental Impact Assessments to identify and qualify the local impacts, as well as presenting proposals for mitigation and compensation measures.

This activity is one of the stages in the environmental licensing process and follows the guidelines of the National Environmental Council Resolution (CONAMA 01/86), which sets out the basic criteria and general guidelines for assessing the impact of projects.

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Key for mitigation and compensation actions

Institutional coordination.....	AI
Social support.....	AS
Support for affected communities.....	APA
Communication and social interaction.....	CIS
Development of livelihood activities.....	DAP
Environmental education.....	EA
Public management support.....	FAP
Rehabilitation of disturbed land.....	RAD
Recomposition of livelihood activities.....	RAP
Restoration of touristic and recreational activities.....	RAT
Urban rehabilitation.....	RU
Public health.....	SP
Professional training.....	QM

POTENTIAL IMPACTS ON SURROUNDING COMMUNITIES GRI 413-2

Type of activity/project	Possible impacts	Examples of mitigation/compensation measures
Hydroelectric plants	Compulsory relocation of urban and rural communities	CIS, APA, RAP, AS
	Loss of livelihoods (farming, non-timber forest products, mining, fishing)	CIS, APA, RAP
	Disruption/loss of transportation routes and communications systems	CIS Road improvements and repairs
Thermal power plants	Adverse effects on air quality from particulate and dust emissions, etc.	CIS Air quality monitoring, installation of equipment to reduce these emissions
Wind farms	Moving shadows and/or reflections (stroboscopic effect)	Avoid developing solar farms near populated areas
Solar farms	Flash blindness	Avoid developing solar farms near populated areas
Transmission lines	Presence of maintenance crews on rights-of-way	CIS, EA Specific initiatives addressed to indigenous communities
	Transmission lines noise	CIS
	Increased vulnerability	CIS Territorial protection, strengthening of indigenous organizations (in the case of indigenous reserves), support for livelihood activities, awareness raising about the environment and indigenous peoples, environmental education

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Population displacement

In 2023, there was no work involving people displacement at Eletrobras. GRI EU22

Eletrobras Environmental Policy provides that, when developing a new project, we must reduce and mitigate impacts on local communities, keeping the population to be physically displaced to a minimum and even avoiding compulsory displacement. GRI EU20

Our Environmental Impact Studies, following the Terms of Reference issued by environmental bodies, identify and characterize the impacted population through the application of qualitative surveys and through socioeconomic and real estate records. GRI EU20

Based on the feasibility studies, more meetings are held with local communities, in order to consider their experiences, expectations and demands when assessing impacts and proposing environmental actions to compensate and minimize impacts. GRI EU20

During this process, we establish a plan for social communication and interaction with the population, engaging various – formal or informal – locally-indicated representation bodies. GRI EU21

Guidelines also provide that during the reparation process we must always seek negotiation, offering a plurality of options, such as collective resettlement, self-relocation and simple indemnity. GRI EU21



Find out more about the population displacement management process in our [Complementary Community Relationship Booklet](#).



Environmental Education Program for the fishing community, in Nova Ipixuna, Pará - Eletrobras File

Interaction with communities

Eletrobras Group Environmental Policy has specific guidelines for relationships with host communities, focusing on communication and education. Our guideline is to promote ethical and transparent dialogue, which supports qualified engagement and relationships with communities, recognizing their culture, ways of social organization and the representatives appointed by them. GRI EU20

In this sense, we implement Social Communication Plans (PCS) in our projects, with the aim of creating initiatives that allow communication with communities in the potentially affected area. In this communication, we seek to provide data on previous studies, our objectives at that location, ongoing activities and results. GRI EU20

Furthermore, we collect data on the communities' expectations, way of life and form of participation, through meetings that are held during socio-environmental studies. GRI EU20

In the case of PCS, there is also the possibility of setting up local offices, which also serve as a point of contact with residents, developing communication campaigns, advertising on the institutional website and producing other informative materials, which include information to contact the company. PCS have performance indicators, which are monitored for improvement. GRI EU20

Communities can also contact the company through the Whistleblowing Channel, Contact Us page and other corporate listening channels. GRI EU20

Eletrobras Group Social Responsibility Policy also establishes guidelines relating to private social investment, voluntary socio-environmental actions, support for sustainable local development, characterization of vulnerable groups, diversity and inclusion practices, among other topics related to interaction with communities. In 2023, the Social Engagement area was created, responsible for managing this topic within the company.

Madeira River hydroelectric inventory study

Together with Companhia Nacional de Electricidad (Ende) and the Development Bank of Latin America and the Caribbean (CAF), we contracted the development of hydroelectric inventory studies for the binational stretch of the Madeira River, between Brazil and Bolivia. The work was developed in an innovative way, by implementing a Social Communication Plan (PCS) in the early stages of the process. This decision came from the need to inform and engage the population since the early planning phase. GRI 413-1

The PCS operated from March 2018 until May 2020, when it was interrupted due to the Covid-19 pandemic. At this stage, we provided specific channels for dialogue with populations, such as telephone, WhatsApp, consultation boxes distributed at strategic points in the study area, website, clarification meetings with communities, Information Center, fortnightly visits to communities and interactions with the population. GRI 413-1

In the first half of 2023, studies were authorized to be resumed and the main activity was the completion of the Integrated Environmental Assessment. At this stage, the main stakeholders were invited to technical meetings held in Brazil and Bolivia, in which we presented the alternative selected in inventory studies. GRI 413-1

To complete the Integrated Environmental Assessment, Public Seminars were held in both countries in August. GRI 413-1

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Emergency Action Plans

Following the National Dam Safety Policy, Eletrobras plants have Emergency Response Plans (PAEs), which bring together the necessary actions to protect populations, properties and the environment located downstream of the dams in cases of an emergency. **GRI EU21**

The PAE of each plant includes the list of internal and external agents that must be contacted in the event of an emergency, and provides relevant information to the civil protection and defense authorities, to assist them in the preparation of the respective municipal contingency plans and external emergency management. **GRI EU21**

The documents are periodically updated, in order to keep emergency contacts always up to date. **GRI EU21**

The PAEs are submitted to the city halls and civil defense bodies of the affected locations and are available on an online platform for the agents involved. Currently, our plants are in different stages of plan implementation, some with active plans and others in the installation or simulation phase. **GRI EU21**

In 2023, for example, we first contacted residents of communities downstream the Barra do Rio Chapéu (SC) and Passo do São João (RS) Hydroelectric Power Plants, which allowed us to identify the main vulnerabilities, demands and specificities that could contribute to the effectiveness of the plants' Emergency Action Plan (PAE).



Tucuruí Plant - Eletrobras File

Emergency evacuation simulation at the Tucuruí Plant

In November, we promoted the first Emergency Evacuation Simulation at the Tucuruí hydroelectric plant in the municipalities of Tucuruí (PA) and Breu Branco (PA) — the largest simulation of its kind ever carried out in the country. Planned and carried out in partnership with the municipalities' Civil Defense bodies, the event was attended by more than 100 professionals, and mobilized approximately 25 thousand people in 7 days of activities.

To encourage public participation, we use several local communication channels. During the event, residents needed to act as if they were experiencing a real emergency situation, simulating their response to sound alerts installed at strategic points in the city and using the Escape Route and Meeting Points signs installed as guides. The initiative is part of the final stage of the Plant's Emergency Action Plan (PAE) implementation.

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Flooding repair in Capitólio (MG)

In January 2023, above-average rainfall in the municipality of Capitólio (MG) led to the overflow of the Piumhi River and lakes adjacent to the urban perimeter, causing flooding on public roads and residences. In cooperation with the municipality, we provided an ambulance to serve the population and mobilized resources to restore vehicle access in the region.

In August, we signed a Term of Commitment and Legal Agreement with the Public Ministry of Minas Gerais, the Government of the State of Minas Gerais, Instituto Mineiro de Gestão das Águas (IGAM) and the Municipality of Capitólio, with the purpose of establishing actions to control flooding in the Piumhi River backflow channel and repairing damage. The agreement provides for a transfer of R\$3.3 million, distributed across:

- » donations for families and businesses affected by the flood;
- » resources to Capitólio Municipal Environmental Fund and the Environmental Protection Association (ARPA-Passos) for allocation to environmental protection projects;
- » support to the municipality with expenses related to the restoration of urban infrastructure affected by the flood.

Additionally, since January 2023, we have carried out works and services necessary for the desilting and maintenance of the channel. The agreement also provides for the preparation of an operation, monitoring and periodic maintenance plan for the Piumhi River backflow channel and payment to the municipality to prepare and execute a contingency and communication plan for the case of floods in the channel.



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Indigenous people and traditional communities GRI 3-3

During the elaboration of environmental studies for each project, we identify possible impacts on traditional communities – such as quilombolas and indigenous people. In these cases, we conduct additional studies and approve specific programs with the environmental licensing body, so that cultural aspects and identities are preserved and interference is minimized. **GRI 413-1**

We submit periodic reports to the environmental body, covering the execution of proposed actions, as well as maintaining constant contact with the national bodies responsible for each community, such as the National Institute for Colonization and Agrarian Reform (Incra), the Palmares Cultural Foundation and the National Indigenous Foundation (Funai). **GRI 413-1**

Eletrobras Group Environmental Policy establishes specific guidelines for communication with indigenous communities. Engagement actions with this audience must take ethnic and linguistic issues into consideration, in order to establish a permanent dialogue with those involved with the projects, with the aim of creating mutual trust relationships. **GRI 411-1, 413-1**

As part of our communication strategy, we work mainly through Basic Environmental Plans - Indigenous Component (PBAI-CI), prepared and managed by a professional team, with the participation of indigenous communities. Thus, we can identify problems and take measures to mitigate or compensate them. **GRI 411-1, 413-1**

In this sense, we are currently working to create an internal procedure to carry out Free, Prior, and Informed Consent (FPIC) with indigenous people and traditional communities in cases where projects may affect these communities or their territories. FPIC is a right recognized in national and international regulations, such as the International Labor Organization (ILO) Convention 169, and internalized into Eletrobras' commitments. **GRI 411-1, 413-1**

Relationships with

24	45
ethnic groups*	indigenous lands*

R\$ 14 million

invested in voluntary projects and actions focused on the development of traditional communities and indigenous peoples

* Includes MESA and Teles Pires.

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Kayapó Mekrāgnoti Program GRI 413-1

In 2023, Eletrobras continued its involvement in the project with Kayapó indigenous communities in the middle Xingu river, in Southern Pará, covering around 1,500 indigenous people and ten villages. Arising from a commitment made in the licensing of Belo Monte hydroelectric plant, this project is carried out in partnership with the National Indigenous Foundation (Funai), Norte Energia and Instituto Kabu, which represents the so-called Kayapó do Oeste, the representative institution of the Kayapó people.

The action resulted in an institutional strengthening of the executing indigenous associations, the inspection and protection of indigenous lands involved, the promotion of sustainable economic activities and the cultural appreciation of the Kayapó ethnic group.

Projects are financed by Norte Energia, with a total investment of R\$11 million from 2018 to 2023. Eletrobras is responsible for monitoring and managing the relationship with communities, in a region of strategic interest for the company's business.

Still in 2023, Associação Floresta Protegida (AFP) was hired by Eletrobras to lead a participatory process to renew the third cycle of projects aimed at the

Eastern Kayapó communities. This new cycle follows the completion of the second one, which took place in 2019. The objective is to actively engage the 39 villages associated with and benefiting from the association's work, collaborating in multiple stages for the detailed design of a new plan. The project will cover the definition of specific actions, a detailed schedule, progress indicators, tangible targets and budget allocation, and will be carried out over a total period of five years.

Dialogue with indigenous peoples at Teles Pires Plant

In 2023, we began to consolidate 100% of Teles Pires Hydroelectric Plant operation (learn more on page 23). Built on the Teles Pires River, a tributary of the Tapajós River, on the border between the states of Pará and Mato Grosso, the plant carries out 18 socio-environmental programs with the Kayabi, Munduruku and Apiaká indigenous peoples.

A highlight of the year was an agreement signed between UHE Teles Pires, the Federal Public Defender's Office and Munduruku representatives from the Baixo Teles Pires region, so that they could carry out sacred ceremonies close to the plant, in a place where ceramic vessels were buried. A cooperation agreement is being

drawn up between those involved, so that visits can take place in an organized manner, twice a year.

This partnership reflects a joint effort to promote respect for the culture and traditions of the Munduruku people, recognizing the importance of their sacred rituals and the need to preserve their cultural significance sites, in addition to promoting harmonious coexistence between local communities and projects developed in the region.

SPE Santo Antônio, which we also took control of in 2023, is in talks with the Karipuna indigenous people about drawing up the project's Basic Environmental Plan (PBA).

Find out more about other initiatives to engage indigenous peoples carried out at the Teles Pires Plant in the [Complementary Community Relationship Booklet](#) and the [Energia a Limpo](#) website.

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Support for Queimadas Indigenous Land GRI 413-1

The Kaingang Infrastructure, Sports and Culture project includes the construction of a community kitchen, a multipurpose space and a multi-sports center in Kaingang indigenous people's territory, in Queimadas Indigenous Land, located in the municipality of Ortigueira (PR).

Between 2022 and 2023, we delivered the community kitchen, the multipurpose space and the football field with changing room, bleachers and common area. During this period, we also began negotiations to carry out another project in the community, which aims to use the infrastructure delivered for cultural recovery, professional training and food security initiatives.

The three communities covered were involved in a participatory process to choose the actions to be implemented, through an agreement signed between Eletrobras Furnas, the Public Ministry and Funai.

The implementation of community socialization spaces contributes to strengthening the ethnic-cultural identity of the Kaingang people, benefiting 785 residents of the community. Additionally, we donated basic food baskets and personal hygiene supplies, helping to promote food security and health for the population.



Find out about other actions by Eletrobras companies with indigenous peoples in the [Complementary Community Relationship Booklet](#).

Opening of multipurpose space in the Kaingang community - Eletrobras File



Find out about other actions by Eletrobras companies with indigenous peoples in the [Complementary Community Relationship Booklet](#).

Manaus - Boa Vista Line

Through our participation in SPE Transnorte Energia (TNE), we worked in Roraima connection, the only Brazilian state that is not yet part of the National Grid. When in operation, Manaus – Boa Vista Transmission Line will be a safe source of quality power supply for the state, reducing current dependence on fossil fuels.

The Transmission Line consists of a double circuit, three substations and about 1,400 towers over 721 km, 122 km of which are within the Waimiri Atroari Indigenous Land. Regarding possible environmental impacts generated by the project, TNE prepared a Basic Environmental Plan, approved by IBAMA, which includes a series of environmental programs aimed at enhancing positive impacts and minimizing negative ones.

