

12. ENVIRONMENTAL PROTECTION

12.1. Endesa's Environmental Policy

Sustainable Development is one of the main vectors of Endesa's strategy and environmental protection and care for natural capital are among the Company's most important commitments. This stance sets Endesa apart from other companies as it is a positive difference that shapes the Company's behaviour and is expressly included in its corporate values and reflected in its Strategic Plan.

Through its commitment, Endesa aims to minimise the impact of its activities on the natural environment where it operates. This involves initiatives related to air quality, exemplary management of waste, caring for biodiversity, minimising emissions and discharges, and managing polluted land.

Furthermore, Endesa's approach to environmental management seeks to ensure the sustainable use of energy and water resources as well as raw materials, committing to the protection and promotion of the biodiversity of ecosystems in the environments in which it operates, in addition to restoring environments where its operations have ceased, to foster their natural capital.

Commitments acquired in the Company's various environmental and sustainability policies are fulfilled in the environmental management systems underpinning Endesa's different activities. These systems enable us to align the environmental dimension within the various activities carried out by the Company by integrating the UN Sustainable Development Goals (SDGs) and articulating the mechanisms to measure and assess environmental performance over the entire life cycle, thus integrating the concepts of 'circular economy' and natural capital in the management of our activities. Assessment of the environmental risks inherent in the Company's activities and the environmental certifications obtained from external agents help ensure excellence in Endesa's environmental management and demonstrate that it is fully integrated into and aligned with the Company's corporate strategy.

https://www.endesa.com/content/dam/enel-es/home/inversores/gobiernocorporativo/politicascorporativas/documentos/POLITICA-MEDIOAMBIENTAL-Endesa_21_06_21.pdf

12.2. Environmental investment and expenditure

Information regarding Endesa's investments and expenditure in environmental protection activities is included in Note 20.4 to the Consolidated Financial Statements for the year ended 31 December 2023.

12.3. Advanced environmental management

Environmental management system

The commitments acquired under the Environmental Policy are specified in the Environmental Management Systems of Endesa's different businesses. These systems make it possible to align the environmental aspects of Endesa's sustainability model, including the Sustainable Development Goals (SDGs), coordinating the mechanisms to measure and assess environmental performance through a series of indicators that take the life cycle into consideration and thus integrate the concepts of the circular economy and natural capital into management.

The indicators of such environmental management systems include the facilities' impact on all aspects of the environment and enable compliance with all existing legal obligations regarding environmental matters in relation to the business operations to be verified, as well as alignment with the path laid out by Endesa to evaluate the degree to which the strategic objectives and goals defined.

Endesa's environmental policy establishes basic principles of action in relation to pollution prevention. These principles are implemented through management systems appropriate to the Company's different activities. The policy covers all environmental vectors (air, water, biodiversity and

soil) in order to achieve excellence in the environmental management of the Company's activity, based on continuous improvement, aimed at preventing pollution and ensuring compliance with the environmental legislation applicable to the sites, as well as the management standards adopted. To this end, Endesa established in its 2023-2025 Sustainability Plan the goal of maintaining 100% of its generation and distribution facilities certified to the International Standard ISO 14001. The target was met in 2023 and, in order to reinforce the commitment, the rest of Endesa's activities are included in the new Endesa Sustainability Plan for the period 2024-2026.

ENDESA's environmental management systems are supported by international standards and procedures and are audited by accredited independent institutions of recognised prestige. These systems ensure regular and systematic identification, evaluation and control of the environmental impacts that could be generated by its facilities and operations. At the date of authorisation for issue of this consolidated management report, Endesa had the following environmental certificates:

Activity	Standard	% certified in 2023
Electricity generation (thermal, hydraulic and renewable)	14001	100%
	9001	100%
	50001	3 Thermal power plants
	EMAS	15 Thermal power plants
Power Generation (Nuclear)	14001, 9001	100%
Electricity distribution	14001, 9001, 50001	100%
Port terminals	14001, 9001, EMAS, Zero Waste	100%
Corporate headquarters and office buildings	14001, 50001, UNE-EN 171,330-3	5 main offices
Endesa Energía, S.A.U.	14001, 9001	100% of its activity
Endesa X Servicios, S.L.U.	14001, 9001	100% of its activity
Endesa X Way, S.L.	14001, 9001	100% of its activity

Endesa's headquarters in Madrid, Ribera del Loira, in addition to being part of the already consolidated Environmental, Energy and Indoor Air Quality Management System (SIGAEC), was awarded the LEED Gold certification (Leadership in Energy and Environment Design) in the category of "Sustainable Operations and Building Maintenance", which was obtained in January 2017 and renewed in 2022. This standard evaluates the sustainability of the building by assessing its impact in five main areas: sustainable location, efficient use of water, electricity and atmosphere, conservation of materials and natural resources, and indoor air quality. Since 2022, the headquarters building has also been

awarded the "Madrid Excelente" seal, which recognises organisations that care for the planet, improve people's lives, seek progress and have a purpose that gives them meaning. It has also been awarded the "Edificio Sostenible" seal since 2016 for being designed for energy savings and future sustainability. Both distinctions are awarded by the Community of Madrid and are in addition to the recognition obtained in 2016.

The Barcelona headquarters, the Vilanova building, has been LEED Silver ("Leadership in Energy and Environment Design") certified since 2019 in the same category, "Sustainable Building Operations and Maintenance". The certificate is currently in the process of being renewed.

Following the refurbishment of the Sevilla (Borbolla) headquarters, certification of the building will begin in 2024. The rest of our offices are monitored and operated

under the same procedures and processes of the Environmental, Energy and Indoor Air Quality Management System (SIGAEC).

Managing environmental risks and liabilities

Endesa is subject to environmental regulations, which affect both the normal course of its operations and the development of its projects, leading to increased risks and costs. Furthermore, Endesa is exposed to environmental risks which are inherent in its business, including those relating to the management of waste, spillages and emissions generated by all its activities and therefore, for which it can be declared as being responsible for environmental damage.

To comply with the obligations deriving from the Spanish Environmental Responsibility Law, Endesa has developed the MIRAT Project, based on a methodology developed at sector level and approved by the current Ministry of Ecological Transition and the Demographic Challenge (MITECO). The objective is to conduct environmental risk analysis exercises in order to establish the mandatory financial guarantee required by this Law for conventional thermal and combined cycle power plants with a thermal capacity of more than 50 MW. With the results of the environmental risk analyses of all conventional thermal and combined cycle power plants, the corresponding formal statements were submitted to the Administration. Endesa has environmental insurance coverage that covers personal injury and/or property damage to third parties and is included in the global civil liability insurance policy. The environmental section covers Endesa's liability in accordance with European Directive 35/2004, of 21 April 2004, on environmental liability and equivalent national legislation (Law 26/2007, of 23 October 2007, on Environmental Liability), as well as its implementation in the national legislation of other countries in which Endesa

has a presence and any other court decision related to environmental damage, including harm to biodiversity. The general limit of the policy is Euro 150 million and the overall deductible is Euro 250,000.

Endesa has a tool for the analysis of environmental aspects, impacts and risks, called "*Environmental Risk Assessment*" (ERA), in which the environmental risks associated with Endesa's different businesses and facilities are collected and assessed annually. In addition to the results of the assessment and the significance of the environmental aspects, the methodology includes organisational, strategic, economic and reputational aspects associated with the businesses' different activities and infrastructures. The *Environmental Risk Assessment* (ERA) tool also evaluates compliance and the effectiveness of the operational controls in place, both legally required and voluntary, and provides an assessment of the "*Residual Risk*" inherent in each facility. Depending on the results returned, specific action plans may be required to mitigate the environmental risks associated with the activity. The results of the assessments performed in "*Environmental Risk Assessment*" (ERA) enable us to compare the environmental risk associated with the different facilities and technologies.