At Waimiri Atroari TI, the transmission line will run parallel to BR-174 road. All environmental programs and operational and construction procedures were presented and discussed with the indigenous community and approved by Funai and Ibama,

aiming to ensure that impact on lives, routine and land of the Waimiri Atroari people is as small as possible. Here are some examples:

- » All towers built in the stretch will be raised (around 100 meters high) and self-supporting, so that conductor cables remain above the tree canopy, thus minimizing the necessary vegetation suppression;
- » Cables will be launched using drones, whenever possible;
- » There will be no construction sites or accommodation inside the area and the towers will be pre-assembled and transported into the facility;
- » Workers' meals will be prepared outside the indigenous area and no garbage will be disposed of therein;
- » There will be limited working hours, environmental training and rules of conduct in the TI for all employees;
- » Locations for installing the transmission towers were defined together with indigenous leaders in a participatory work;
- » The right-of-way of the transmission line within the TI (70 m wide over the 122 km route) corresponds to only 0.033% of its total area; there will be no vegetation suppression or opening of strips and no impediment to regular agricultural, hunting and fishing activities;
- » Bilingual signs will be installed, in Portuguese and Kinja lara (Waimiri Atroari language), in construction areas within the TI;
- » Basic Environmental Plan - Indigenous Component (PBA-CI): socio-environmental programs are planned to mitigate impacts and compensate the Waimiri Atroari people.

Eletrobras' socio-environmental teams have monitored and supported the implementation of TNE's PBA, including Human Rights Due Diligence actions. Further information can be found on the [Energia a Limpo](#) website_

Socio-environmental projects GRI 3-3

In order to contribute to sustainable development and minimize impacts on communities surrounding our operations and offices, as well as those located in the river basins contributing to our hydroelectric plants, we invest in strategic socio-environmental projects, through direct choice projects and thematic notices. **GRI 2-25, 413-1**

R\$22.3 million in private social investment in 2023 (donations + sponsorship + volunteering) GRI 413-1

One of the means we use to select supported projects is Eletrobras Group Socio-Environmental Notice, which supports projects that combine environmental preservation and social development in the communities where we operate, encompassing the protection of Brazilian fauna and flora, together with the promotion of social inclusion of groups in socio-economic vulnerability situations. **GRI 413-1**

During 2023, we continued to manage the eight projects selected in the first Eletrobras Group socio-environmental notice, conducted in 2021, which include:

Alimergia Continuidade

(Mixed Cooperative for Production, Industrialization and Commercialization of Biofuels in Brazil).

Carried out in the municipality of Seberi, in the northwest region of Rio Grande Sul, Alimergia Continuidade is one of the biggest environmental references in the state. The project integrates actions for the productive conversion of degraded areas with native species from the Atlantic Forest, promoting low-carbon agricultural, livestock and forestry practices. **GRI 413-1**

This process takes place through 379 agroforests, with the planting of more than 200 thousand seedlings of native species, and through the development of extensive environmental education work, involving over 4 thousand people. **GRI 413-1**

The project prioritizes family farmers with areas of up to four fiscal modules and who have a Pronaf's Aptitude Declaration. **GRI 413-1**

Formiga Verde

Instituto Permacultura Lab's Formiga Verde Project is a community-based environmental education program, carried out in Morro da Formiga, in the northern region of the city of Rio de Janeiro (RJ), during 2022 and 2023. The Project promoted socio-environmental actions and activities for the community, combining environmental conservation and positive social impact, aiming to reduce impacts on Tijuca National Park flora and fauna. During the period, at least ten children continuously attended the training space promoted by the project. **GRI 413-1**

Additionally, training workshops were offered aimed at young people and adults in partnership with Hortas Cariocas program, for the development of low-cost sustainable technologies and practices, relating knowledge on agroecology and permaculture. The topics chosen prioritize income generation and food security for resident families, as well as a legacy for the community. More than 2 thousand seedlings were planted as part of the project. **GRI 413-1**

In addition to these, the Palmito Project (page 165) was also covered by the socio-environmental notice.

- » Our Employees
- » Employee Attraction and Retention
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » **Relations with Communities**

Volunteering

In 2023, we began restructuring our Volunteering Program, aiming to better adapt it to Eletrobras companies' current reality and onboarding process. In this sense, in October, a workshop was held with the participation of representatives from all companies, with a focus on transforming existing programs into an integrated program for the entire group, with strategic guidelines aligned with business, enabling future actions to be planned. **GRI 413-1**

Throughout the year, 3,029 hours were dedicated to voluntary work, including time for planning and conducting actions, with the participation of a thousand professionals. A total of 8,149 people were benefited. **GRI 413-1**

Among Eletrobras' integrated actions, we can mention the following projects: **GRI 413-1**

- » Aqueça o coração, which collected 1,391 hygiene items and 266 clothing pieces, in addition to coats;
- » Pink October, with hair and scarves donation;
- » Donation Day, with the collection of 2,686 kilos of

food and 102 hygiene items;

- » Seedling planting action in partnership with the Formiga Verde project (RJ), covered by the Eletrobras Group Socio-Environmental Projects Notice (learn more on page 129);
- » Social gardens on premises and around companies;
- » Conversation circles on various topics, including fighting sexual exploitation of children and adolescents and conscious consumption;
- » Storytelling at the Pequenas Vozes do Carmelo Project (RJ), part of the CRAS (Social Assistance Reference Center) Network in downtown Rio de Janeiro;
- » Christmas campaign, which collected approximately 600 gifts for socially vulnerable children and adolescents.

In addition, Eletrobras companies carried out specific campaigns, including emergency, blood donation, Children's Day and Easter campaigns. **GRI 413-1**

Mentoring with energy GRI 413-1

Virtual action developed by the Volunteering Program and Eletrobras Young Apprentice Program, in partnership with FESA C.R.O.M.A institute, with the participation of all subsidiaries.

Volunteers underwent training and became mentors for the company's young apprentices. The objective was to provide inputs and tools so that socially vulnerable young people could develop their professional action plans, contributing to their personal growth. As the pairs were made up of mentors and mentees from different regions of the country, we also promoted the exchange of regional cultures.

This action won the 2023 Conexões que Inspiram award, promoted by the Minas Gerais Volunteering Committee.

- » Our Employees
- » Employee Attraction and Retention
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » **Relations with Communities**



- » Our Employees
- » Employee Attraction and Retention
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » **Relations with Communities**

Sponsorship

Throughout 2023, we invested more than R\$8 million in 32 sponsorship projects, enhancing cultural, sports and innovation actions.

Some highlights of the year were:

- » Rio de Janeiro Light Festival, comprising a series of creative presentations using light and drones;
- » Rio Innovation Week 2023, an event considered one of the largest global technology and innovation conferences;
- » “SDGs In Brazil”, the most important corporate sustainability initiative in the world, with the participation of 160 countries, within the scope of the UN Global Compact.

Sports sponsorship for Flamengo's Water Polo team - Eletrobras File

We also conduct Eletrobras Group Sports Sponsorship Program, a notice aimed at the selection of sports and para-sports projects, approved by the Sports Incentive Law, with the aim of contributing to sport as a tool for social transformation in the municipalities where we operate.

Thirty-five main projects and seven deputies were selected, with a focus on initiatives that provide relevance to the reputation of our brand and that translate effective support for national sport.

Light For All Program

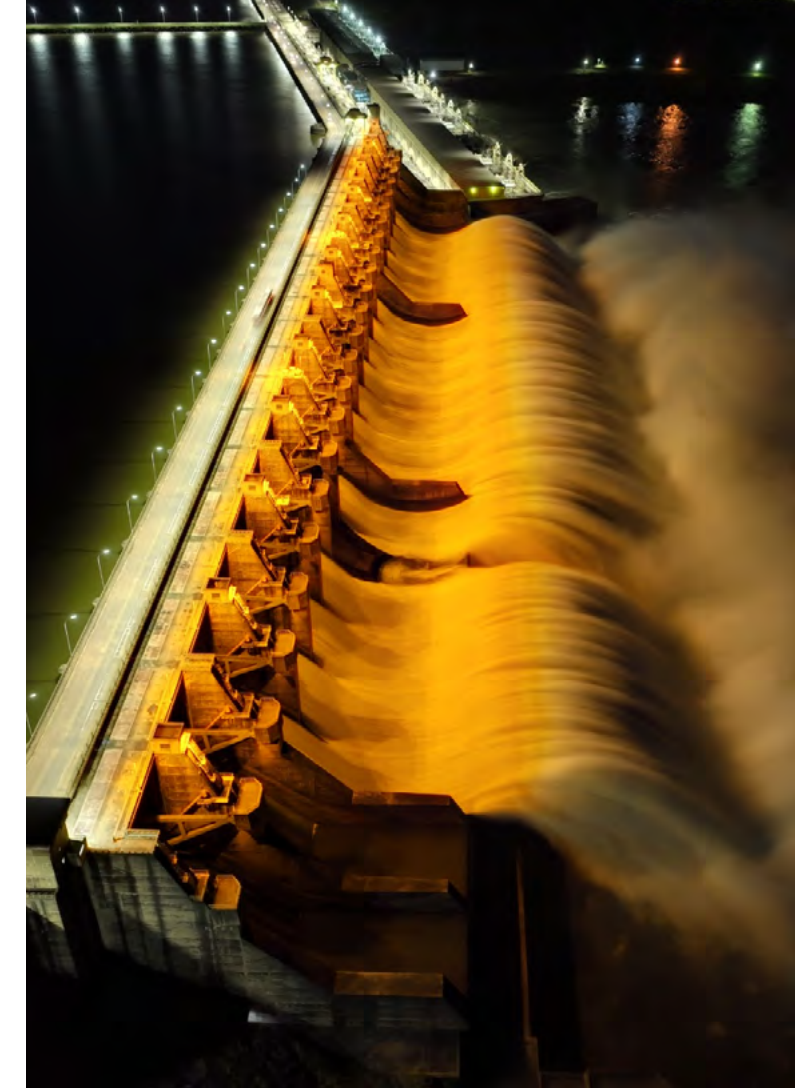
The National Program for Universalization of Access and Use of Electricity, or “Light for All Program” (Programa Luz para Todos—LPT), aims to provide electricity supply to all unserved rural communities in Brazil. Through it, the government seeks to promote social and economic development in low-income communities, with the aim of reducing poverty and increasing family income. **GRI EU23**

Since it was implemented in 2004, more than 3.7 million consumer units have been served, benefiting more than 17.4 million people across all regions of the country. **GRI EU23**

In 2023, the Federal Government announced the relaunch of the program, aiming to accelerate service to the still unserved population, estimated at more than 500 thousand families. Upon the relaunch of Luz Para Todos, the “More Light for the Amazon” (Mais Luz para a Amazônia, MLA) program, aimed at serving remote areas with the use of renewable sources, was integrated into the LPT, contributing to the decarbonization of the power sector. **GRI EU23**

Contracts to serve the population in conventional rural areas have a deadline for resource allocation until 2026, while for remote regions of the Legal Amazon, the deadline extends to 2028. **GRI EU23**

The Program remains coordinated by the Ministry of Mining and Energy (MME). Eletrobras is responsible for its operation until the transfer to Companhia Brasileira de Participações em Energia Nuclear e Binacional S.A. (ENBPar) is completed. Due to the need for more time to consolidate the ENBPar structure, the transition period was extended until June 17, 2024. **GRI EU23**



- » Our Employees
- » Employee Attraction and Retention
- » Diversity and Inclusion
- » Worker Health, Safety and Well-Being
- » Human Rights
- » **Relations with Communities**

TOTAL HOMES SERVED BY THE LIGHT FOR ALL PROGRAM

	2004-2021	2004-2022	2004-2023
Total homes served	3,597,083	3,653,787	3,700,248

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

CHAPTER 5

Planet

SDGs



CAPITALS



Tocantins river

Environmental Management

Cerro Chato Wind Complex - Photo: Vanderlei Tecchio

» Environmental Management

- » Climate Change
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

We are committed to the future of the planet and recognize that human activities have brought the environment to a critical situation, with loss of biodiversity, water crisis and climate change that can already be perceived by the population. Therefore, we seek to understand and mitigate the environmental impacts of our operations, and we work on global agendas in order to preserve the planet.

Our environmental action takes place on two fronts. In the first one, we seek to reduce the environmental impacts of our operations based on the principles of prevention and precaution, promoting actions to protect and restore ecosystems and water resources in the regions of our projects, in addition to reducing

resource consumption, such as water and energy, and the emission of Greenhouse Gases (GHG). [GRI 2-25](#)

Focusing on the company's business model, we have a mostly clean electrical matrix, contributing to a low-carbon economy.

On another front, we seek to use our wide geographic distribution to promote environmental education for our team and the population, acting as an agent of transformation and mobilization in promoting sustainable development. [GRI 2-12](#)

In 2023, with a view for greater efficiency in environmental processes, we created, within the

Operations and Security Office, a department dedicated exclusively to the environmental licensing process in operating projects, which works together with the competent government bodies, to meet legal and sustainability requirements.

Expansion Engineering Office, an environmental assets unit was created, with a focus on environmental licensing and management of physical, biotic and socio-environmental environments. The Sustainability Department, linked to the Governance, Risks, Compliance and Sustainability Office, focuses on advancing the strategic environmental agenda on fundamental topics such as climate, biodiversity and water (learn more on page 32).

Environmental Management System Pillars

Eletrabras Group Environmental Policy

It provides principles, guidelines and responsibilities to guide the handling of environmental issues, in line with sustainability and the relevant legal and regulatory frameworks, as well as the agreements to which Brazil is a signatory. GRI 2-25

[Click here](#) to learn more about the Policy.

Eletrabras Group Environmental Committee

Led by managers from the companies' environmental areas, it is a space for discussing socio-environmental practices and guidelines. GRI 3-3

Corporate Sustainability Management Indicator System (IGS System)

It monitors environmental indicators of all companies. It is a strategic tool, with hundreds of indicators and variables, involving topics such as water, energy and biodiversity. GRI 3-3

It contributes to the continuous improvement of controls, as it enables establishing strategies, targets, plans and subsequent reporting to stakeholders.

Responsibility for entering data into the system is shared between different areas of the company.

Certifications

Our environmental management system has ISO 14,001 certification for electrical energy generation at HPP Tucuruí (8,370 MW), UHE Coaracy Nunes (78 MW), UHE Samuel (216 MW), UHE Curuá-Una (12.5 MW) and UHE Balbina (275 MW), which underwent an audit in December 2023 and received the certificate in January 2024.

At the thermoelectric plants (UTE Santa Cruz and UTE Campos) of Eletrabras Furnas, located in the State of Rio de Janeiro (RJ), external audits are carried out to comply with State Law No. 1.898/1991.

» [Environmental Management](#)

» [Climate Change](#)

» [Water and Effluent Management](#)

» [Biodiversity and Ecosystem Services](#)

» Environmental Management

» Climate Change

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Management

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Ecosystem Services

Renovation of Barão de Mauá Building

In 2023, we began the renovation of our headquarters, the Barão de Mauá Building, in Rio de Janeiro (RJ). The project is focused on sustainability and efficient use of natural resources. Its characteristics include:

- » Ecological sanitary equipment, such as restricted-action taps and selective flush mechanisms;
- » Natural lighting, reducing energy consumption associated with lighting inside the building;
- » Air conditioning system that considers energy efficiency issues; and
- » Selective waste collection, both during the construction and in the building's routine activities.

Climate Change GRI 3-3

At Eletrobras, we believe we have a key role in the transition to a new development model based on a low-carbon economy, creating new business opportunities and building, with the government and civil society, the foundations for environmental, economic and social sustainability on the planet.

In this sense, we seek to reduce greenhouse gas emissions in our operations and in the value chain, through continuous innovation of products and services, supporting customers in their decarbonization process and creating new business models.

Our actions are aligned with international agreements to which Brazil is a signatory, such as the Paris Agreement. Furthermore, since 2012, we have had the [Eletrobras Group Environmental Policy](#), which has specific guidelines for climate change.

This commitment is translated into our Strategic Plan, which brings the new ambition of being a Green Major: a company that leads the planet's energy transition (learn more on page 28).

One of the objectives set out in the Strategic Plan, and to which we are publicly committed, is to consistently follow

the net zero trajectory until 2030. A net zero company is one that manages to reduce its greenhouse gas (GHG) emissions, so as to balance the amount emitted and absorbed from the atmosphere. Therefore, its total contribution in terms of emissions is zero.

This commitment follows the guidelines of the Science Based Targets Initiative (SBTi), which defines scientific parameters for companies' net zero trajectory, in line with the planet's needs.

In this context, we became ambassadors of the Global Compact Net Zero Ambition in Brazil, which aims to support companies to establish ambitious, science-based commitments in their climate strategy.

In line with Eletrobras' restructuring and reinforcing the importance of the topic for the company, in 2023, we created a Climate Strategy and Biodiversity Management, which reports to the Sustainability Department. Its creation is based on the vision that a synergistic action between climate change and biodiversity contributes to reducing negative impacts and enhancing positive impacts on the environment.

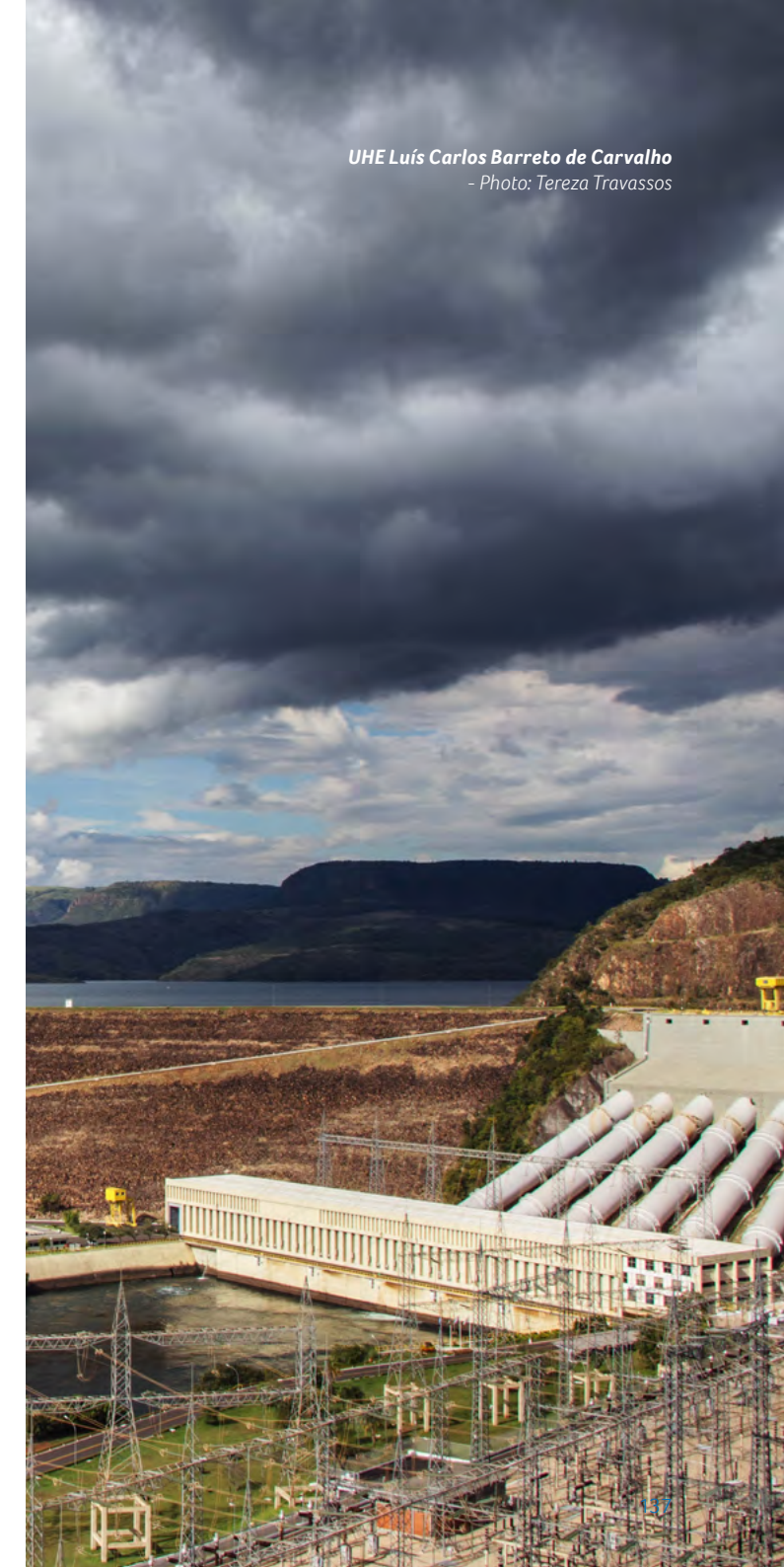
UHE Luís Carlos Barreto de Carvalho
- Photo: Tereza Travassos

» Environmental Management

» **Climate Change**

» Water and Effluent Management

» Biodiversity and Ecosystem Services



Decarbonization Plan GRI 3-3

Currently, we are already leaders in renewable energy in Latin America, and based on our objective of being net zero by 2030, we set annual targets for reducing emissions and decarbonizing our portfolio. Our strategy is mainly based on the divestment of

thermoelectric plants, eliminating GHG emissions from our generation operations. The sale of these plants must be accompanied by investment in renewable energy sources, such as solar, wind and green hydrogen energy.

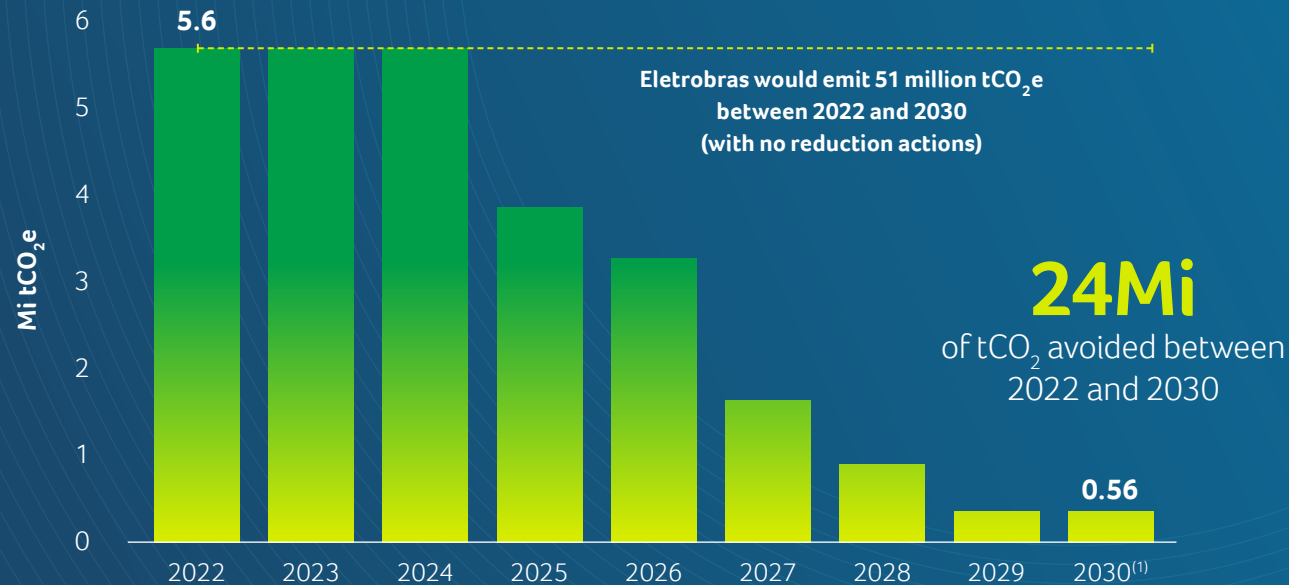
Emissions that cannot be reduced will be deduced with renewable energy certificates and offset with carbon credits from reforestation actions.

Net zero commitment



- » Environmental Management
- » **Climate Change**
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

TOTAL EMISSIONS (MILLIONS OF tCO₂e)



MEASURES TO REDUCE tCO₂ BY 2030

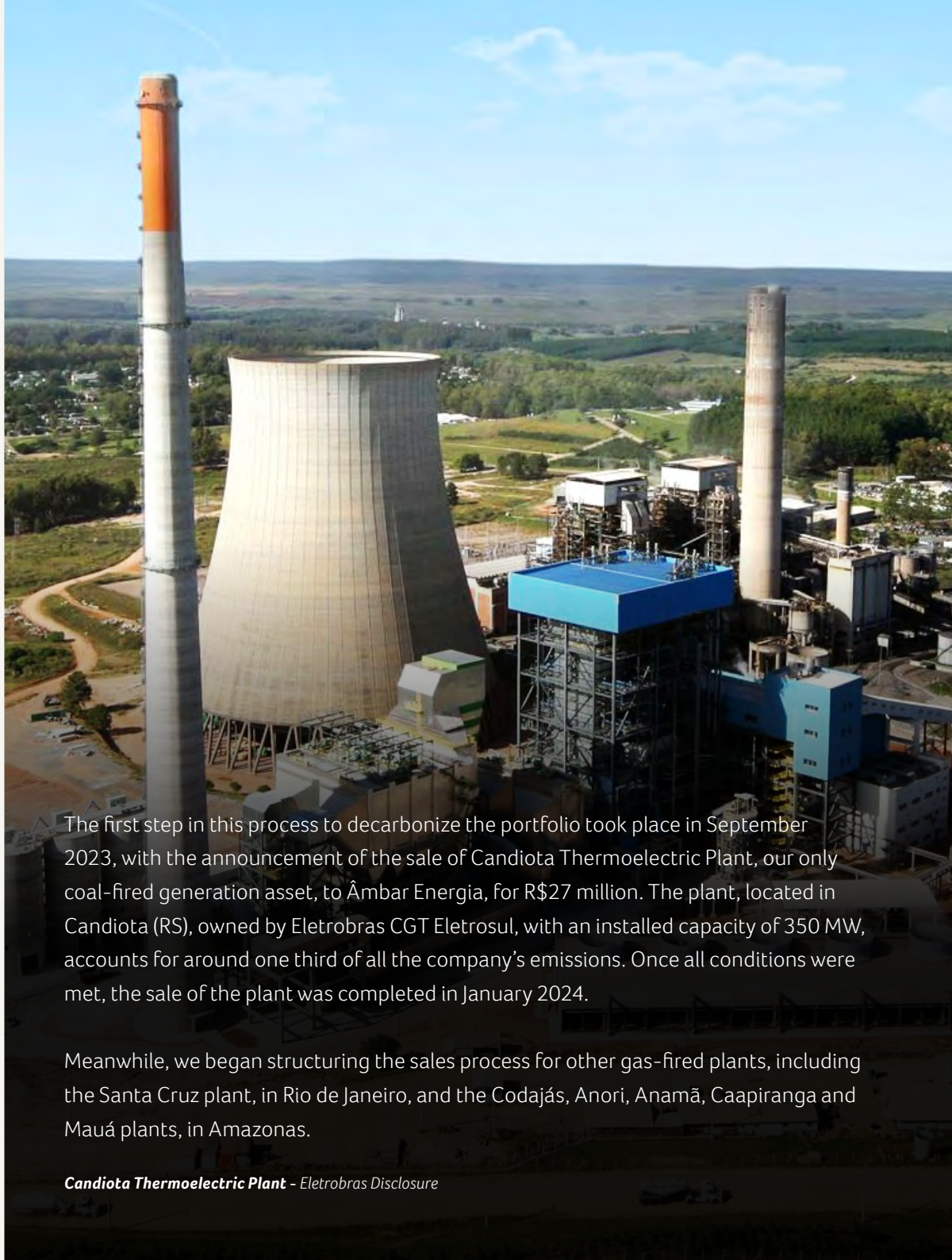
- 1 Divestments of thermal plants.
- 2 Reduction of scope 2 emissions with renewable energy certificates.
- 3 Compensation with carbon credits from reforestation actions.

» Environmental Management

» **Climate Change**

» Water and Effluent Management

» Biodiversity and Ecosystem Services



The first step in this process to decarbonize the portfolio took place in September 2023, with the announcement of the sale of Candiota Thermoelectric Plant, our only coal-fired generation asset, to Âambar Energia, for R\$27 million. The plant, located in Candiota (RS), owned by Eletrobras CGT Eletrosul, with an installed capacity of 350 MW, accounts for around one third of all the company's emissions. Once all conditions were met, the sale of the plant was completed in January 2024.

Meanwhile, we began structuring the sales process for other gas-fired plants, including the Santa Cruz plant, in Rio de Janeiro, and the Codajás, Anori, Anamã, Caapiranga and Mauá plants, in Amazonas.

Candiota Thermoelectric Plant - Eletrobras Disclosure

COP 28

In 2023, we participated in the 28th Conference of the Parties to the UN Framework Convention on Climate Change, held in Dubai.

During the event, we sought to reinforce our role as part of the solution to the global climate change challenge, further qualifying our operations and energy sales. In this sense, the conference represented an opportunity to leverage the sustainability agenda.

We participated in various activities during the event, highlighting a meeting promoted by the Global Compact, during which we announced an agreement with BNDES to build partnerships and projects for the Amazon decarbonization and the recovery of Brazilian river basins (learn more on pages 143 and 154) .

During COP28, we also announced our participation as ambassadors of the Global Compact Net Zero Ambition Movement, in Brazil (learn more on page 137).

Renewable Energy Certificates

I-REC (International Renewable Energy Certificates) are certificates of proof that the energy consumed by a customer has been produced from a renewable source. **GRI EU5**

Currently, renewable energy certificates are accepted by the Brazilian GHG Protocol Program to offset companies' scope 2 GHG emissions, which makes them an increasingly important product to support the transition to a low-carbon economy. **GRI EU5**

Our participation in this market takes place through the issuance and sale of I-RECs to final beneficiaries, traders or even as a way of offsetting our own GHG emissions. We were also innovative in developing a proprietary type of certificate, RECFY, sold through our own blockchain web platform. **GRI EU5**

Currently, Eletrobras Chesf has registered 98.7% of the installed capacity of its generating complex for issuing I-RECs. Eletrobras Eletronorte registered the UHE Tucuruí, Eletrobras CGT Eletrosul registered the Cerro Chato I, II and III wind farms, and Eletrobras Furnas registered UHEs Serra da Mesa and Itumbiara and the Fortim wind farm. **GRI EU5**

Furthermore, Eletrobras Furnas has enabled UHE Mascarenhas de Moraes and UHE Simplício/Anta to issue the RECFY. **GRI EU5**

In 2023, we sold 964,577 I-RECs and 2,759,373 RECFYs. **GRI EU5**

One I-REC and one RECFY are equivalent to 1 MWh of renewable energy generated and injected into the grid.