Furthermore, as part of its commitment to protecting the environment, Endesa feels obliged to eliminate environmental liabilities, and, therefore, each facility identifies these liabilities and addresses them within the framework of their environmental management programmes, which may be reflected in their elimination, disposal or reuse.

Environmental footprint

Endesa calculates its environmental footprint using a methodology based on the most relevant international references, including the guidelines introduced by the European Union to calculate the environmental footprint of its organisations and products.

Air quality

During the year 2023, the trend in the reduction of polluting emissions of recent years, which had been slowed down by the energy crisis derived from the war in

Ukraine, has been resumed. It has not been necessary to produce as much from natural gas combined cycles as in the previous year, and Endesa has continued with its plan to close coal-fired plants and with the implementation and start-up of various efficiency and environmental protection measures at its facilities.

As part of its climate action, Endesa has the ambitious goal of reducing emissions by dismantling its thermal fleet to become a company with a fully renewable generation mix by 2040.

During this year, the company has continued to carry out actions aimed at improving air quality, such as:

- Cessation of activity at the As Pontes coal-fired power plant.
- Tests on the consumption of biomass fuel, such as the HVO bioliquid, for the generation of electricity in the Electricity Systems of the Non-Peninsular Territories (TNP).

The implementation of all the aforementioned measures has made it possible to obtain results in 2023 in terms of reducing both absolute and specific emissions, which is reflected in the results obtained in all environmental indicators related to atmospheric pollution.

Endesa has an exhaustive system of control and supervision in real time of all its emissions, allowing it to ensure at all times compliance with the emission limit values of each of its facilities, and the quality of the air around them. To this end, it carries out a rigorous control and maintenance of the measurement equipment in the chimney, and submits them to annual inspections carried out by external accredited laboratories.

The company complies with the parameters required by the applicable regulations, implements technologies that minimize its emissions, and designs and applies corrective measures for the impacts generated. Endesa has the corresponding protocols for access to the facilities by external entities that adopt work procedures that guarantee the safety of both external and internal personnel, which have allowed during 2023 to continue with the inspection and quality assurance processes of

the environmental control equipment, as well as the taking of samples to comply with the environmental requirements derived from the current legislation.

Likewise, during 2023 we have continued with the optimization of the emission control systems, renewing the analyzers, replacing the older ones with more modern ones.

Water resources

Integrated water management is a strategic matter for Endesa. In the interest of preserving water quality and maintaining continuous improvement in its interaction with this resource, Endesa carries out its abstractions efficiently and responsibly, always complying with the regulations in force and in accordance with the principles of the environmental management system implemented in all facilities. All water uses at Endesa's facilities are carried out in a sustainable manner, especially water uses in generation facilities, always taking into account their compatibility with pre-existing users. Power plants always operate in coordination with catchment bodies to ensure compliance with easements, maintain environmental flows and encourage the most rational use of the resource. Water is always discharged in compliance with the applicable regulations and according to the environmental management system implemented, which determines the discharge conditions for each facility.

The facilities built for power generation allow a greater availability of water for other purposes such as irrigation, supply, or conservation of ecosystems. This availability is optimised through cooperation with watershed organisations. Hydroelectric infrastructures have various ecosystem services associated with them that are of benefit to society, including provision services, services for the regulation of flows, maintenance of the environment for humans, and cultural services, all maintained over time in a sustainable manner. In 2023, a series of activities were performed in relation to the management of water resources at hydroelectric plants:

Water resources management

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| <p>Hydroelectric power plants</p> | <ul style="list-style-type: none">• Actions established to minimise the impact of withdrawals from reservoirs and measures against siltation, such as bathymetry activities to control sedimentation or environmental oversight plans as part of withdrawal activities, supporting recovery of affected water wildlife and removing invasive species.• Continuation of the process to switch Kaplan turbines to oil-free systems to eliminate the risk of spills at the plants in Ribarroja and Flix. Improvements in turbines of several generators for enhanced efficiency in the use of the resource.• Actions on dams and weirs to eliminate the barrier effect through improvements and construction of fish ladders. Implementation of measures to prevent animals falling into dams or facilitating their escape in channels that pose a risk to wildlife. |
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Endesa has procedures to control and reduce water dumping and to boost quality, mainly by means of wastewater treatment facilities, and conducts regular analyses to pinpoint instances of water stress at its facilities.

In 2023, 99% of the water captured by Endesa for use in its facilities was returned to the environment (99% in 2022). In 2023 the freshwater withdrawal for industrial use of the facilities located in the water stress zone was 0.51 million m³ (0.61 m³ in 2022).

		Water resource management ⁽¹⁾		
	Units	2023	2022	Chg (%)
Total water extractions for industrial use	millions of m ³	4.5	4.8	(6.2)
Extraction of fresh water for industrial use in areas of water stress ⁽²⁾	%	11.3	13.1	(13.7)
Specific withdrawal of water for industrial use in the electricity generation process	l/MWh	74	74	—
Total water consumption (includes process, cooling and civil water)	millions of m ³	21.6	25.8	(16.3)
Total fresh water consumption in areas affected by water stress (includes process, cooling and civil water) ⁽²⁾	%	9.6	7.7	—

⁽¹⁾ Source: In-house.

⁽²⁾ The water stress analysis for fiscal year 2023, as a novelty, broadens the scope and also includes facilities in medium/high water stress zones (medium/high water stress zones are those in which the ratio between total water extractions and available renewable supplies of surface water and groundwater is higher than 20% according to the Aqueduct WRI tool).

Waste

Endesa has environmental management systems in place that include specific operational procedures on the management of waste generated as part of all its activities, which are continuously reviewed to detect and boost improvements and to encompass the legislative developments that arise in this regard. Waste is managed according to the waste hierarchy (prevention, preparation for reuse, recycling, other types of recovery, including energy, and lastly, disposal), always starting from prevention, and when that is not possible, prioritising the recovery and recycling treatments for the waste it generates, especially inert waste, and the preparation for the reuse of those hazardous wastes that admit it, for example, used oils or cleaning solvents.

Waste management is outsourced to several authorised waste managers, for which there are mandatory

requirements regarding documentation, deadlines and operations. A minimum percentage of recovery of both hazardous and non-hazardous waste is required, and priority is given to managers that ensure final recycling and recovery treatments. To ensure the correct management of waste through to their final treatment, Endesa requires that all managers have certification of the entire process through to the "end of life" of all waste removed and, in particular, the intermediate treatments generated. In particular, for some types of waste, evidence of 100% recycling/recovery final treatment is required.

Of the total waste produced by Endesa in the operation phase in 2023, a significant part is recovered in external facilities, representing 65% of the total non-hazardous waste in Spain and Portugal and 68% of the total hazardous waste in the same geographical area in Spain and Portugal (96% and 74% respectively in 2022).

12.4. Conservation of biodiversity

Biodiversity efforts at Endesa

Endesa considers the protection of biodiversity, natural capital and the services it provides to society (ecosystem services) as a priority in the implementation of its business strategy. The Company is fully aware of the risks involved in their loss. Biodiversity protection was in fact already included in Endesa's first environmental policy, approved and published in 1998.

To fulfil this commitment, since its inception, Endesa has undertaken numerous voluntary projects to conserve and improve the natural environment around its facilities. These projects are included in Endesa's Biodiversity Conservation Plan.

In order to reinforce its commitment in this area, in 2023 the Company achieved two milestones:

1. The Board of Directors has approved an update of Endesa's Biodiversity Policy, the first edition of which dates from 2020. The Policy is aligned with the Kunming-Montreal Global Biodiversity Framework, approved at the fifteenth meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15) in December 2022. Through the Policy, the Company reinforces the integration of biodiversity protection into its governance and renews its commitment to mitigating potential impacts on biodiversity and ecosystem services throughout the life cycle of its activities.

2. Endesa's Biodiversity Committee, created in 2020, was updated. This is the corporate body responsible for translating the Policy's objectives into the Company's strategy and decision-making. The Committee meets every two months and is attended by representatives of all the Company's different lines of business. At the sessions, the members review the status of the ongoing projects of the Biodiversity Conservation Plan, present the results of recently completed projects and propose and evaluate new project proposals. Additionally, current affairs in terms of regulation, agreements and standards in relation to biodiversity, natural capital and ecosystem services affecting the Company are presented and discussed.

At a strategic level and in order to further analyse the Company's impacts, dependencies, risks and opportunities in the short, medium and long term, in 2019 Endesa began working in the Natural Capital and Energy Working Group. This forum operates within the framework of the Sector Groups of the Natural Capital Factory ⁽¹⁶⁾ (which is the Spanish hub of the Capitals Coalition). In 2022 it published as a result the Guide "Natural Capital and the Spanish Energy Sector" (<https://www.youtube.com/watch?v=6r8o4PFjbOo>). This guide is a sectoral paper that describes the links between natural capital and energy and provides a methodology for assessing the impacts and dependencies of the activities and sub-activities of companies in the sector. It includes a qualitative matrix, on a sectoral scale and by technology, of the impacts (negative and positive) and dependencies of the natural capital of the Spanish energy industry. This information is available at: <https://capital-natural.es/>.

As a continuation of this work, during the period 2023-2024, efforts are being made to review and update the matrix of impacts and dependencies, to implement the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) (published on 18 September 2023), and to develop an interoperability framework that combines the analysis and assessment methodologies and the main corporate reporting requirements in this area in a summarised form.

Continuing with the work carried out in the area of natural capital, Endesa completed the "NATIVE" project in 2023. This initiative consists of developing a methodology for analysing and evaluating the baseline and quantifying the impacts and dependencies on natural capital of renewable technologies and the distribution business in

the construction and operation phases of Endesa's infrastructures (in the case of hydroelectric power, only in the operation phase). In addition, measures are sought to improve and offset these impacts/dependencies by technology based on the principle of a mitigation hierarchy with a view to the ultimate objective of avoiding net biodiversity loss, as set out in Endesa's biodiversity policy. The results obtained are serving as a basis for the Company to align itself with the recommendations proposed by the "Taskforce on Nature-related Financial Disclosures". Furthermore, through its "VIBE" project, the Company is seeking to define a 360° biodiversity strategy that enables it to include biodiversity in governance, define objectives and monitor impacts / dependencies on nature in order to manage biodiversity risks and opportunities, as it already does with climate change. Endesa is aware of the key role played by the development of renewable energies in the decarbonisation of the economy and the ecological transition. Such development involves major changes in land use and nature conservation that may ultimately undermine ecosystem services and biodiversity, and thus our ability to combat the adverse effects of climate change. Endesa is therefore working on creating a corporate strategy to better identify, manage and offset the current and future impacts of renewable energy and electricity distribution infrastructure. The ultimate goal is to ensure that Endesa's activities do not cause significant harm to nature and even generate a positive impact. In this regard Endesa strengthens its commitment to biodiversity ⁽¹⁷⁾, directing all its activities towards compliance with the following principles:

- No net loss of biodiversity in new projects from 2030. Beginning implementation of selected projects of high biodiversity significance from 2025 applying Mitigation Hierarchy principles.
- No net deforestation. Commitment to protect forests and reforest an equivalent area when it is not possible to avoid deforestation. In this regard, since 2016 Endesa has been voluntarily developing the "Endesa Forest" initiative through which more than 50,000 trees have been planted, reforesting some 101 hectares in burned and degraded land that will capture some 10,400 tons of carbon dioxide (CO₂) in addition to the more than 3,400 hectares reforested and more than 1.5 million trees planted in the various restorations carried out.

⁽¹⁶⁾ <https://naturalcapitalfactory.es/grupos-sectoriales/>

⁽¹⁷⁾ <https://www.endesa.com/es/nuestro-compromiso/medioambiente/conservacion-biodiversidad#:~:text=El%20Plan%20para%20la%20Conservaci%C3%B3n,iniciadas%20en%20este%20a%C3%B3%202021>

Endesa will not undertake new projects in areas declared by UNESCO as World Natural Heritage Sites. This is in addition to our commitment not to operate thermal generation facilities in protected natural areas on the

Spanish mainland and not to design or develop new thermal generation facilities in protected natural areas in non-mainland territories (TNP).

Biodiversity conservation plan

Endesa's Biodiversity Conservation Plan is the instrument that implements all biodiversity projects and actions performed by Endesa in the biodiversity area. All actions included in Endesa's Biodiversity Conservation Plan are

voluntary and always aim to go beyond the mandatory environmental requirements.

The main lines of action of the Plan are:

Lines of action	
Endesa Biodiversity Conservation Plan	<ul style="list-style-type: none">• Restoring the physical environment on the land and at our facilities to increase their capacity for hosting biodiversity.• Managing the factors in the natural environment surrounding our facilities that contribute to improving the habitats of certain species.• Recognising natural capital and the ecosystems it is home to, their value and state of conservation.• Preserving native species and controlling invasive species at Endesa facilities and in the surrounding area.

Endesa's Biodiversity Conservation Plan ended 2023 with a total of 39 operational actions.

Among projects and actions included in the Conservation Plan, we highlight the following:

Type	Description
Studies and Research	<ul style="list-style-type: none">• Environmental impact study at photovoltaic solar facilities, in the project planning, construction and operation processes with a focus on biodiversity at the relevant sites.• Study of the functions of Endesa's reservoirs as wetlands of environmental and natural importance• Biodiversity study on streets under power lines. Research project on the ecological assets generated on streets under power lines and their surroundings: these are ecological corridors of great value. Assessment of habitats and species, plant water stress, diseases, land use, erosion, etc.• Improvement of biodiversity through adaptation of anti-climbing structures on medium-voltage power lines in the Sierra de Aracena y Picos de Aroche Natural Park (Huelva). Adaptation of anti-climbing structures as a shelter for bats and nocturnal birds of prey. Study and monitoring of the habitat generated in these structures adapted as shelters.• Red kite conservation measures through participation in the "Life Eurokite" project. Use of telemetry technology to identify spatial habitat use of target species and quantify key reasons for raptor species mortality in the European Union.• Eagle owl conservation project. Marking and monitoring of the species, interaction with Endesa infrastructure, exploration of causes of mortality.• Project for the recovery of lesser kestrel populations in Aragon and Andalusia. Recovery of the species, reintroduction of individuals by colony method in an open aviary structure.• "Life" Project to tag and monitor the black vulture in the International Tagus Natural Park, on the border between Spain and Portugal.• European roller conservation project. Monitoring and analysis of population reproduction in the natural parks of Aiguamolls del Empordá (PNAE) and Montgrí, Illes Medes and Baix Ter (PNMMBT).• PAS Project. Project for the conservation of large birds of prey and scavenging birds in the Pyrenees with the creation and conservation of supplementary feeding points to accommodate the growing population of black vultures and large birds of prey in the Pyrenees.• Study of the behaviour and adaptation of the little bustard in the Campillos area, Malaga province.• Project for the protection and conservation of capercaillie in the Pyrenees. Protection and conservation of the species in the area with actions in areas, habitats and infrastructure.• Conservation of steppe birds (little bustard and great bustard) in the region of La Serena (Badajoz).• Project to recover the osprey population in the provinces of Cádiz and Huelva. Project for the conservation of the reintroduced population with reinforcement of nesting activities in the province of Huelva, placement of transmitters to evaluate causes of mortality and population tracking.• Marking and monitoring of the Montagu's Harrier. Project for the conservation of the Montagu's Harrier population in Endesa's solar installations.• Management of Moulards in El Espinar. Management project for the conservation and protection of necrophagous birds and large birds of prey in El Espinar in Castilla y León.
Birdlife protection actions	