External participation and commitments

With a focus on engaging in the national agenda to fight climate change, we participate in several external forums, such as the Brazilian Forum on Climate Change, the Global Compact Climate Action Platform and the Climate Thematic Chamber of the Brazilian Business Council for Sustainable Development.

We are signatories to the Position Paper on Carbon Pricing Mechanisms within the Business for Climate Initiative (IEC), the Open Letter – Private Sector Support for Carbon Pricing in Brazil, developed by IEC, the Position Paper of the Brazilian business sector on the urgency to create a market carbon regulation in Brazil and the Letter from the Brazilian business sector on the Ecological Transition Plan – 'Green Package'.

» Environmental Management

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Green Hydrogen

Green hydrogen plant in Itumbiara -
Eletrobras File

- » Environmental Management
- » [Climate Change](#)
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

Green hydrogen technology (H2V) is one of the market's — and Eletrobras's — major bets to promote a low-carbon economy. It is based on the use of hydrogen as fuel, obtained from a technique called water electrolysis, using renewable energy, thus obtaining an efficient and clean fuel, with no greenhouse gas emissions.

In 2023, our Board of Directors approved the strategic guidelines for new businesses involving H2V, such as the priority of meeting the hydrogen production chain energy demand with clean and renewable energy, evaluating opportunities for its production and establishing strategic partnerships with potential customers and suppliers.

We currently have an H2V production plant at the Itumbiara hydroelectric plant (2 thousand MW), on the border between Minas Gerais (MG) and Goiás (GO), which uses solar and water energy to guarantee 24-hour operation of the electrolyzer. The plant was the first of its kind to come into operation in Brazil, in 2021, and have exceeded 3 tons of renewable hydrogen produced.

In 2023, we received the 1st Green Hydrogen certification in Brazil, issued by the Chamber of Electric Energy Commercialization, certifying

that hydrogen is produced from renewable sources.

In March 2024, we announced to the market a partnership with the company Paul Wurth Brasil, for collaboration in the production and use of renewable hydrogen (H2R) in industrial processes. The agreement deals with the construction and operation of a 10 MW plant for the production of H2V, aiming to supply fuel for a steel plant. The studies for the installation are expected to be completed within less than a year.

Support for the energy transition

At Eletrobras, we are aware of our potential to contribute to the energy transition on the planet. With this objective in mind, we continually invest in R&D+I projects focused on making energy consumption throughout society more sustainable, with actions ranging from the development of new generation technologies using renewable sources to electric mobility projects (find out our main innovation lines on page 85). [GRI EU8](#)

Some of the projects carried out during the year are presented below:

» **Photovoltaic Container - Waimiri Atroari:**

Pilot project with the objective of implementing a modular photovoltaic generation system, with battery energy storage, local control system and web-based remote monitoring, in the Waimiri Atroari indigenous community. Before installing the container in the selected community, the system underwent a series of tests carried out by the Smart Grids Laboratory.

» **Low-wind generator:** aims to evaluate the applicability of a new wind energy generation platform, using new manufacturing technologies to take advantage of regions with medium- and low-intensity winds.

» **Energy Storage, Floating Photovoltaic and Wind Generation:** studies the synergy between hydroelectric and solar sources, with seasonal and intermittent energy storage in battery systems.

» **Energy generation from swine manure**

biogas: Anel R&D project, which evaluated the development of a gas pipeline to transport biogas. With a R\$6.6 million investment, it envisages the implementation of an 11-kilometer gas pipeline for piped biogas, a 480 kVA mini thermoelectric plant, a substation for connection to the local concessionaire's primary distribution network and 11 biodigesters with different technologies. The project served as the basis for the Santa Catarina Biogas Law.

» **Intelligent system with wind turbine integrated with solar, storage and hydraulic energy sources, as a development platform aimed at continuous improvements in the electrical**

energy generation process: development of an intelligent hybrid generation system for R&D, with controls capable of stable and improved operation and maintenance, including real-time simulators for performance optimization and qualified production capacity and temporal prediction of the system on a scale of hours, days and months.

» Environmental Management

» **Climate Change**

» Water and Effluent Management

» Biodiversity and Ecosystem Services

Amazon Decarbonization

The Amazon region presents a series of challenges for energy transmission and distribution, with more than 200 Isolated Systems, i.e., not connected to the National Grid. The energy demand in these regions is mainly supplied by diesel-fired thermal sources, which are highly polluting and GHG emitters.

Aware of this problem, we are committed to the Amazon decarbonization, engaging to reduce the emissions and cost of generating local Isolated Systems.

» Environmental Management

» **Climate Change**

» Water and Effluent Management

» Biodiversity and Ecosystem Services

The company's capitalization in 2022 involved the legal commitment to allocate R\$295 million every year, over 10 years, to the Legal Pro-Amazon Fund. The resources are intended for the region decarbonization, seeking to reduce generation costs and interconnect remote regions. The Fund also includes resources for the navigability of the Madeira and Tocantins rivers (learn more on page 154).

In 2023, we entered into an agreement with Cepel and Enertech, a developer and investor in clean energy supported by the government of Kuwait, to implement decarbonization solutions in the Amazon.

In its first stage, the project consists of the implementation of a modular container, which

incorporates solar panels for energy generation and battery storage, in the Waimiri Atroari indigenous community, isolated in the Amazon region (learn more on page 142). Access to electricity in the community will contribute to improving the quality of life there, enabling the expansion of productive, cultural and educational activities, in addition to showing new paths for the expansion of renewable energy in the country.

The project is aligned with the energy compact “Decarbonization of the electrical matrix of isolated systems in the Amazon, replacing diesel generation with clean, renewable and affordable energy”, signed with the UN between Eletrobras and the National Bank for Economic and Social Development (BNDES).

The commitments made in the energy compact are valid until 2030 and include studies covering all relevant aspects for replacing diesel with clean and affordable energy, the creation of mechanisms to promote pilot projects and cooperation between institutions, proposed legal and regulatory changes and a decarbonization plan to be implemented and monitored by 2030.



Climate risks and opportunities

The energy sector plays a crucial role both in the mitigation and adaptation to climate change. On the one hand, the transition to renewable and low-carbon energy sources provides a significant opportunity to reduce greenhouse gas emissions, thereby limiting global warming. Additionally, investments in energy efficiency and clean technologies can boost economic growth and create jobs. [GRI 201-2](#)

On the other hand, the electrical energy sector is one of the most sensitive to the impacts of climate change, especially in hydroelectric generation. Weather conditions directly affect plant flows, impacting their power generation capacity and compromising the supply of contracted volumes, which increases exposure to financial risks. Furthermore, the social impact of droughts and floods must be considered for the multiple uses of reservoirs, ranging from the supply of drinking water and irrigation, through navigation and leisure, to the generation of hydroelectric energy. [GRI 201-2](#)

Therefore, risks related to the topic are analyzed within the strategic scope of the business and are identified in our risk matrix (learn more on page 61) in the ESG category. They are evaluated from two perspectives: [GRI 201-2](#)

- » adaptation, related to the adoption of measures capable of reducing vulnerability and mitigating impacts on operations;
- » mitigation, related to emission management and the adoption of monitoring, reduction and compensation measures.

The risk of climate change involves both physical impacts, which affect operational capacity, and financial impacts, such as loss of revenue and market value. [GRI 201-2](#)

In this sense, hydrological risk is already considered critical for the Brazilian power sector. In a study developed to support the Ministry of the Environment in assessing the impact of climate change on critical infrastructures in the country, five hydroelectric plants (Santo Antônio, Tucuruí, Jirau, Teles Pires and Marabá) had their impacts estimated at R\$13,3 billion between 2011-2040. [GRI 201-2](#)

Our sales area annually calculates the potential financial impact of the topic, considering the reduction in the Physical Guarantee of our hydroelectric plants as a result of the effects of the GSF (Generation Scaling Factor, a hydrological risk adjustment factor which indicates the hydroelectric generation in relation to the physical guarantee) and the expected price of energy. The values

of this potential financial impact are in the magnitude of billions of reais.

[GRI 201-2](#)

With the purpose of improving our climate change-related physical risk assessment, in 2023, we carried out a study to assess the risk of meteorological drought occurring, in scenarios of climate change in the river basins where we operate hydroelectric plants. [GRI 201-2](#)

This study indicated potential impacts of climate change on plant flows, allowing the identification of priority assets to elaborate adaptation plans. These results will also support the calculation of possible financial impacts and guide the planning of new energy generation businesses, mainly hydroelectric ones. [GRI 201-2](#)



We follow the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to report our climate risks, their governance and mitigation actions. Information can be found in the [TCFD Booklet](#).

» Environmental Management

» [Climate Change](#)

» Water and Effluent Management

» Biodiversity and Ecosystem Services

Mitigation and adaptation to climate risks

The mitigation and adaptation measures already implemented or on implementation phase include: GRI 201-2

- » scenario analysis and vulnerability studies for hydroelectric plants and other types of projects;
- » calculating climate-related financial risks;
- » developing guidelines to define action plans to support the implementation of measures that reduce operations vulnerability to climate change;
- » factoring climate change variable in decision-making processes;
- » dissemination and training actions on climate-related topics;
- » development of the Carbon Footprint Study (learn more in the next box);
- » development of the Carbon Pricing Study (learn more in the next box);
- » factoring climate change variables in project selection;
- » compensation/offset of part of emissions and a study for compensation/offset of all emissions;
- » project to unfold the actions necessary to be net zero by 2030.



Studies on climate change impacts

“SOCIO-ENVIRONMENTAL VULNERABILITY TO CLIMATE CHANGE” PROJECT

Development of a methodology to determine the degree populations and ecosystems vulnerability to climate change in areas influenced by generation and transmission assets. Developed in partnership with Cepel.

CARBON FOOTPRINT STUDY

Its objective is to develop a carbon footprint assessment in our various types of projects, aiming to understand our impacts on the climate.

CARBON PRICING STUDY

It aims to analyze the potential impacts on Eletrobras resulting from the adoption of carbon pricing policies in the Brazilian market, in addition to developing a methodology to consider carbon prices in technical-economic studies of projects.



Find out in depth about these and other Eletrobras actions on the topic in the [Climate Change Supplementary Booklet](#).

Emissions GRI 3-3

For the second year, we published Eletrobras' Greenhouse Gas Emissions Inventory in the Public Emissions Register of the Brazilian GHG Protocol Program, receiving the gold seal. Emissions are calculated based on data reported in our management system, IGS.

The inventory follows the Intergovernmental Panel on Climate Change (IPCC) methodology and Greenhouse Gas Protocol – GHG Protocol guidelines (WRI, 2004), internationally recognized standards for accounting and reporting GHG emissions.

The 2023 inventory still includes emissions from the Candiota Plant, sold in 2023 with the aim of further cleaning up our matrix, the operational control of which is being transferred at early 2024. The effects of this sale on our emissions will only be reflected in the next Inventory.

In 2023, we emitted a total of 5,665,409 tCO₂e, an amount 0.45% higher than the previous year. Despite the low variation in relation to the total amount emitted and the slight increase in Scope 1 (1.04%) and Scope 3 (0.65%) emissions, Scope 2 emissions were 7.89% lower than in 2022.

» Environmental Management

» **Climate Change**

» Water and Effluent Management

» Biodiversity and Ecosystem Services

EMISSIONS GRI 305-1, 305-2, 305-3, 305-5

Scope	2021	2022	2023	Change 2022-2023 (%)
Scope 1 (tCO ₂ E)	5,942,678	3,958,097	3,999,341	1.04%
Scope 2 (tCO ₂ E)	948,208	313,886	289,121	-7.89%
Scope 3 (tCO ₂ E)	1,380,914	1,368,077	1,376,948	0.65%
Total (tCO₂E)	8,271,800	5,640,060	5,665,409	0.45%

GHG EMISSIONS INTENSITY GRI 305-4

Scopes 1, 2 and 3	2021	2022	2023
Per unit of net electricity produced (tCO ₂ /MWh)	0.089	0.052	0.056**
Per unit of net operating revenue (tCO ₂ /ROL)	0.239	0.166	0.152
Scope 1 and 2 ex-losses	2021	2022	2023
Per unit of net electricity produced (tCO ₂ /MWh)	0.064	0.036	0.039**
Per unit of net operating revenue (tCO ₂ /ROL)	0.172	0.116	0.108

NOX, SOX AND PARTICULATE EMISSIONS GRI 305-7

Emissions	2021	2022	2023
NOx (t/year)	12,825	22,457	19,365
SOx (t/year)	13,023	9,874	14,451
Particulate matter- MP (t/year)	764	442	739

*The Santa Cruz TPP did not produce commercial energy in 2023. Atmospheric emissions data was not included in the 2023 report.

**For comparability purposes, only corporate generation throughout 2023 was considered, equivalent to 101,797,800 MWh. These figures were corrected after publishing the 2023 Annual Report on April 29, 2024.



- » Environmental Management
- » [Climate Change](#)
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

EMISSION OF GASES REGULATED BY THE MONTREAL PROTOCOL (TONNES) GRI 305-6

	2021	2022	2023
R-22	0.200	1.940	0.803
HCFC 123	0.000	0.000	0.000
R-141b	0.000	0.210	0.001
HFC-134a	0.020	2.730	0.013
HFC-152a	0.000	0.000	0.001
Total	0.220	4.880	0.818

Energy Consumption

With the purpose of reducing emissions from operations and energy costs, we focus on the business energy efficiency. The topic is guided by [Eletrobras Group Energy Efficiency Policy](#).

» Environmental Management

» [Climate Change](#)

» Water and Effluent Management

» Biodiversity and Ecosystem Services

ENERGY CONSUMPTION WITHIN THE ORGANIZATION (GJ)* GRI 302-1

Fuel consumption - non-renewable sources (GJ)

Gasoline	28,912.44
Diesel	144,902.17
Kerosene	1,944.51
LPG	575.58
Natural gas for thermal generation	34,814,466.81
Mineral coal for thermal generation	20,443,843.37
Fuel oil	73,548.23
Total	55,508,216.24

Fuel consumption - renewable sources (GJ)

Vehicle ethanol	20,348.26
Biodiesel added to diesel	17,445.33
Total	37,793.59

Electricity consumed (GJ)

Electricity from the transformer	522,574.92
Electricity purchased from the National Interconnected System (SIN)	406,639.55
Electricity consumption in isolated systems	2,732.18
Electricity purchased from renewable sources in the Free Contracting Environment (ACL)	10,640.97
Total electricity self-consumption in the hydroelectric generation process	14,750,938.16
Total electricity self-consumption in the thermal generation process	1,099,437.74
Total electricity consumption	16,792,963.53

Total energy consumption (GJ)

Fossil fuel consumption	55,508,216.24
Renewable fuels consumption	37,793.59
Electricity consumption	16,792,963.53
Total	72,338,973.36

*The data reported in the 2022 Annual Report referred only to the holding company, and therefore they were not included in the table, as it does not allow for proper comparison with the consolidated data in 2023.