Type	Description
Projects with a socio-environmental component	<ul style="list-style-type: none">"Endesa Forest" initiatives (Doñana in Andalusia, Atalaya in Madrid, Aliaga, Ejulve and La Zoma in Teruel, Sa-Duaia in the Balearic Islands, Pyrenees in Cataluña y Ceuta). Forest restoration projects in degraded or burned areas in Spain, through the use of native forest species. The intention is to restore habitats that have been devastated by fires or that tend to disappear due to neglect. A threefold benefit is pursued: Environmental (fight against climate change, habitat restoration, improvement of the water cycle, etc.); Social (priority in the recruitment, both for the initial work and for maintenance actions, of workers from the rural environment of the project and at risk of exclusion); and Economic (restoration of a natural environment on which the local population often depends contributes to the revitalisation of the local economy).Study of the state of the forest and installation of high-quality protection in the "Bosque Endesa Doñana". In 2023, Endesa reaffirmed its commitment to protecting nature and fighting climate change through a new project in its sponsored forest "Bosque Endesa Doñana". The condition of the forest stand planted on 40 hectares located in the Park in 2019, which was already monitored and replanted until 2022, underwent a survey. Due to the extreme conditions of drought and heat in recent years, it has become evident that the younger trees are subject to increased predation by herbivorous animals in their environment. Endesa is therefore reinforcing its investment in the project with the installation of approximately 1,400 high-quality forest plant protectors (metal mesh), most of which are of the "cactus" type, which will allow for recirculation.Biodiversity improvement in solar installations. Installation of vegetation screens, landscape improvement and integration, recovery of ponds, integration of feeding points, agri-environmental measures for the conservation of steppe birds, etc.
Species and habitat protection projects	<ul style="list-style-type: none">"ENDESABATS" Project Project implemented by Endesa since 2013 for the study and conservation of bats in the Company's hydraulic facilities. The hydraulic caverns are large reservoirs of colonies of bats of various species, including endangered species.Project for the protection and conservation of the brown bear in the Pyrenees. Project implemented in partnership with the Fundación Oso Pardo for the protection and conservation of the species in the Pyrenees area where the Company shares spaces and infrastructure with the species. Endesa's own employees are directly involved and active agents in the conservation of this animal in danger of extinction in the area.Mediterranean turtle reintroduction project. Conservation, reintroduction and protection of this critically endangered species with the creation of a stable colony in "Les Garrigues" to increase the number of individuals that can settle and thus consolidate the species in the area.Photo-trapping of mammals in wind farms. Study of habitat suitability and presence of mammals in Endesa's renewable installations in wind farms.Environmental improvements in solar installations. Project of environmental improvements, placement of drinking troughs, installation of nests, and various habitat adaptations in Endesa's solar installations.
Publications, training and outreach days	<ul style="list-style-type: none">Participation of Endesa and the Regional Government of Extremadura in the release of red kites in Valencia de Mombuey, Badajoz province, for the "Life Eurokite" project with the AMUS Association. This is repeated on several occasions as the different phases of the project unfold.Media presentation of the second phase of the "Bosque Endesa Oso Pardo" (Endesa Brown Bear Forest) project. On 18 May 2023, Endesa presented to the media, together with the Fundación Oso Pardo, the completion of the project, on the occasion of the last planned planting of 1,200 of the 7,000 new fruit trees in the Catalan Pyrenees in the municipality of Lladorre, Lleida, to contribute to the conservation of the brown bear. This action is part of the 'Increased biodiversity in areas populated by bears' programme developed by the Fundación Oso Pardo with the collaboration of Endesa through its Biodiversity Conservation Plan. This programme was launched in 2016 to design a network of areas that would make it easier for the species to move and disperse throughout the Catalan Pyrenees, as a result of an increase in the supply of food. This would contribute to species conservation. In addition to the obvious benefit in terms of restoring natural capital and biodiversity, the reforested trees, arranged in 17 small copses, will absorb an estimated total of 1,665 tonnes of carbon dioxide (CO₂) over the next 30 years, thus also making a significant contribution to the fight against climate change.Endesa's headquarters in Madrid hosted the "Working breakfast of the Natural Capital Working Group: Impact Indicators and Partnerships in Natural Capital" on 24 March 2023. The event brought together the main representatives of the Spanish business sector, through the Grupo Español de Crecimiento Verde (Spanish Green Growth Group), and the management of the Fundación Biodiversidad (MITERD). The latter presented the new stage of the Spanish Business and Biodiversity Initiative, and its requirements adapted to the new goals set by the global post-2020 biodiversity framework of the Convention on Biological Diversity (CBD). Participants shared the main doubts and concerns of the business sector regarding compliance and reporting needs in relation to biodiversity and natural capital."The legacy we shall become". The "Bosque Endesa" (Endesa Forest) initiative, and more specifically the "Bosque Endesa Teruel" project, has been included in the projects that feed into the Energy Transition plan being implemented in the region of Andorra, Teruel province. In this context, Endesa, beyond the replacement of coal by renewable energies, is considering a number of environmental, economic and social actions. "Bosque Endesa Teruel" involves the restoration with native species of some 40 hectares burnt down in the past. The intention is to recover the natural capital and the ecosystem services on which a significant part of the population of this rural area has always depended for their livelihood. In recent years the area has been experiencing a significant rate of population decline.On 10 May 2023, Endesa invited a group of web content creators specialising in sustainability to visit and learn more about the "Bosque Endesa Teruel" project: the working methodology, its characteristics and objectives, and the possible benefits for the rural environment. The aim is to raise awareness of the initiative and encourage other companies to undertake projects of this kind. For further information, please click on the following link: https://www.endesa.com/es/la-cara-e/transicion-ecologica/sector-primario-nueva-oportunidad-andorraPresentation of Endesa's Biodiversity Conservation Plan (PCBE) to the Andalusian Regional Police in Huelva. On 15 June 2023, a training day was held with the Regional Police of the 8 provinces of Andalusia. It was attended by officers of this police force and prominent members of the Regional Government of Andalusia. Endesa executives and technical staff took part in the event to explain the actions and projects for the conservation and protection of biodiversity, preventive measures to protect power lines from fires, the environmental consequences of fraud, etc. The presentation of Endesa's Biodiversity Conservation Plan (PCBE) explained the origin of the plan, its scope of action and the projects undertaken so far. The European award obtained by the project on ecosystem services of reservoirs and the recent Andalusia Environment Award were both highlighted.