Water and Effluent Management GRI 3-3

We operate in the energy generation, transmission and commercialization sector, and our main source is hydroelectric power. Therefore, water is an essential natural resource for carrying out our activities.

Our hydroelectric plants are located in all Brazilian regions, with emphasis on the São Francisco, Tocantins, Paraná, Paraíba do Sul and Grande river basins, where the operations with the largest installed capacity are located. In the plants operation, there is no water consumption, since the entire volume used for generation is returned downstream the dams, with a quality similar to that of its capture. [GRI 303-1](#)

Throughout all phases of the projects, we interact with regulatory bodies, such as the National Water and Sanitation Agency (ANA), Aneel, ONS and the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama), complying with their determinations and guidelines. [GRI 303-1](#)

This happens from the planning phase of hydroelectric projects, in which hydrological studies define a multiple scenario for the use of water during the project concession period, which lasts around 35

years, considering the various possibilities of changes in the conditions of the hydrographic basin.

The results of these preliminary assessments are used to size the energy to be generated by the project. [GRI 303-1](#)

Aiming to reduce the environmental impact of operations, the Environmental Impact Studies of the projects consider minimum flows for the maintenance of environments, species and ecological processes downstream of the Hydroelectric Plants.

ANA and state bodies are responsible for granting rights to use water resources, which provide rules for companies to operate. Furthermore, we are committed to carrying out the monitoring programs requested in the environmental permits, such as limnological and water quality monitoring programs, and sending reports to the competent environmental agencies. [GRI 303-1](#)

To use water in the plants, we pay Financial Compensation for the Use of Water Resources (CFURH), in accordance with Law 7.990/1989. The

resources of this Compensation are managed by the Brazilian Electricity Regulatory Agency (Aneel) and benefit states, municipalities, the Union, in addition to the Ministry of Mining and Energy (MME), Ministry of Environment and Climate Change (MMA) and National Development, Scientific and Technological Funding (FNDCT). [GRI 303-1](#)

Throughout the project's concession period, we provide operational data from our plants to ANA and Ibama, for monitoring purposes. [GRI 303-1](#)

We also collaborate with the National Grid Operator (ONS), the body responsible for coordinating and controlling the operation of electrical energy generation and transmission facilities in the National Grid (SIN), aiming for the safety and continuity of electrical energy generation in the country. The SIN considers a risk curve that defines the minimum volume to be maintained in reservoirs in each Brazilian region.

In thermoelectric plants, in turn, the water used is captured directly from water bodies, treated and used in refrigeration processes, steam generation, ash wetting and cleaning of the industrial area and equipment. [GRI 303-3](#)

» Environmental Management

» Climate Change

» **Water and Effluent Management**

» Biodiversity and Ecosystem Services

- » Environmental Management
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The water used in the thermoelectric generation process is returned to the source water body in compliance with the standards defined in current environmental legislation, and we monitor its quality and temperature. [GRI 303-4](#)

Efficient and integrated water management is included in the guidelines of the [Environmental Policy](#) and the [Water Resources Policy](#), that guide the sustainable and rational use of water resources, considering their multiple uses in serving the electricity market.

This document is based on the provisions of Law No. 9.433/1997, which provides for the National Water Resources Policy, and is based on the concept that water is a public asset, a limited natural resource with economic value. [GRI 303-1](#)

Our Water Resources Policy has the following objectives: [GRI 303-1](#)

1. Guide the rational use of the resource, considering its multiple uses in serving the electricity market;

2. Contribute to the sustainable use of water resources in the development of our activities.

Therefore, our objective in water management is to guarantee its quality and availability, in order to mitigate any negative impacts that may be caused by our operations to the population located in the area directly influenced by our projects. [GRI 303-1](#)

Integrated water management seeks to maximize the use of water resources, minimizing waste and considering the entire cycle, from collection to disposal. [GRI 303-1](#)

In this sense, we are signatories to the Business Commitment to Water Security, launched by the Brazilian Business Council for Sustainable Development (CEBDS) during the World Water Forum in 2018. We renewed this commitment in 2023, adhering to five of the six proposed goals (learn more about the commitment [here](#)). [GRI 303-1](#)



Impact on water resources GRI 2-25, 3-3, 303-1

In all phases of our projects, we identify impacts caused to water resources in order to define mitigation and compensation measures. A list of possible impacts is presented below, which may vary depending on the region geography, the project type and size, and the actions taken:

POTENTIAL IMPACTS ON WATER RESOURCES		
Type of activity/project	Possible impacts	Examples of mitigation and compensation measures
Hydroelectric plants	Changes in hydrosedimentary dynamics	Hydro-sedimentological monitoring program
	Changes in rainfall patterns/Reduced downstream streamflow	Hydro-sedimentological monitoring program
	Changes in groundwater levels	Hydrogeological monitoring program / Program to monitor the water table and groundwater quality
	Conversion of river ecosystems from lotic to lentic	Water quality monitoring program/Ichthyofauna Program
	Changes in surface water quality	Water quality monitoring program
	Riverbank erosion downstream of the reservoir	Erosion monitoring/Rehabilitation of riparian vegetation
	Multiple reservoir uses	Reservoir Bank Environmental Conservation and Usage Plan (PACUERA)
Thermal power plants	Consumptive water use in the generation process	Water consumption and quality monitoring program
	Possibility of water contamination by waste/ oil leaks	Water quality monitoring program / Emergency Response Plan
	Varying temperature, turbidity and pH in discharged water	Water Quality and Effluent Monitoring Plan
Transmission lines	Consumptive water use in the transmission process/ Consumptive water use in current conversion	Water consumption and quality program / Adding chemicals to the cooling water to increase the number of cycles in the Converting Substation towers
Floating solar farms (on reservoirs)	Oil spills (equipment collapse)	Contingency Plan/Bunding

- » Environmental Management
- » Climate Change
- » **Water and Effluent Management**
- » Biodiversity and Ecosystem Services

Water Quality

Following current legislation, we manage water quality through periodic inspections of the projects' facilities and equipment, both in raw water and drinking water systems. The process results in the issuance of Technical Inspection Reports, which describe the results and propose improvement actions, and the elaboration of Effluent and Water Quality Monitoring Plans, which describe the environmental monitoring to be carried out in each unit of the company. GRI 303-1, 303-2

Consumed water resources and discharge effluents undergo laboratory analysis, in accordance with the National Environmental Council (Conama) resolutions 357/2005 and 430/2011, which establish the conditions and standards for effluent discharge. GRI 303-1, 303-2

Water quality in areas influenced by the projects is assessed through monitoring of physical-chemical and biological parameters established in the respective environmental permit processes, in line with current environmental legislation. GRI 303-1, 303-2

- » Environmental Management
- » Climate Change
- » **Water and Effluent Management**
- » Biodiversity and Ecosystem Services

Water withdrawal, consumption and discharge GRI 3-3

In 2023, a total of 625.1 million m³ of water were captured from surface sources for use in our hydroelectric plants, which were returned in the same state to the water bodies after passing through the plants' turbines. Other projects — thermoelectric plants, wind farms and transmission systems — captured 34.6 thousand m³. GRI 303-3

Administrative activities, in turn, captured 1,200 m³. Most of the water used in administrative activities is supplied by local water utilities. In other cases, we capture water from surface or underground sources and subject it to chlorination or conventional treatment at a Water Treatment Station (WTS). GRI 303-3

We consumed a total of 11.4 thousand m³ of water in 2023, and discarded 625.1 million m³ into the environment. GRI 303-4, 303-5

Following use and appropriate treatment, wastewater is discharged into water bodies or infiltrated into the soil. GRI 303-1

All water used and discharged in our business is classified as freshwater, and therefore, disposal complies with the parameters established by the National Environmental Council (Conama) in resolutions 357/2005 and 430/2011, which provide for a maximum concentration of 500 mg/L for total dissolved solids. GRI 303-2, 303-3

Water indicators, with the exception of turbine water, is monitored by the infrastructure, environment and sustainability areas, through the IGS System. GRI 303-3, 303-4, 303-5

Projects' Water Footprint

In partnership with Cepel, we carry out Life Cycle Analysis studies of our projects, focusing on their water footprint, i.e., the amount of water consumed in their operations. In 2023, the calculation of the water footprint of natural gas thermoelectric source was completed, using the Santa Cruz Thermal Power Plant as a case study. The water footprint of the wind source is also being calculated, using the Casa Nova A wind farm as a case study.

WATER CONSUMPTION (THOUSANDS OF M³)* GRI 303-3, 303-4, 303-5

	2022	2023
Administrative activities	1,215.04	1,196.44
Surface water	581.45	593.67
Groundwater	296.30	345.63
Utility water	275.15	257.15
No water meter available (estimated consumption)	62.14	210.03
Thermal power	61,950.20	34,563.18
Surface water	61,686.25	34,166.65
Groundwater	263.94	396.53
Wind generation	0.18	0.54
Groundwater	0.18	0.54
Hydropower	679,514,292.87	625,135,385.32
Surface water	679,514,292.87	625,135,385.32
Transmission system	307.58	0.0
Surface water	307.58	0.0
Other uses	2,521.57	2,523.48
Water withdrawal for use in fish farms	2,521.57	2,521.57
Water withdrawal from rainfall	-	1.91
Total water withdrawal	679,580,287.42	625,173,877.08
Total water discharge**	679,568,149.13	625,162,463.86
Total water consumed**	11,768.58	11,413.22
Turbined water (hydroelectric plants in water-stressed areas)***	3,001,899.74	2,476,478.83

* The data does not include Eletropar and SPEs. The values for water caught, discarded and consumed do not consider rainwater catchment. Although the GRI protocol uses Megaliters (ML) as the unit of measure, we have reported in thousands of m³ for consistency with the water volumes reported in previous years.

** Regarding water disposal, we account for the volume of turbined water flow through hydropower dams, the volume returned to rivers and oceans from the hydropower dams and the water volume used in aquaculture and protected areas, in addition to 80% of the volume of water captured for administrative activities, following the consumption coefficient stipulated by the National Water and Sanitation Agency (ANA).

*** The plants that are located on rivers classified as water stress are PCH Curemas, UHE Pedra and UHE Batalha. With the exception of turbine water, there is no water withdrawal in water-stressed areas.

River basins

Given the high potential hydroelectric plants have to impact water resources in a region, we recognize our important role in the shared management of the river basins where the projects are located.

In this sense, we seek to participate in local River Basin Committees, in which representatives of the river basin community discuss and deliberate on the management of water resources, sharing management responsibilities with public authorities. We currently participate in the São Francisco River, Rio de Contas and Parnaíba River Basin Committees. We also participate in State Water Resources Committees and Councils, seeking to act to promote water conservation and rational use. GRI 303-1

In addition, we allocate resources for the maintenance of Regional Funds aimed at developing programs to revitalize water resources in the hydrographic basins of the São Francisco and Parnaíba rivers and the areas of influence of the Furnas hydroelectric plants, as well as the navigability of the Madeira and Tocantins rivers. These contributions are part of the obligations arising

from our capitalization process and began in 2023, with an expected duration of 10 years. GRI 303-1

In São Francisco and Parnaíba river basins and in the areas influenced by the Furnas reservoir, the water resource revitalization agenda must favor the preservation, conservation and recovery of priority areas where water resources are in a vulnerable situation. The projects are expected to have a positive impact on the region, with increased recharge of tributary flows and operational flexibility of hydroelectric plant reservoirs. GRI 303-1

Part of our commitment is the annual contribution of R\$350 million for the revitalization of São Francisco and Parnaíba, and R\$230 million for the Furnas reservoir area.

The project aimed at the Madeira and Tocantins rivers is part of the Legal Pro-Amazon Fund and aims to improve the navigability of water bodies, while supporting the generation of clean energy in the region (learn more on page 143).



Preservation of water resources

“Nascentes” (Springs) Project

Since 2021, in a partnership with the company Ingá Engenharia, we have developed the “Nascentes” (Springs) Project, which aims to research and implement innovative methodologies for the recovery and protection of springs and degraded areas in the region of aquifers contributing to the reservoirs of Furnas and Mascarenhas de Moraes hydroelectric plants. It is worthy highlighting the use of Artificial Intelligence (AI) tools to process data.

Since the beginning of the project, more than 200 springs and approximately 160 hectares have been recovered in 37 municipalities in the state of Minas Gerais, mainly through the planting of conventional native species and those of economic interest.

In 2023, education and training activities were carried out on the sustainable use of species of economic interest used in the project. The actions benefited more than 500 people, including students, teachers, members of civil society and representatives of public authorities.

As part of the project, the “Regenerascentes” mobile application was developed, with the aim of assisting and guiding rural producers and owners of degraded areas in the recovery of springs and banks of water bodies.



Professionals plant seedlings at the headquarters of Eletrobras CGT Eletrosul - Photo: Jessica Antunes

IARA (Environmental Intervention for Water Recovery) Project

The project aims to plant native seedlings from the Atlantic Forest in degraded areas, with a focus on water flow maintenance and ecological enrichment of four springs of the Piraquara River, located in Pedra Branca State Park, in Rio de Janeiro.

Created by volunteers from Eletrobras companies, the initiative aims to clean and restore rivers, streams and lakes near Furnas operating units, with the involvement of communities and municipal schools in environmental education actions. The name was chosen based on Brazilian folklore, as Iara is an indigenous woman who became a mermaid and is considered the “Guardian of the Waters”.

» Environmental Management

» Climate Change

» **Water and Effluent Management**

» Biodiversity and Ecosystem Services

Biodiversity and Ecosystem Services GRI 3-3

» Environmental Management

» Climate Change

» Water and Effluent Management

» **Biodiversity and Ecosystem Services**

The company's generation and transmission activities take place in terrestrial and aquatic ecosystems located in the main Brazilian biomes, including the Atlantic Forest, Caatinga, Cerrado and Amazon Forest. When operating in ecologically relevant areas, we are aware of our responsibility for the conservation of biodiversity and ecosystem services.

Therefore, we seek to enhance biodiversity conservation and recovery actions, with a focus on generating a positive impact in the regions where our operations are located, whether in their planning, construction or operation. The topic is guided by the Eletrobras Group [Environmental Policy](#), which provides biodiversity-specific guidelines, with the purpose of factoring the topic in our decision-making processes. [GRI 304-2](#)

We are signatories to the [Brazilian Business Commitment to Biodiversity](#), launched by the Brazilian Business Council for Sustainable Development (CEBDS).

The initiative underscores the importance of biodiversity and ecosystem services for businesses, in line with national and global strategic agendas on the topic.

Eletrobras has also signed up to Business for Nature's Call to Action, which brings together more than 1,400 companies from around the world in support of collective action to reverse natural resources loss by 2030.

In order to improve our management of the topic, in 2023 we created a Biodiversity and Climate Strategy Management, which reports to the Sustainability Department, aiming to enhance conservation actions that contribute to reducing biodiversity loss and the impacts of climate change on the planet.