Type	Description
Other initiatives	<ul style="list-style-type: none"> Working Group on the Natural Capital of the Energy Sector in Spain. Development of a participatory process for analysing natural capital in the energy sector with a view to creating a road map for the integration of natural capital in the Spanish energy sector. In November 2022, the Guide "Natural Capital and the Spanish Energy Sector" was presented, where the qualitative, generic and consensual results that aid the preparation of case studies and organisational assessments of natural capital are collected and discussed. During 2023, the Group continued its work by addressing new global challenges facing the industry in the light of new information, new reporting requirements and increasingly ambitious targets. Spanish Company and Biodiversity Initiative (IEEB) of the Biodiversity Foundation and the Ministry for the Just Transition and the Demographic Challenge, in cooperation with the business sector, to promote economic development compatible with the preservation of biodiversity, setting up a solid framework of cooperation between major companies, non-government organisations (NGOs), associations and the Government. Endesa actively participates in the initiative as a forum for cooperation, generation of information and knowledge, in order to respond with technical rigour to national and international commitments in this area and to business demands for progress in the conservation of natural capital and biodiversity. Natural Capital and Biodiversity Work Group. (Spanish Green Growth Group), which pursues the integration of natural capital and biodiversity in the activities and decision-making processes of Spanish companies, in addition to establishing a meeting point between the National Administration and the Spanish business sector to this end. Endesa hosted the first breakfast/workshop of the working group in 2023. The importance of public-private partnerships in this area was highlighted. The main lines of development of the working group were detailed and the Government representatives were informed of the key concerns of the business sector regarding the challenge of integrating natural capital and biodiversity into the management and governance of their companies. Biodiversity Standardisation Committee. UNE.CTN 328. UNE, as the Spanish standardisation organisation (UNE) recognised by the Ministry of Industry, Trade and Tourism and the Spanish representative at international standardisation bodies, has continued to work on this Technical Committee, which serves a dual purpose: the establishment of a new standardisation area at ISO with the new ISO/TC 331 biodiversity and the increasingly important presence of biodiversity in European standardisation forums. The Technical Committee for Standardisation (Spanish 'CTN') has been created to facilitate the representation of the vision and interests of Spanish institutions in international and European standardisation and to accommodate international initiatives that may arise. The Nature Business Ambition (NBA) initiative, launched by Forética in Spain, which Endesa joined in 2023. This partnership of leading companies at national level has a threefold objective: to drive ambition, promote action and build the necessary alliances to contribute to the recovery of nature, with the global goal of achieving a "Nature-Positive" planet by 2030. On 14 November 2023, a working meeting on natural capital was held at Endesa's headquarters under the title "<i>Measuring Impacts and Dependencies, Sectoral and Corporate Success Stories</i>". The focus was on the measurement and valuation of nature, addressing the methodological approach that the Spanish Energy Sector is working on to quantify its impacts and dependencies.

Environmental restoration

Endesa's activity has always involved environmental restoration. In 2022, Endesa published a new 2030 "no net deforestation target". The Company will start implementing it in selected projects of high biodiversity importance from 2025 onwards. The target was ratified in 2023. Endesa has thus taken another step forward, adding this target to the "*Bosque Endesa*" initiative, a pioneering programme in the national energy sector that was launched in 2016 and contributes to recovering lost ecosystems. The initiative consists of forest restoration of degraded land that has been burned at the national level through planting and seeding techniques of native forest species, as they are best adapted to the environment (forests are capable of absorbing and storing greenhouse gases in the atmosphere and are also a niche of biodiversity).

At present, Endesa several projects under way in Spain, two of them registered in the carbon dioxide (CO₂) sinks

section of the National Registry of Carbon Footprint, Compensation and Absorption Projects of the Spanish Office for Climate Change (OECC) under the Ministry for the Ecological Transition and Demographic Challenge ('MITECO'), becoming a pioneering initiative in the Energy Sector. Such projects include: *Endesa La Atalaya Forest* (Sierra de Madrid), *Endesa Doñana Forest* (Doñana Natural Park, Huelva) and *Endesa Teruel Forest* (in the surroundings of the former Andorra Thermal Power Plant, Aragon). The rest of the initiative's projects are in the execution and registration phase in the aforementioned registry; these are the *Bosque Endesa Baleares* and *Bosque Endesa Pirineos* (Catalonia).

The exemplary nature of the sustainability initiative is also worth particular mention, as beyond its positive environmental impacts, it is capable of generating a positive impact on economic and social factors, such as:

Impacts	
Sustainability initiatives	Environmental
	Financial share
	Social

Below is a summary of Endesa's environmental restoration actions that took place in 2023:

Actions	
Environmental restoration	Habitat area (km ²)
	Description of the habitat
	Comparison of the biodiversity of the original habitat before the company's activities with the biodiversity of the offset habitat
	Work being done to improve the biodiversity of the offset habitat.
	Biodiversity monitoring and notification period at offset sites



13.6. Circular economy

13.6.1. A circular approach for a sector with a bright future ahead

The energy transition towards a generation model based on renewable energy sources will reduce the economy's dependence on fossil fuels, but will mean the emergence of new demands for materials and raw materials.

In this context, a circular economy approach to managing generation and distribution assets is needed to address challenges such as the supply of materials, reducing strategic dependence on sensitive areas such as critical

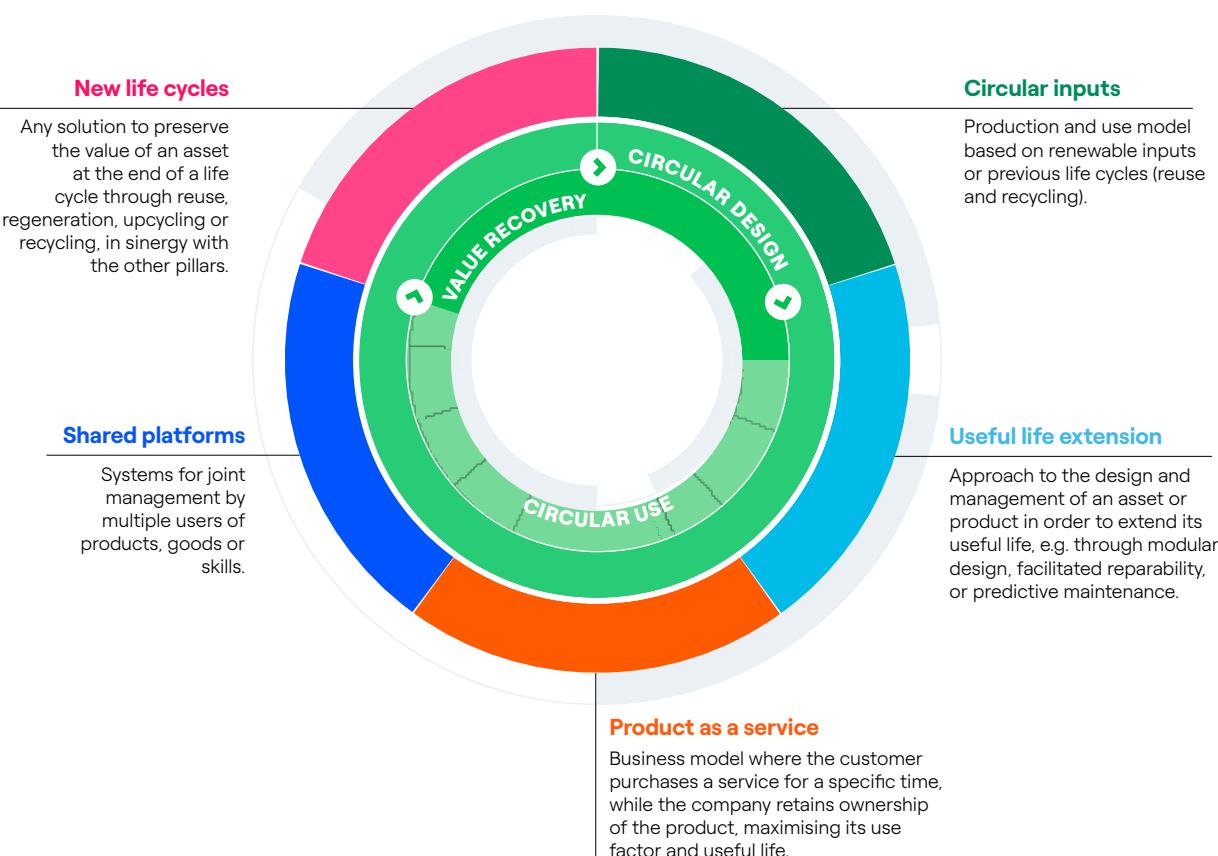
raw materials and end of useful life management through reuse and recycling.