We also have a Biodiversity Working Group, which has the role of promoting debates, carrying out studies and proposing strategies to improve management of the topic.

To leverage our management of the topic, we joined the CEBDS Action for Nature Platform. The initiative was created in partnership with the World Business Council for Sustainable Development (WBCSD) and the Taskforce on Nature-Related Financial Disclosure (TNFD), with the aim of helping companies identify and manage their impacts and dependencies, accelerating business solutions that preserve nature.

In this sense, we are participating in the pilot project of the Brazilian Business Council for Sustainable Development (CEBDS) to apply the first stage of the TNFD methodology, and we intend to fully implement the recommendations by 2025.

Amazon Impact Movement

We are ambassadors of the Amazon Impact Movement, a UN initiative that aims to guarantee the forest preservation. The movement's objective is to accelerate the 2030 Agenda, uniting various civil society actors in search of the transition to a green economy in the region.

By becoming ambassadors of the initiative, we will act to move the Brazilian business sector towards fighting deforestation in the Amazon, as well as encouraging the bioeconomy and sustainable development of indigenous peoples.

The movement was launched in September 2023, at the UN headquarters, during the Sustainable Development Goals (SDGs) in Brazil event, sponsored by Eletrobras.

» Environmental Management

» Climate Change

» Water and Effluent Management

» Biodiversity and Ecosystem Services

Caverias river (SC) landscape - Eletrobras File

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

Environmental impacts

Throughout the planning stage of our projects, we carry out environmental impact studies to identify and evaluate how their construction and operation can impact local biodiversity. For each negative impact identified, we propose mitigation and compensation actions, which are subject to evaluation by the institutions responsible for permitting. GRI 304-2

During the projects' operation, monitoring may indicate the need to review actions and new investments.

On the next page, we present a list of possible impacts and the actions taken:

IMPACTS ON BIODIVERSITY GRI 2-25, 304-2

Type of operation	Direct impacts	Duration	Reversibility	Indirect impacts	Duration	Reversibility	Actions/programs to avoid, reduce and/or offset impacts
Hydroelectric, wind and solar power plants, and transmission lines	Loss of vegetation cover	Permanent in the plant implementation area	Irreversible in the plant implementation area	Forest fragmentation	Permanent	Irreversible	Disturbed Land Rehabilitation Program, germplasm banks, forest rehabilitation in an area adjacent to the plant.
				Loss of terrestrial habitats	Permanent	Irreversible	Monitoring and rehabilitation actions
				Loss of flora and fauna diversity	Permanent	Irreversible	Programs to monitor and handle flora and fauna
				Reduction of land wildlife populations	Temporary	Reversible	Reproduction and replenishment actions
	Changes in ecosystems/habitats	Permanent	Irreversible	Loss of flora and fauna diversity	Permanent	Irreversible	Support for creating and/or maintaining protected areas, programs to monitor and handle flora and fauna, programs for threatened species protection
Hydroelectric plants	Conversion of river ecosystems from lotic to lentic	Permanent in the reservoir area	Irreversible in the reservoir area	Changes in water quality	Temporary	Reversible	Water quality monitoring program
				Loss of aquatic habitats	Permanent	Irreversible	Monitoring and rehabilitation initiatives
				Macrophyte proliferation	Temporary	Reversible	Water quality improvement, monitoring and removing macrophytes
				Loss and/or substitution of aquatic species	Permanent	Irreversible	Programs to monitor and handle aquatic fauna
				Reduction of aquatic fauna	Temporary	Reversible	Reproduction and replenishment actions
Hydroelectric plants	Interference in the migratory routes of ichthyofauna	Permanent	Irreversible	Isolation of fish populations	Temporary with the adoption of handling measures	Reversible with the adoption of handling measures	Monitoring of ichthyofauna, fish transposition mechanism, ichthyofauna handling actions
				Loss and/or alteration of ichthyofauna species	Permanent	Irreversible	Monitoring of ichthyofauna, fish transposition mechanism, ichthyofauna handling actions
Transmission lines, wind farms	Occurrence of bird and bat collisions	Permanent	Reversible	Occurrence of bird and bat deaths	Temporary	Reversible	Implementation of plants outside the migratory route area, Installation of signaling equipment to avoid collisions

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » Biodiversity and Ecosystem Services

Protected and restored areas GRI 3-3

Support for implementing and maintaining Conservation Units is provided for in Brazilian law as a way of compensating, within the scope of environmental licensing, for the impacts of implementing projects on biodiversity. GRI 2-25, 304-3

We also support protected areas on a voluntary basis, in accordance with our sustainability strategy.

We therefore maintain support for Conservation Units of various types, such as Permanent Preservation Areas (APP), State Parks, Biological Reserves and Ecological Stations, located in the main Brazilian biomes (Cerrado, Atlantic Forest, Amazon, Caatinga and Pampa). 304-3

In 2023, we had habitat protection and restoration projects in 16 areas around the national territory, totaling 2.1 million hectares under preservation by the company and partners.

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » **Biodiversity and Ecosystem Services**



PROTECTED AND RESTORED AREAS GRI 304-3

Protected or restored habitat	Area (ha)	Location	Area status	Standards, Methodology and Assumptions	Partnerships
Aguapeí State Park (forest restoration)	99.58	Municipalities of Castilho, Nova Independência, Guaraçaí, São João do Pau D'Alho, Monte Castelo, Junqueirópolis, in the state of São Paulo	In 2023, planting in this area was completed, in addition to an additional planting of 1.15 ha. Throughout the year, 101,736 seedlings of native species were planted.	The methodology used is compliant with SMA Resolution 32/2014 and CBRN Directive 01/2015. The methodology establishes the minimum number of forest species to be used and the parameters to be met over time to demonstrate successful reforestation.	The Socio-Environmental Notice included completely voluntary projects that promote, through partnerships, environmental education activities, seed collection and reforestation, among them the project "Restaura-Ação: Ensuring ecosystem services", the project "Environmental education, sustainability and social inclusion in the production of forest species seedlings" and the project "Research combined with practice: subsidies for inclusive ecological restoration adapted to climate change".
Permanent Preservation Areas (APP) intercepted by the 230 kV Jardim-Penedo Transmission Line (forest restoration)	12.68	States of Sergipe and Alagoas	Currently, the entire area planned for recovery has been planted with seedlings of native species from the Atlantic Forest Biome. The program is now in the maintenance phase, during which 1,298 seedlings of native species were replanted.	The program began in March 2020 and runs until March 2024. Native, pioneer and climax species were used, preferably representative of species common in the region's Atlantic Forest or those that best adapted to the conditions of the planting area.	The Project was designed by Eletrobras specialists in compliance with Environmental Licensing, conducted by IBAMA.
Continuous Program for the Recovery of Degraded Areas around the UHE Xingó Reservoir (recovery of degraded areas)	365.47		The program, which is in an advanced stage, already has 312.76 hectares of caatinga under recovery, and in 2023, 28,054 seedlings were replanted.	The degraded areas recovery programs and Permanent Preservation Areas around the UHE Xingó use rustication techniques, planting seedlings and protection of planted areas that have already been analyzed and approved by supervisory bodies.	
Permanent Preservation Areas (APP) on Xingó Reservoir banks	38.01		In 2023, restoration work began on 38.01 hectares in Permanent Preservation Areas on the banks of the Xingó Reservoir, with the planting of 57,301 seedlings of native caatinga species.		
Permanent Preservation Area of PCH Barra do Rio Chapéu (forest restoration)	27.5	Municipalities of Rio Fortuna and Braço do Norte, in the state of Santa Catarina	The Permanent Preservation Area is recovering naturally, but actions are planned to restore areas with little vegetation coverage.	Procedures include preparing studies, carrying out environmental programs and management associated with environmental permit. To carry out activities, the methodologies described in the Environmental Programs are followed. The Business Management Standards and Procedures relating to Environmental Management and Environmental Permit have been updated and are in force.	Partnership with the Environmental Police Support Group (GAPA) for monitoring and environmental protection of the directly influenced area. Palmito Project (learn more on page 165).
Permanent Preservation Area of PCH João Borges (forest restoration)	271.5	Municipalities of Lages and São José do Cerrito and Campo Belo do Sul, in the state of Santa Catarina			
Permanent Preservation Area of UHE São Domingos (forest restoration)	730.4	Municipalities of Água Clara and Ribas do Rio Pardo, in the state of Mato Grosso do Sul			
Permanent Preservation Area of UHE Passo São João (forest restoration)	1.769.40	Municipalities of São Luiz Gonzaga, Dezesseis de Novembro, Roque Gonzales, São Pedro do Butiá, Rolador, in the state of Rio Grande do Sul			

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » **Biodiversity and Ecosystem Services**

PROTECTED AND RESTORED AREAS

Protected or restored habitat	Area (ha)	Location	Area status	Standards, Methodology and Assumptions	Partnerships
Mosaic of Conservation Units (UC) of Tucuruí Lake (protection support)	664 thousand	Municipalities of Breu Branco, Goianésia do Pará, Itupiranga, Jacundá, Nova Ipixuna, Novo Repartimento and Tucuruí, in the state of Pará	All Full Protection Conservation Units are in a good state of conservation, with protection and management activities carried out by the management bodies of these units, whether federal (ICMbio) or state.	In compliance with legal requirements, we support conservation units in land demarcation activities, development of resident populations, protection and surveillance of areas and environmental education for local populations in their surroundings. To carry out the activities, we have signed partnership terms, such as Terms of Commitment or Technical Cooperation Agreements, with the institutions responsible for managing these areas.	Instituto de Desenvolvimento Florestal e Biodiversidade do Estado do Pará (IDEFLOR-Bio)
Samuel State Ecological Station (protection support)	71,060.7	Municipalities of Itapuã do Oeste and Candeias do Jamari, state of Rondônia	The Tucuruí Lake UC Mosaic, because it is made up of sustainable use conservation units, has a very occupied area, with a predominance of pasture and family farming. In this area, remnants of native forest are still present, however actions to protect and recover APP are necessary.		Rondônia Environmental Development Department (SEDAM)
Biological Reserve – REBIO Uatumã (protection support)	more than 900 thousand	Municipalities of Presidente Figueiredo, São Sebastião do Uatumã and Uruará, in the state of Amazonas			Instituto Chico Mendes de Conservação da Biodiversidade (ICMbio)
Parakanã Indigenous Land (protection support)	351,600	State of Pará	All Indigenous Lands are in a good state of conservation, with protection and management activities carried out by the management bodies of these units.	Eletronorte supports environmental protection actions in Indigenous Lands that have suffered interference from its projects. These actions are part of broader programs.	Actions carried out in partnership with Funai and indigenous communities
Waimiri Atroari Indigenous Land (protection support)	2,585,910	States of Amazonas and Rondônia			
São Marcos Indigenous Land (protection support)	654,110	State of Roraima			
Krikati Indigenous Land (protection support)	144,775	State of Maranhão			
Trocará Indigenous Land (protection support)	21,722	State of Pará			
Surroundings of UHE Teles Pires	Preservation of 20 thousand ha Restoration of 2,962 ha	Jacareacanga (PA) and Paranaíta (MT)	To date, 1,333.3 hectares have been restored, distributed across 5 sections. These sections underwent an audit, and taking into account the development stages of the plantations, the result was positive, as approximately 75% of the area has been restored. Total of 1,230,854 seedlings planted.	No-till planting using the following methodologies: total planting, nucleation, enrichment and filling.	Restoration actions are carried out by outsourced companies and monitoring is carried out by the coordination of UHETP flora programs

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » **Biodiversity and Ecosystem Services**

Endangered species

All our projects that have some type of interaction with the local biome have biodiversity management plans for the areas where they are located, which support the recovery and conservation of threatened species. Furthermore, we have voluntary protection programs, in accordance with our sustainability strategy. GRI 304-4

THREATENED SPECIES* WITH PROTECTION PROGRAMS GRI 304-4

	IUCN List		ICMBio-MMA List	
	2022	2023	2022	2023
Critically Endangered	2	2	4	5
Endangered	4	4	5	6
Vulnerable	16	17	19	21
Near threatened	13	13	15	15
Least Concern	13	15	3	4
Insufficient data	-	-	1	1
Species not included in the agency's list**	20	23	21	22
Total	68	74	68	74

* We used the list and terminology of the IUCN (International Union for the Conservation of Nature and Natural Resources) and the Chico Mendes Institute for Biodiversity Conservation (ICMBio) - Ministry of the Environment (MMA) to characterize threatened species.

** The species cited by IUCN and ICMBio-MMA are different and some appear in only one of these lists.



Find out the complete list of threatened species in the [Supplementary Biodiversity Booklet](#).



- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » **Biodiversity and Ecosystem Services**



Ichthyofauna Monitoring Programs

The implementation of hydroelectric plants causes changes in aquatic environments, which in turn can cause impacts on fish communities. By knowing the structural and functional patterns of fish communities, we can evaluate environmental changes and adopt management measures that most contribute to conservation.

Therefore, we implemented a series of monitoring programs and conservation actions for fish fauna in the reservoirs of our hydroelectric plants. These initiatives include comprehensive studies before and after the construction of hydroelectric plants, aiming to assess the impact on the biology and ecology of native species.

At UHE São Domingos (MS), the ichthyofauna program is made up of four subprograms: Migratory Fish Transposition, Ichthyofauna Monitoring, Ichthyoplankton Monitoring and Genetic Monitoring. Since the beginning of the Migratory Fish Transposition subprogram, approximately 22 thousand individuals have been transposed.

At UHE Passo São João (RS), we have developed Community Monitoring, Ichthyoplankton Monitoring and Manual Transposition Programs. Approximately 23 thousand individuals have already been transposed.

For the reservoirs of the São Francisco River basin, we carry out the Ichthyofauna and Fisheries Biology Monitoring Program, which aims to monitor and evaluate the ichthyofauna, its reproductive and feeding biology, as well as populational dynamics, over time and geographic space.

In the North region, we monitored an area of over 3,717 km² of water bodies, sampling the various environments existing in reservoirs and river environments downstream Tucuruí (PA), Samuel (RO), Coaracy Nunes HPPs (AP) and Curuá-Una (PA) dams. At UHE Samuel, more than 17,819 specimens were analyzed and at UHE Tucuruí, 21,518 specimens were analyzed.

Environmental projects

With the aim of expanding the positive environmental impact of our operations, we develop and support biodiversity conservation projects across the country, according to the specificities of each area of activity. GRI 304-3, 304-4

Among the initiatives supported in 2023, we highlight:

- » **Study to map land use and occupation in Permanent Preservation Areas (APPs) and forested areas of Eletrobras:** seeks to carry out a diagnosis of APP areas and native and recovered forested areas, owned or managed by Eletrobras, aiming to develop action plans for environmental conservation and recovery.
- » **Uatumã Turtle Release Project:** seeks to return baby turtles to the wild, contributing to the species conservation and protection. The work is developed with the participation of the population of 30 riverside communities in the municipalities of São Sebastião do Uatumã, Uruará, Itapiranga and Silves (AM).

- » **Xingó Forest Nursery:** committed to producing 100 thousand seedlings of native caatinga species every year. One of the highlights is the research aimed at the large-scale reproduction of Turk's cap cactus (*Melocactus azureus*), some species of which are classified as threatened. In 2023, the project continued with a focus on the care and maintenance of Turk's cap cactus seedlings on completion phase, with 28 sow units.
- » **Center for Circular Bioeconomy of the Amazon and Territorial Management Strategy for the Conservation of Forest Areas (CBA):** located in Manaus (AM), it aims to develop local production chains, recover areas, restore agroforestry systems, promote carbon fixation research and implement public policies in the areas of the Santo Antônio Hydroelectric Plant, considering APPs, legal reserves and other properties.
- » **Forest Germplasm Program:** developed at UHE Tucuruí (PA), it aims to conserve forest seed collection areas and contribute with native seeds and seedlings to the reforestation of the region. The program promotes the restoration of degraded areas and increases afforestation and reforestation,

contributing to the maintenance of biodiversity, genetic resources and the mitigation of greenhouse gas emissions through carbon sequestration. In 2023, 1,116,457 seeds and 61,329 seedlings were donated, equivalent to the reforestation of an area of approximately 186 hectares in the Amazon biome.

- » **Palmito Project:** The Palmito Project is an urgent response to the gradual disappearance of the juçara palm tree in the Atlantic Forest. Considered a national symbol, the species is threatened with extinction due to the predatory extraction of palm hearts and the reduction in the preserved area of this biome.

The juçara palm tree provides habitat and food for a variety of species, including birds, mammals, insects and plants, helping to maintain the forest's food chain. Furthermore, they help to stabilize the soil and prevent erosion, and the tree's fruits and palm hearts are used as a source of food and income for indigenous and traditional communities.

» Environmental Management

» Climate Change

» Water and Effluent Management

» Biodiversity and Ecosystem Services

- » Environmental Management
- » Climate Change
- » Water and Effluent Management
- » **Biodiversity and Ecosystem Services**

- » Conducted by researchers from the SATC Technological Center (CTSatc), the Palmito Project envisages the production and planting of 10 thousand seedlings in regions where their absence was found, in the municipalities of Morro Grande, Nova Veneza and Siderópolis (SC). Additionally, the project includes raising awareness in surrounding communities.

Selected in the Socio-Environmental Projects Notice for Eletrobras Companies in 2021 (page 129), the project is financed by CGT Eletrosul.

- » **Amazonian Manatee Project:** Conducted in partnership with Associação Amigos do Peixe-boi, the objective is to release these animals into the wild. Currently, 48 Amazonian manatees (*Trichechus inunguis*) are kept in captivity at the facilities of the Center for Preservation and Research of Aquatic Mammals and Chelonians at UHE Balbina, and we carry out environmental education programs in riverside communities surrounding the release sites. For an one-year period, released animals will be monitored by radiotelemetry, to ensure their adaptation.



Find out about other environmental support projects in the [Biodiversity Complementary Booklet](#).

CHAPTER 6

Appendices

- » Assurance Report
- » GRI Content Index
- » Credits

Eletrobras CGT Eletrosul Headquarters - Photo: Hermínio Nunes

Assurance report

Centrais Elétricas Brasileiras S.A. - Eletrobras

Independent auditor's limited assurance report on non-financial information included in the Annual Report for 2023

To the Board of Directors and Stockholders Centrais Elétricas Brasileiras S.A. - Eletrobras Rio de Janeiro - RJ

Introduction

We have been engaged by Centrais Elétricas Brasileiras S.A. - Eletrobras ("Company" or "Eletrobras") to present our limited assurance report on the non-financial information included in the 2023 Annual Report of Centrais Elétricas Brasileiras S.A. - Eletrobras for the year ended December 31, 2023.

Our limited assurance does not cover prior-period information, or any other information disclosed together with the 2023 Annual Report, including any incorporated images, audio files or videos.

Responsibilities of the management of Centrais Elétricas Brasileiras S.A. - Eletrobras

The management of Centrais Elétricas Brasileiras S.A. - Eletrobras is responsible for:

- selecting or establishing adequate criteria for the preparation and presentation of the information included in the 2023 Annual Report;
- preparing the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI-Standards) and with the basis of preparation developed by the Company; and
- designing, implementing and maintaining internal control over the significant information for the preparation of the information included in the 2023 Annual Report, which is free from material misstatement, whether due to fraud or error.

Our independence and quality control

We comply with the independence and other ethical requirements of the Federal Accounting Council (CFC) in NBCs PG 100 and 200 and NBC PA 291, which are based on the principles of integrity, objectivity and professional competence, and which also consider the confidentiality and behavior of professionals.

We apply the Brazilian and international quality control standards established in NBC PA 01, issued by the CFC, and

thus maintain an appropriate quality control system that includes policies and procedures related to compliance with ethical requirements, professional standards, legal requirements and regulatory requirements.

Independent auditor's responsibility

Our responsibility is to express a conclusion on the non-financial information included in the 2023 Annual Report, based on our limited assurance engagement carried out in accordance with the Technical Communication CTO 01 - "Issuance of an Assurance Report related to Sustainability and Social Responsibility", issued by the Federal Accounting Council (CFC), based on the Brazilian standard NBC TO 3000 - "Assurance Engagements Other than Audit and Review", also issued by the CFC, which is equivalent to the international standard ISAE 3000 - "Assurance engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that the auditor complies with ethical requirements, independence requirements, and other responsibilities of these standards, including those regarding the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures on the compliance with ethical requirements, professional standards and relevant legal and regulatory requirements.

Moreover, the aforementioned standards require that the work be planned and performed to obtain limited assurance that the non-financial information included in the 2023 Annual Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with the Brazilian standard NBC TO 3000 and ISAE 3000 mainly consists of making inquiries of management of Centrais Elétricas Brasileiras S.A. and other professionals of Eletrobras involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information, taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead him to believe that the information disclosed in the Annual Report taken as a whole might present material misstatements.

The procedures selected are based on our understanding of the aspects related to the compilation, materiality, and presentation of the information included in the 2023 Annual Report, other circumstances of the engagement and our analysis of the activities and processes associated with the material information disclosed in the 2023 Annual Report in which material misstatements might exist.

The procedures comprised:

- a. planning the work, taking into consideration the materiality and the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the 2023 Annual Report;
- b. understanding the calculation methodology and the procedures adopted for the compilation of information and indicators through interviews with the managers responsible for the collection and consolidation of Eletrobras' data, as well as the managers responsible for the preparation of the information of the following subsidiaries, whose information was consolidated in the 2023 Annual Report: Companhia Hidro Elétrica do São Francisco - Eletrobras Chesf; Furnas Centrais Elétricas S.A. - Eletrobras Furnas; Companhia de Geração e Transmissão de Energia Elétrica do Sul do Brasil - Eletrobras CGT Eletrosul; Centrais Elétricas do Norte do Brasil S.A. - Eletrobras Eletronorte; and Eletrobras Participações S.A. - Eletropar;
- c. applying analytical procedures to quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the 2023 Annual Report;

- d. when non-financial data relate to financial indicators, comparing these indicators with the audited financial statements; and
- e. the limited assurance engagement also included the analysis of the compliance with the guidelines and criteria of the Global Reporting Initiative (GRI-Standards), and the provisions established in the basis of preparation developed by the Company.

Our procedures did not include assessing the adequacy of the design or operating effectiveness of the controls, testing the data on which the estimates are based or separately developing our own estimate to compare with Eletrobras' estimate.

We believe that the evidence we obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures applied in a limited assurance engagement vary in nature and timing, and are less detailed than those applied in a reasonable assurance. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the level that would be obtained in a reasonable assurance engagement. Had we performed a reasonable assurance engagement, we might have identified other

matters and possible misstatements in the information included in the 2023 Annual Report. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate and estimate these data. Qualitative interpretations of the materiality, relevance, and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we did not consider in our engagement the data reported for prior periods, nor future projections and goals, including results of goals established by Eletrobras' Business and Management Master Plan (PDNG) and Business and Management Plan (PNG) attached to the 2023 Annual Report.

The contents included in the scope of this assurance engagement are presented in the basis of preparation of the 2023 Annual Report.

The preparation and presentation of non-financial information and indicators followed the definitions of the basis of preparation developed by the Company and the guidelines of the Global Reporting Initiative (GRI-Standards), therefore, the information included in the 2023 Annual Report does not aim to provide assurance with regard to the compliance with social, economic, environmental or engineering laws and regulations. Those standards establish, however, the presentation

and disclosure of any non-compliance with such regulations when significant sanctions or fines occur. Our assurance report should be read and understood in this context, inherent to the criteria selected and previously mentioned in this paragraph.

The absence of a significant set of established practices on which to base the evaluation and measurement of non-financial information allows for different but acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

Emphasis of matter

On April 29, 2024, we issued a limited assurance report on the non-financial information included in the Annual Report 2023 of Centrais Elétricas Brasileiras S.A. - Eletrobras (Annual Report 2023) for the year ended December 31, 2023, which is now being reissued. This report changes and supersedes the report previously issued to reflect the need to adjust the calculation of the intensity of greenhouse gas (GHG) emissions related to the indicators "Intensity of GHG emissions – Intensity of emissions (scopes 1, 2 and 3) – By net energy produced (tCO₂/MWh)" and "GHG emissions intensity – Emissions intensity (scopes 1 and 2 without losses) – By net energy produced (tCO₂/MWh)" for 2023, listed on page 146 of the Annual Report 2023 and in the "Climate Change (304-5)" of the Indicator Booklet 2023. The data presented in these indicators published on April 29, 2024 considered in the denominator "quantity of net

energy produced in MWh", the net energy generated in own projects and by SPEs. The adjusted information considers the net energy generated in own projects and disregards the net energy generated by SPEs. Our conclusion is not qualified in respect of this matter.

Conclusion

Based on the procedures performed, described herein, and on the evidence obtained, no matter has come to our attention that causes us to believe that the non-financial information included in the 2023 Annual Report of Centrais Elétricas Brasileiras S.A. - Eletrobras has not been compiled, in all material respects, in accordance with the criteria and guidelines established by the basis of preparation and the guidelines of the Global Reporting Initiative (GRI-Standards).

São Paulo, May 21, 2024

**PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5**

**Eliane Kihara
Contadora CRC 1SP212496/O-5**

GRI Content Index

GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
GENERAL DISCLOSURES				
THE ORGANIZATION AND ITS REPORTING PRACTICES				
GRI 2: General Disclosures 2021	2-1 • Organizational details	Pages 20 and 23 . Headquarters location: Av. Graça Aranha, 26 - Centro, Rio de Janeiro / RJ Zip Cep: 20030-000		
	2-2 • Entities included in the organization’s sustainability reporting	Pages 4 and 23. There are no differences between the list of entities included in our financial report and the list included in our sustainability report. Changes in indicator limits are signaled in the Basis of Preparation .		
	2-3 • Reporting period, frequency and contact point	Pages 4 and 5. The previous annual report was published in April 2023. Financial statements are published in an annual basis.		
	2-4 • Restatements of information	Pages 70, 96 and 103. Any changes to the calculation methodology and indicator limits are detailed in the Basis of Preparation .		
	2-5 • External assurance	Page 5. The Eletrobras Annual Report is assured in accordance with the Executive Board and Board of Directors guidance. There is no formal assurance policy.		
ACTIVITIES AND WORKERS				
GRI 2: General Disclosures 2021	2-6 • Activities, value chain and other business relationships	Pages 20, 23, 24, 87 and 88.		
	2-7 • Employees	Pages 90, 91, 92 and 93. The data was collected through SAP reports, based on the date of 31/Dec/2023.		8, 10
	2-8 • Workers who are not employees	Pages 90 and 92. The data was collected through SAP reports, based on the date of 31/Dec/2023. There were no significant fluctuations in the number of service providers.		
GOVERNANCE				
GRI 2: General Disclosures 2021	2-9 • Governance structure and composition	Pages 41, 42, 44, 45, 104 and 106. Other relevant commitments and roles of governance members can be found on the Board and Council page of our IR website. There is no representation of stakeholders on the Board of Directors.	c.VII. The composition of the highest governance body by competencies relevant to the organization’s impacts is not available. We estimate this disclosure will be fully met within two years.	5, 16
	2-10 • Nomination and selection of the highest governance body	Pages 42, 43 and 44.		5, 16
	2-11 • Chair of the highest governance body	The Chairman of Eletrobras Board of Directors does not hold an executive role in the company.		16
	2-12 • Role of the highest governance body in overseeing the management of impacts	Pages 32, 43, 44, 61 and 134.		16

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
GRI 2: General Disclosures 2021	2-13 • Delegation of responsibility for managing impacts	Pages 32 and 44. Critical issues are brought to the Board whenever necessary.		
	2-14 • Role of the highest governance body in sustainability reporting	Page 5.		
	2-15 • Conflicts of interests	Page 56.		16
	2-16 • Communication of critical concerns	Page 57.		
	2-17 • Collective knowledge of the highest governance body	Page 46.		
	2-18 • Performance evaluation of the highest governance body	Page 46.		
	2-19 • Remuneration policies	Page 47.		
	2-20 • Process to determine remuneration	Page 47. Because they are linked to the company's strategic plan, the compensation structure takes into account the perspective of its stakeholders, including shareholders.		
2-21 • Annual total compensation ratio	Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual): 4.95 Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual): 1.1 The calculation was carried out based on the sum of payments for each enrollment per month (from January to December 2023).			
STRATEGY, POLICIES AND PRACTICES				
GRI 2: General Disclosures 2021	2-22 • Statement on sustainable development strategy	Page 6.		16
	2-23 • Policy commitments	Pages 22, 33, 37, 48, 49, 50, 87, 88, 115. The Code of Conduct establishes that the company must act in accordance with the principles of prevention and precaution.		16
	2-24 • Embedding policy commitments	Pages 49, 50, 86, 88, 108, 115.		
	2-25 • Processes to remediate negative impacts	Pages 33, 58, 59, 61, 115, 119, 129, 134, 134, 135, 151, 159 and 160. No stakeholders were involved in improving grievance channels		
	2-26 • Mechanisms for seeking advice and raising concerns	Pages 57, 58 and 59.		