In 2023, the key initiatives undertaken cover the different technologies involved in the energy transition (wind, storage, grid development) and the circular economy strategy throughout the value chain. This circular economy strategy is based on five pillars that operate via three main levers, that are described below:

Levers of the circular economy strategy	Description
Circular design	<ul style="list-style-type: none">Use of recycled materials in the design reduces the consumption of raw materials and consequently lowers emissions of carbon dioxide (CO₂).
Circular use - extending service life	<ul style="list-style-type: none">Keeping assets in service for as long as possible and reducing the need for new ones also reduces the quantity of materials required for their manufacture.
Recovering value - Identifying new life cycles	<ul style="list-style-type: none">Reuse of assets and recovery of components and materials is a key activity to recover their end-of-life value and reduce the consumption of raw materials.

Circular economy strategy

PILLARS OF THE CIRCULAR ECONOMY



For years, Endesa has been resolutely treading the path of the circular economy. This now represents a real strategic driver for the business and an accelerator of growth throughout the value chain. As a result, the Company has implemented policies and actions with two main goals:

Main policy and action objectives	Actions
Decoupling economic activity from extraction of non-renewable resources	<ul style="list-style-type: none"> Reducing the consumption of raw materials through the ecodesign, reuse and reconditioning of materials, equipment and facilities. Keeping assets in use, improving predictive and corrective maintenance, and prioritising repair over replacing equipment and components. Recycling equipment, components and materials to recover their value and introduce them back into the production system.
Regenerating renewable resources and ecosystems	<ul style="list-style-type: none"> Agrovoltaic practices, especially in the construction of photovoltaic farms, which help the sector actively rebuild biodiversity and safeguard the health of ecosystems. The application of the principles of the circular economy to reduce the consumption of raw materials, because more land area can be indirectly returned to nature and regenerate the ecosystem.

13.6.2. Key circular initiatives

During 2023, the main circular economy-based actions were:

Activity across the value chain	Key actions
Circular economy across the value chain	<ul style="list-style-type: none"> Incorporation of a factor (parameter 'k') in the bidding process that positively weights bids with a higher degree of involvement with sustainability and the circular economy. Request for the main purchasing families for certifications related to the impact and optimal use of raw materials used in manufacturing (Environmental Product Declaration ('EPDs'), materials passport, carbon footprint or self-declarations related to circularity). Establishment of a "<i>Circular Confirming</i>" reverse factoring financial tool that rewards circular behaviour by suppliers through discounts on invoice advance costs.
The circular economy in our generation assets	<ul style="list-style-type: none"> Modification of the way in which wind farm maintenance is carried out. Moving to a new model based on the repair and reuse of broken equipment. Analysis and monitoring of operating variables to locate faults in wind turbine components. Early detection of the fault allows the component to be repaired before failure occurs. Implementation of a new software version that involves several improvements in the power curve of the turbines, in order to obtain an increase in energy production. Involvement in the European project BLADES2BUILD of the HORIZON programme for the development of new applications for the material resulting from recycling wind turbine blades. This closes the circle of a new useful life. Reuse and sale of decommissioning plant equipment, with analysis of the possibility of internal reuse in other Company facilities or through sale to third parties, seeking a second life when it cannot be reused internally. Recovery of materials from decommissioning plants, recovering more than 90% of non-hazardous waste at the end of the project. Development of a facility capable of reusing and recovering batteries from electric vehicles. The batteries that allow it will be adapted for reuse. The others will be electrically discharged, disassembled and subjected to a separation and crushing process that will enable recycling of the materials they contain, such as plastics, aluminium and copper, as well as the "black-mass", which constitutes the part that is rich in strategic metals that are of great value in Europe, like cobalt and nickel, both essential for the manufacture of new batteries. A solution based on the pooling of second-life electric vehicle batteries to provide reliable solutions to current problems in the field of off-grid generation. Innovation project that explores alternative technologies to "<i>lithium-ion</i>" with the aim of replacing the use of critical raw materials.
The circular economy in infrastructure	<ul style="list-style-type: none"> Implementation of a pilot test at the Zumajo substation, where 2,000 m³ of conventional concrete used in civil works, mainly in foundations, is replaced by sustainable concrete made of cement with a 70% lower carbon footprint. Use of 100% recycled concrete with low carbon dioxide (CO₂) emissions in the pipelines in the Barcelona South distribution area. Inclusion in wind farm tenders of the possibility of using Type II and IV cements, to encourage the use of concrete low in carbon dioxide (CO₂).

Endesa's actions in the circular economy are described in detail in Section 4.4.3 "*Circular Economy*" of the Non-Financial and Sustainability Statement 2023 (see Section 25 of this Consolidated Directors' Report).

14. PEOPLE

14.1. Personnel

At 31 December 2023, Endesa had a total headcount of 9,035 employees, down 2.4% on 31 December 2022. Endesa's average number of employees in 2023 was 9,097 (-0.5%).

Information on Endesa's workforce is provided in Note 50 to the Consolidated Financial Statements for the year ended 31 December 2023.

Key performance indicators (KPIs) relating to the workforce

KPIs related to the workforce at 31 December 2023 and 2022 were as follows:

Key performance indicators (KPIs)	Description	January–December 2023			January–December 2022		
		Hombres	Mujeres	Total	Hombres	Mujeres	Total
Hiring rate (%)	Percentage of new hires compared to final workforce.	4.1	3.8	4.0	6.3	8.9	7.0
Rotation rate (%)	Percentage of contracts ending compared to final workforce.	6.2	3.9	5.6	6.3	5.2	6.0

Key performance indicators (KPIs)	Description	January–December 2023			January–December 2022		
		Hombres	Mujeres	Total	Hombres	Mujeres	Total
New hires	New employee hires (number)	270	92	362	430	218	648
Contract terminations	Contract terminations (number)	412	94	506	432	127	559



14.2. Occupational Health and Safety (OHS)

Endesa considers occupational health and safety (OHS) a priority and a core value to be preserved at all times for everyone, without distinguishing between its own staff and its partner companies. This goal is integrated into Endesa's strategy through implementation of the occupational health and safety (OHS) policy at all companies

in the Endesa Group. In 2023, the Joint Prevention Service, in coordination and working together with the rest of the *Health & Safety, Environment and Quality* units of the various business lines, focused on the seven pillars or main areas of its preventive initiatives:

Preventive Activity:	Description
1. Occupational health and safety (OHS) awareness-raising. Engagement and consultation	<ul style="list-style-type: none">Publication of regular tips on healthy habits for living and working in a healthy and safe way.Seasonal campaigns (e.g. prevention of high temperatures, safe driving, flu shots) and distribution of informative material (e.g. newsletters, videos, infographics).Engagement and consultation with workers' representatives in preventive matters in the Health and Safety Committees and in the Planning and Control Participation Committee for Endesa's Preventive Activity Planning and Control.
2. Risk assessment, preventive planning, activity observation and monitoring	<ul style="list-style-type: none">Risk assessments and preventive planning in all organisational areas. Verifying the overall situation of occupational safety through planned inspections and audits, including review of compliance with standards, procedures and processes and their implementation at operational level (inspections, "Safety Walks", "Extra Checking on Site", etc.). Design and implementation of accident prevention action plans.
3. Partner companies	<ul style="list-style-type: none">Determination of criteria for regular verification of contractors' compliance with legal requirements, as well as their follow-up and control. Suppliers were also subject to safety evaluations to identify critical areas, while contractors were subject to audits or assessments.
4. Occupational Health and Safety (OHS) Management System	<ul style="list-style-type: none">The Occupational Health and Safety Management System (OHSMS) and its general procedures are continuously improved in accordance with ISO 45001. The Occupational Health and Safety Management System (OHSMS) allows us to collaborate in the control of Occupational Health and Safety (OHS) risks, reduce accidents, support the control of regulatory compliance and improve performance in general, promoting a safe and healthy environment.
5. Innovation, improvements in equipment and technologies	<ul style="list-style-type: none">In line with the digital transformation and technological innovation process, the various business <i>lines</i>' <i>Health & Safety, Environment and Quality</i> teams and the Joint Prevention Service worked on implementing digital tools for each scope.Innovation projects related to hazardous work, facilities, protection equipment, inspections, etc.
6. Process Automation and Optimisation. Training in workplace risk prevention	<ul style="list-style-type: none">"Onboarding / Transboarding" project for the identification by managers of risk profiles and workers who either join Endesa's workforce or change jobs. Each profile analysed is automatically assigned training in Workplace Risk Prevention (WRP) and its protective equipment "PPE" and an identification of its risk information sheet and its medical protocols for health surveillance."Automation of Safety Training" project: development of a tool that manages the safety training of workers throughout their life in the Company based on their risk profile.
7. Psychosocial risks and health monitoring	<ul style="list-style-type: none">Launch of a new assessment of psychosocial and techno-stress factors for the entire workforce and subsequent analysis of findings by organisational area for the design of action plans. Implementation of several initiatives for the promotion of health and continuous monitoring of the health of workers by the Medical Area.