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
GRI 2: General Disclosures 2021	2-27 • Compliance with laws and regulations	<p>9 cases were identified in which significant fines were incurred against Eletrobras companies- in other words, fines in excess of R\$100,000 during the reporting period. No cases were identified in which non-monetary sanctions were applied.</p> <p>Four fines were paid during the reporting period:</p> <ul style="list-style-type: none"> • A fine was imposed on Chesf, the amount paid was R\$12,969,872.92; • Eletronorte received two fines, with amounts paid of R\$3,009,771.82 and R\$1,405,825.29; and • A fine was imposed on Furnas, with an amount paid of R\$ 26,682,976.26 <p>Eletrapar paid 2 fines in the current reporting period, totaling R\$40,500.00. In this case, all incidents received by the company were recorded.</p> <p>We also identified 9 cases of significant fines imposed on Eletrobras companies, which were paid during the reporting period, but referred to occurrences from previous years:</p> <ul style="list-style-type: none"> • Two paid fines to CGT Eletrosul, the values of which were R\$181,129,251 and R\$ 7,716,681 • Chesf paid two fines, with amounts of R\$20,500,391 and R\$272,252 • Two fines paid by Eletronorte, with amounts of R\$28,776,375 and R\$202,387 and • Furnas paid three fines, the amounts paid were R\$4,684,150, R\$146,325 and R\$132,830. <p>We have adopted the value of R\$100,000.00 as a reference for reporting fines.</p>		
	2-28 • Membership associations	Page 64.		
STAKEHOLDER ENGAGEMENT				
GRI 2: General Disclosures 2021	2-29 • Approach to stakeholder engagement	Page 13.		
	2-30 • Collective bargaining agreements	All employees are covered by collective bargaining agreements.		8
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 • Process to determine material topics	Page 8.		
	3-2 • List of material topics	Pages 9, 10, 62 and 78.		
ETHICS, INTEGRITY & COMPLIANCE				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 48, 51, 52 and 54.		
GRI 205: Anti- corruption 2016	205-1 • Operations assessed for risks related to corruption	Pages 54 and 55.		16
	205-2 • Communication and training about anti-corruption policies and procedures	Pages 52 and 53.		16
	205-3 • Confirmed incidents of corruption and actions taken	No confirmed cases of corruption were reported in 2023.		16

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
GRI 415: Public policies	415-1 • Political contributions	Following Brazilian legislation, Eletrobras Group does not support or make contributions to campaigns or political parties of candidates for elected office, nor do they allow professionals to do so on behalf of the company. This requirement is established in Eletrobras Code of Conduct, Eletrobras Group Anti-Corruption Policy, in addition to complying with Brazilian legislation.		
GOVERNMENT RELATIONS AND ADVOCACY				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 62.	t is. ii, iii, iv. Information about goals, indicators, effectiveness and learnings are not available. We estimate this disclosure will be fully met within two years.	
INNOVATION AND TECNOLOGY				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 80, 82 and 83.		
GRI 203: Indirect economic impacts 2016	203-2 • Significant indirect economic impacts	Due to the nature of the business, our operations effectively contribute to social transformation, through economic progress and the well-being of society. Positive aspects include the provision of electricity services, which induces economic and social development, generating jobs and income, education, health, safety and quality of life for populations, as there is an increase in tax collection by governments. There is also the payment of Financial Compensation for the Use of Water Resources (CFURH), of great importance for the States, Municipalities and bodies of the Direct Union Administration, which is connected to the National Water Resources Policy and the Science, Technology and Innovation agendas, given that part of the resource is made available to the National Scientific and Technological Development Fund. Negative aspects include change in land use, with interference in historical, cultural and archaeological heritage and land pressure with risks to biodiversity. All these aspects are managed with the support of programs developed in the projects' construction and operation phases, including social communication and environmental education actions. Public hearings are held with the involvement of all interested parties, including traditional populations living in the vicinity of the projects.		1, 3, 8
GRI 418: Customer privacy 2016	418-1 • Substantiated complaints regarding breach of privacy and loss of customer data	As reported on page 86, a leak, theft or loss of data was identified. No complaints regarding privacy violations received by regulatory agencies were identified.		16
Sector supplement - Research and Development	EU8 • Research and development activity and expenditures aimed at providing reliable electrical energy and promoting sustainable development	Pages 80, 82 and 142. With the purpose of developing innovation projects and programs, we have 20 employees dedicated exclusively to Research, Development and Innovation activities. Another 226 are partially dedicated to the topic. In order to support team development, 490 employees received training on Innovation. As a result, we had three patents registered with the INPI throughout 2023. Also, we filed another nine applications for the body's evaluation. Throughout the year we received no fines related to Research, Development and Innovation.		7, 9, 17

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
WORKER HEALTH, SAFETY AND WELL-BEING				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 108 and 114.		
	403-1 • Occupational health and safety management system	Page 108.		8
	403-2 • Hazard identification, risk assessment, and incident investigation	Pages 108, 110 and 113.	b, c. No specific information is available on protection against reprisals, although internal regulations provide for the interruption of activities if employees perceive the existence of adverse conditions or immediate risk.	3, 8
	403-3 • Occupational health services	Pages 108, 111 and 113.		3, 8
	403-4 • Worker participation, consultation, and communication on occupational health and safety	Pages 111 and 113. In line with regulatory standard No. 05, CIPA aims to monitor the process of hazard identification, risk assessment and prevention measures implemented by the company. It meets monthly and decisions are made, preferably, by consensus among representatives.		8, 16
	403-5 • Worker training on occupational health and safety	Pages 110 and 113.		8
	403-6 • Promotion of worker health	Pages 111 and 112.		3
	403-7 • Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 108 and 110.		8
	403-9 • Work-related injuries	Page 114. The number of hours worked per month, as reported in transaction zhr584, is calculated as the number of employees in the month multiplied by a standard workload of 167 hours. (MHW = Headcount x 167). Based on RMPs, risk analyses and occurrences recorded in 2023, the main hazards are associated with mobile vehicles and equipment, electricity and working at heights. By analyzing these incidents, we identify, implement and continue to develop measures to minimize these risks, including: establishment of a Commitments for Life policy, systematization of risk assessment and OHS tools, recognition program, comprehensive health programs, creation and unification of security processes, among others.	b, f. The Eletrobras Group database does not include indicators of accidents involving outsourced workers. We estimate this disclosure will be fully met within two years.	3, 8, 16
Sector Supplement - Employment	EU16 • Policies and requirements regarding health and safety of employees and employees of contractors and subcontractors	Pages 110 and 113.		8

» Assurance Report

» [GRI Content Index](#)

» Credits

GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
ATTRACTING, DEVELOPING AND RETAINING EMPLOYEES				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Page 93 and 94.		
GRI 401: Employment 2016	401-1 • New employee hires and employee turnover	Pages 94 and 95.		5, 8, 10
	401-2 • Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 97. There is no distinction between benefits depending on different working hours at Eletrobras. The information reported covers only the holding company and its own employees. The definition of operational unit is provided in the Basis of Preparation .		3, 5, 8
	401-3 • Maternity/paternity leave	Page 96.		5, 8
Sector Supplement - Employment	EU14 • Programs and processes to ensure the availability of qualified labor	Page 86, 100 and 104.		4, 8
CUSTOMER RELATIONSHIP				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 77 and 78.	a, b, c. Information on impacts and commitments are not available. We estimate this disclosure will be fully met within two years.	
Sector supplement - Access	EU3 • Residential, industrial, institutional and commercial consumers	Page 78.		
Sector supplement - Access	EU23 • Programs, including those in partnership with the government, to improve or maintain access to electricity and customer support services	Pages 79 and 132.		
RELATIONS WITH COMMUNITIES				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 118, 125 and 129.		
GRI 410: Safety practices 2016	410-1 • Security personnel trained in human rights policies or procedures	Page 117. Everyone (employees and third parties) meets the same training requirements.		16
GRI 411: Rights of indigenous peoples 2016	411-1 • Cases of violation of indigenous peoples' rights	Page 125. No cases of violation of indigenous peoples' rights were identified.		2
GRI 413: Local communities 2016	413-1 • Operations with local community engagement, impact assessments, and development programs	Pages 118, 122, 125, 126, 127, 129 and 130.		
	413-2 • Operations with significant actual and potential negative impacts on local communities	Pages 118, 119 and 120.		1, 2
Sector Supplement - Local communities	EU20 • Approach to managing the impacts of displacement	Page 118, 121 and 122.		1, 2, 11
	EU21 • Contingency planning measures, disaster/emergency management plans, training programs and recovery/restoration plans	Pages 110, 121 and 123.		1, 11
	EU22 • Number of people physically or economically displaced and compensation, broken down by type of project	Page 121 and 123.		1, 2

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
CLIMATE CHANGE AND ENERGY TRANSITION				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 135, 137, 138, 139, 140, 143 and 146.		
GRI 201: Economic performance 2016	201-2 • Financial implications and other risks and opportunities due to climate change	Pages 144 and 145.	A.V. Information not available. We have not yet mapped out the costs of actions taken to manage the risks are opportunities. We estimate this disclosure will be fully met within two years.	13
GRI 302: Energy 2016	302-1 • Energy consumption within the organization	Page 148. We used the conversion factors for fuel and electrical energy consumption from the National Energy Balance 2023 (Annex VIII) published by the Energy Research Company (EPE)		7, 8, 12, 13
GRI 305: Emissions 2016	305-1 • Direct (Scope 1) GHG emissions	Page 146. Further information in the Greenhouse Gas (GHG) emissions inventory		3, 12, 13, 14, 15
	305-2 • Indirect (Scope 2) GHG emissions	Page 146. Further information in the Greenhouse Gas (GHG) emissions inventory		3, 12, 13, 14, 15
	305-3 • Other indirect (Scope 3) GHG emissions	Page 146. Further information in the Greenhouse Gas (GHG) emissions inventory		3, 12, 13, 14, 15
	305-4 • GHG emissions intensity	Page 146. Further information in the Greenhouse Gas (GHG) emissions inventory		13, 14, 15
	305-5 • Reduction of GHG emissions	Page 146. Further information in the Greenhouse Gas (GHG) emissions inventory		13, 14, 15
	305-6 • Emissions of ozone-depleting substances (ODS)	Page 147. Further information in the Greenhouse Gas (GHG) emissions inventory	No information is available on ODS emissions. Other emissions are detailed in Eletrobras emissions inventory	3, 12
	305-7 • Nitrogen oxides (NOx), sulfur oxides (SOx), and Other significant air emissions	Page 146. Further information in the Greenhouse Gas (GHG) emissions inventory		3, 12, 14, 15
Sector supplement - Organizational profile	EU5 • Allocation of allowance or equivalent of CO2e emissions, broken down by the carbon trading framework	Page 140.		
Sector supplement - Availability and reliability	EU10 • Planned capacity versus projected long-term energy demand, broken down by energy source and regulatory regime	Pages 67 and 69.		7

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
WATER AND EFFLUENT MANAGEMENT				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 135, 149, 151 and 152.		
GRI 303: Water and effluents 2018	303-1 • Interactions with water as a shared resource	Pages 149, 150, 151, 152 and 154.		6, 12
	303-2 • Management of water discharge-related impacts	Pages 152. All facilities are subject to Conama standards (Resolutions 357/05 and 430/2011).		6
	303-3 • Water withdrawal	Pages 150, 152 and 153. The definition of water stress area is provided in the Basis of Preparation .		6, 8, 12
	303-4 • Water discharge	Pages 150, 152 and 153. Eletrobras Group did not identify priority substances that raise concern. The definition of water stress area is provided in the Basis of Preparation .	a. The IGS RELAT data collection system does not compile information by type of destination	6
	303-5 • Water consumption	Pages 152 and 153. There were no changes in the ways of storing water in relation to previous years. The definition of water stress area is provided in the Basis of Preparation .		6
BIODIVERSITY AND ECOSYSTEM SERVICES				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Pages 156 e 160.		
GRI 304: Biodiversity 2016	304-2 • Significant impacts of activities, products, and services on biodiversity	Pages 156, 158 and 159.		6, 14, 15
	304-3 • Habitats protected or restored	Pages 160, 161 and 165.		6, 14, 15
	304-4 • IUCN Red List species and national conservation list species with habitats in áreas affected by operations	Pages 163 and 165.		6, 14, 15
DIVERSITY, INCLUSION AND FIGHTING DISCRIMINATION (RELEVANT TOPIC)				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Page 102.		
GRI 405: Diversity and equal opportunities 2016	405-1 • Diversity in governance bodies and employees	Pages 102, 104, 105 and 106.		5, 8
	405-2 • Ratio of the basic salary and remuneration received by women and those received by men	Page 103. Information about important positions and operational units is provided in the Basis of Preparation		5, 8, 10
GRI 406: Non-discrimination 2016	406-1 • Cases of discrimination and corrective measures taken	Page 102.		5, 8
TAX STRATEGY (RELEVANT TOPIC)				
GRI 3: Material Topics 2021	3-3 • Management of material topics	Page 75.		
GRI 207: Taxes - Management Method	207-1 • Tax approach	Page 75.		1, 10, 17

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GRI STANDARDS	DISCLOSURE	PAGE/URL	OMISSION	SDG
OTHER INDICATORS				
GRI 201: Economic performance 2016	201-1 • Direct economic value generated and distributed	Page 73.		8, 9
GRI 204: Procurement practices 2016	204-1 • Proportion of spending on local suppliers	Page 87. The geographical definition of “local” is provided in the Basis of Preparation . For the holding company, “significant operating units” means subsidiaries Furnas, CGT Eletrosul, Eletronorte, Chesf and Eletropar.		8
GRI 404: Training and education 2016	404-1 • Average hours of training per year per employee	Page 101.		4, 5, 8, 10
	404-2 • Programs for upgrading employee skills and transition assistance programs	Pages 93 and 100.		8
	404-3 • Percentage of employees receiving regular performance and career development reviews	Page 100.		5, 8, 10
GRI 407: Freedom of association and collective bargaining 2016	407-1 • Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 117.		8
GRI 408: Child labor 2016	408-1 • Operations and suppliers at significant risk for incidents of child labor	Page 117. In 2023, we began a Human Rights Impact Assessment (AIDH) at the Paulo Afonso Hydroelectric Complex (page 116), which should be replicated for other operations in 2024. The results are not yet available.	b.II. The IGS RELAT system does not currently provide information broken down by geographic area	8, 16
GRI 409: Forced or compulsory labor 2016	409-1 • Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 117. In 2023, we began a Human Rights Impact Assessment (AIDH) at the Paulo Afonso Hydroelectric Complex (page 116), which should be replicated for other operations in 2024. The results are not yet available.	b.II. The IGS RELAT system does not currently provide information broken down by geographic area	8
Sector supplement - Organizational profile	EU1 • Installed capacity, broken down by primary energy source and by regulatory regime	Pages 66 and 67.		7
	EU2 • Net energy output broken down by primary energy source and by regulatory regime	Pages 66, 67 and 68.		7, 14
	EU4 • Length of above and underground transmission and distribution lines by regulatory regime	Page 66 and 70.		
Sector supplement - Availability and reliability	EU6 • Management approach to ensure short and long-term electricity availability and reliability	Page 70.		
Sector supplement - System Efficiency	EU11 • Average Generation efficiency of thermal plants by energy source and by regulatory regime	Page 68.		7, 8, 12, 13, 14
	EU12 • Transmission and distribution losses as a percentage of total energy	Page 70.		7, 8, 12, 13, 14
Sector supplement - Access	EU30 • Average plant availability factor by energy source and by regulatory regime	Page 68.		1, 7

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If you have any questions about our Integrity (Compliance) Program or its related policies or guidelines, please write to dcci@eletrobras.com

INVESTOR RELATIONS (IR)

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If you have any questions about technical terms used in this report, please refer to the [Eletrobras Power Sector Glossary](#).

SUSTAINABILITY CHANNEL

Dedicated to addressing requests for ESG information:

<https://www.eletrobras.com/canaldasustentabilidade>

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This Annual Report is the result of the effort of the Eletrobras companies team. We thank everyone for their participation and commitment.

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