Key performance indicators (KPIs) related to occupational health and safety (OHS)

The main OHS indicators in 2023 and 2022 were as follows:

Key performance indicators (KPIs)	2023		2022	
	In-house personnel	Subcontracted personnel	In-house personnel	Subcontracted personnel
Employee training on OHS (number of hours)	124,162	—	83,144	—
Attendance at OHS training ⁽¹⁾	8,430	—	8,552	—
Safety inspections ⁽²⁾	732	117,043	688	110,064
"Safety Walks" ⁽³⁾	272	—	294	—
"Extra Checking On Site" (ECoS) ⁽⁴⁾	—	16	—	10
Number of hours worked	14,880,226	46,661,938	14,849,992	41,357,055
Number of accidents ⁽⁵⁾	4	18	1	18
Frequency index ⁽⁶⁾	0.26	0.38	0.06	0.43
Number of serious accidents ⁽⁷⁾	—	2	—	—
Frequency of serious accidents index	—	0.04	—	—
Number of fatal accidents	—	1	—	—
Frequency of fatal accidents index	—	0.02	—	—
Number of accidents involving at least one lost day (LTI)	5	20	2	18
Frequency rate for accidents involving at least one lost day	0.33	0.42	0.13	0.44
Degree of severity ⁽⁸⁾	0.02	0.10	0.01	0.09
Absenteeism rate (%) ⁽⁹⁾	2.98	—	2.97	—

⁽¹⁾ Employees attending training courses on risk prevention in the year (number).

⁽²⁾ Safety inspections of works and/or projects related to own employees and contractors (number).

⁽³⁾ Safety visits by management and prevention technicians to facilities and workplaces to verify the state of the facilities, compliance with OHS regulations and the adoption by works of safe and healthy behaviours (number).

⁽⁴⁾ Safety visits to workplaces by experts from different countries to share preventive improvement practices (number).

⁽⁵⁾ Includes accidents eligible for calculation under Enel Group Policy 10⁶.

⁽⁶⁾ Frequency index = (Number of accidents or Number of serious accidents or Number of fatal accidents / Number of hours worked) x 10⁶.

⁽⁷⁾ Includes: accidents that resulted in more than six months off work as at 31 December 2022 and 2023; accidents that were ongoing and considered serious (initial prognosis >30 days) as at 31 December 2022 and 2023; accidents classified as "Life Changing Accidents" (LCA), irrespective of the resulting number of days off work.

⁽⁸⁾ Severity rate = (Number of lost days / Number of hours worked) x 10³.

⁽⁹⁾ Number of days of absence due to illness or accident/number of notional days *100.

The company's *Risk Appetite Framework* has set a tolerance level for the absenteeism indicator of 5%.

14.3. Responsible personnel management

Endesa is committed to sustainable people management, fostering best practices in hiring, compensation, employment relations, training and selection, etc. and pursuing initiatives that foster a safe and healthy working environment, well-being, work-life balance, equal opportunities, diversity and inclusion.

Endesa believes in diversity among its employees as an enriching factor. ENDESA's respect for the approaches in its Diversity and Inclusion Policy (age, gender, culture and disability) is reflected in the ongoing increase in the

number of women in the workforce, the incorporation of people of other nationalities and young people to rejuvenate the workforce, recognition of people with the most experience and the integration of people with disabilities. The Policy was reviewed in 2023 to bring it up to date with the new reality and take into account developments in diversity in recent years.

In 2023, Endesa worked on each of the following dimensions by carrying out various initiatives, as described below:

14.3.1. Diversity and equal opportunity

Under the framework of the Policy of Diversity and Inclusion, the Company rejects all manner of discrimination and undertakes to guarantee and promote diversity, inclusion

and equal opportunities in all dimensions covered by that policy (gender, age, disability and nationality):

Gender

Endesa promotes gender equality in all areas of the Company, focussing in particular on internal and external

objectives related to gender as established in the 2024-2026 Strategic Sustainability Plan.

	2024-2026 Targets			
	2023	2024	2025	2026
Increase the presence of women in positions of responsibility (% women)				
Management positions	21.1	21.5	21.7	22.0
Middle management positions	35.7	36.0	36.0	36.5
Promoting gender diversity as part of selection processes (% women)	52.5	50.0	50.0	50.0
Promotion of gender diversity in the recruitment process (global% of women recruited)	37.2	37.5	38.0	38.0
Female students involved in initiatives of vocational guidance in STEM ⁽¹⁾ area	>5,000 women involved in the 2024-2026 period			

⁽¹⁾ "Science", "Technology", "Engineering", "Mathematics"

On a monthly basis, the data and results of the actions carried out in the area of gender diversity are published and performance is assessed with respect to the goals set for 2023.

The number of women in Middle Manager positions has increased by 0.8%. In the case of the number of women in "Manager" positions, the appointment criterion is based on the responsibility they perform and has increased by 2.2%.

The number of women in positions of responsibility is increasing every year thanks to the female empowerment actions and the policies established in the Succession plans in which the objective is for the percentage of women to be 50% (44.3% by 31 December 31 2023).

In year 2023, the percentage of women hired amounted to 37.2%, 1.0% lower than in the previous year, mainly due to the total decrease in the number of external hires (see Section 14.1 of this Consolidated Management Report).

Percentage of women in the workforce

		2023	2022
Board of Directors		41.7	41.7
Executive positions			
Management positions		21.1	18.9
Middle management positions		35.7	34.9
Selection processes			
"Short List" ⁽¹⁾		52.5	51.4
Hires		37.2	38.2

⁽¹⁾ List of final candidates in selection processes.

Endesa has an equality plan that provides a framework for action to promote effective equality, equity, development, work-life balance and co-responsibility among all staff and is part of the *Endesa V Framework Collective Agreement*. In 2023 the Equality Plan was updated in accordance with the new legislation in force and has been agreed with employee representatives.

Endesa also defined a Gender Diversity Action Plan, in line with our Diversity and Inclusion Policy, aimed at achieving three main targets: increasing the presence of women in the Company, increasingly their presence in positions of responsibility, and ensuring quality in wages and salaries. To achieve these goals, a number of initiatives are being developed structured around four pillars:

Initiatives	Description
1. Attracting talent	<ul style="list-style-type: none"> Incorporation of inclusive language and parity in selection processes through "Science, Technology, Engineering, Mathematics" (STEM) programmes such as "Debunking Stereotypes" or "Ella te Cuenta".
2. Awareness raising	<ul style="list-style-type: none"> Events to share good practices with other companies, "<i>Conscious Decisions</i>", "<i>Training Programmes to Combat Harassment</i>" and initiatives of the Endesa Women's Network.
3. Work-Life balance	<ul style="list-style-type: none"> Updating of the Equality Plan in accordance with current legislation with more than 68 measures contained in the "<i>5th Endesa Framework Collective Bargaining Agreement</i>". <i>'Parental Programme'</i>.
4. Women's leadership	<ul style="list-style-type: none"> Through programmes such as "<i>Woman Mentoring</i>", "<i>Cross Mentoring</i>" and "<i>Intercompany Breakfasts</i>", and a women's leadership programme for the women's network.

In addition, we carry out internal and external communication actions, for example, Diversity Days or the dissemination of the awards received in 2023 for diversity initiatives such as the "Diversity Leading Company" award or the "Empowering Women's Talent" seal, awarded by Equipos y Talento, or being part of the jury for the "Pioneras IT" award granted by the Colegio de Ingenieros de Telecomunicaciones (Association of Telecommunications Engineers).

We engage in external commitments with public administrations such as, for example, the Ministry of Equality (Equality Badge renewed in 2023), and commitments with other entities such as "CEOs for Diversity", AEMENER

("Association of Women in Energy") and together with adherence to the 7 WEPs ("Women Empowerment Principles") promoted by the United Nations (UN) and UN Women Global Compact and consistent with the Sustainable Development Goals of the United Nations (UN) to which the Company is committed.

The actions have a follow-up and monitoring of their impact through the Equality Committee, and with the preparation of different external indexes such as "Bloomberg" in which Endesa has been improving for 3 consecutive years, or "MERCO" in which it has reached position 35 of the 100 companies with the best corporate reputation in Spain, this being Endesa's best score in the last 10 years.

Age

Endesa works to recognise and manage generational differences, guaranteeing integration, motivation and knowledge transfer. In 2023, the following initiatives were put into practice to this end:

Shares	Description
"Onboarding"	<ul style="list-style-type: none">Aimed at young people who have just joined Endesa.
"Nuestros Mayores Valores" (our core values)	<ul style="list-style-type: none">The "Our Best Values" initiative for employees over 55 who made an exceptional contribution during their professional careers and receive recognition from the organisation, their direct managers and their colleagues in the form of participation in experiential or business activities.This is one of the programmes aimed at enhancing the value of senior talent through knowledge transfer initiatives and recognition of their experience.
"Intergenerational mentoring"	<ul style="list-style-type: none">Promote intergenerational mentoring to encourage diversity in teams.

Disability

Endesa carries out initiatives to foster the integration of people with disabilities in conjunction with foundations specialising in this area. The main ones are:

Initiatives	Description
"Valuable 500"	<ul style="list-style-type: none">Endesa was the first Spanish energy company to sign up for the "Valuable 500" global disability inclusion initiative, carrying out more than 36 initiatives in 2023.
Addecco Foundation Family Plan	<ul style="list-style-type: none">Counselling and health therapies for family members with disabilities. This plan provided personalised counselling and health therapies to 69 relatives of employees with a disability in 2023.
Randstad Foundation	<ul style="list-style-type: none">Provision of specialist disability consulting and advisory services.
Prevent Foundation and Universia Foundation	<ul style="list-style-type: none">Support for a number of scholarship programmes for students with disabilities.

These actions take the form of projects that promote inclusion of people with disabilities in the labour market and support services for employees with disabilities (98 employees with a disability as at 31 December 2023, 1.08% of total headcount at that date).

In addition to partnering with foundations, Endesa has an

officer tasked with centralising all issues and providing service to both managers and employees in this area. Endesa complies with current disability regulations, set out in Spain's General Law on Disability ("Ley General de Discapacidad").

Multiculturalism/Nationality

Endesa is committed to the acknowledgment, respect and integration of persons of different nationalities working at the Company. We support cross-cutting projects with teams from different countries. Within the same country, we encourage closer ties between different territories with initiatives such as the "Endesa Lovers Days", in which more than 3,000 people from different geographical areas took part.

To raise the profile of all the above actions, the "Diversity Days" continued to be held in 2023. These involve a mix of face-to-face and online initiatives dedicated to all dimensions: women's network initiative, solidarity bazaar for people with disabilities, LGBTI (lesbian, gay, bisexual, transgender and intersex) event.

14.3.2. Work-life balance and flexibility

Endesa continued to carry out a variety of initiatives to foster its flexible working environment and help employees achieve a balance between their personal,

family and professional lives. The measures taken by Endesa to promote work-life balance are divided into five large groups:

Lines of action	Description
1. Employment quality	<ul style="list-style-type: none"> Permanent contract, pension plans, health and welfare, expatriate support, etc.
2. Flexible time and personal leave	<ul style="list-style-type: none"> Shorter working days, unpaid time off, paid leave, etc.
3. Support to the family	<ul style="list-style-type: none"> Unpaid time off, paid leave and a flexible timetable for family care, helping dependant elderly family members, etc.
4. Career development	<ul style="list-style-type: none"> Professional/technical/skills/language training, volunteer programmes, coaching, etc.
5. Equal opportunities	<ul style="list-style-type: none"> Professional support for victims of gender-based violence, medical advice, etc.

Endesa employees benefitting from initiatives to promote work-life in 2023 and 2022:

Number of employees		2023	2022
Work-life balance actions			
Female		2,145	2,073
Male		4,143	4,013
TOTAL		6,288	6,086

Below we highlight some of the measures that Endesa carried out during 2023:

Work-life balance	Descripción
Work Outside the Office	<ul style="list-style-type: none"> Employees were allowed to continue working remotely where possible. We continued to support our people to maintain their motivation and performance.
Flexible timetable	<ul style="list-style-type: none"> Flexible working hours make it easier to balance work and personal life.
Breastfeeding rooms	<ul style="list-style-type: none"> Service for women who have become mothers.

During 2023 and 2022 the number of employees who benefited from these programmes was as follows:

Beneficiaries by type of most important work-life balance measure	2023	2022
Work Outside the Office	5,913	5,705
Flexible timetable	2,459	2,523

In addition, Endesa offers its people, among others, these services for flexibility and wellness support:

Otras Medidas de Flexibilidad	Descripción
Offers channel	<ul style="list-style-type: none"> This channel includes a wide variety of products and services at competitive prices, ranging from leisure offers to others related to personal well-being and training. It is open to solidarity, with a section for donations to different social institutions aimed to improving the living conditions of those most in need.
"Sala To Do"	<ul style="list-style-type: none"> At the Madrid headquarters, with uninterrupted opening hours and online payment, this room brings together services that help make employees' lives easier, such as clothing and shoe repair, dry cleaning, laundry, financial advice, and mobile phone, tablet and computer repair.
Train Yourself	<ul style="list-style-type: none"> As a company firmly committed to employees' health, Endesa has been promoting the Train Yourself Programme since 2011. The Company encourages employees to practice sport through this programme with a monthly subsidy.
Other services	<ul style="list-style-type: none"> There is also an app that allows people to enjoy services such as private car pooling, the e-sharing car service with a fleet of electric vehicles for professional use, cleaning and car repairs, yoga classes, pilates and maintenance gymnastics, nutritionist and travel agency.

14.4. Working environment

Endesa continued to promote the new workmodel. In 2023, more than 64% of the workforce (5,913 employees) enjoyed a hybrid work model combining remote work with face-to-face work in offices. A variety of surveys, interviews, focus groups and initiatives were carried out at different levels within the organisation to gauge how employees felt and how they were adapting to the remote working and the partial return to on-site work, adding questions about workload, wellbeing, leadership, and their motivation and commitment to Endesa.

Endesa's priority is to place people at the heart of its business. To this end, the focus in 2023 was placed on improving the level of satisfaction and wellbeing, following the "*Well-being - Motivation - Results*" cycle that translates to more wellbeing, better motivation and enhanced performance.

To improve the workplace climate and satisfaction, initiatives were conducted by the People and Organization Unit, the "Wellbeing and Welfare" Unit at a global level. They launched a Global Wellbeing Plan focused on people care and personal wellbeing at work and in private life, with the aim of increasing the level of peace of mind and reinforcing the sense of belonging.

Through the "*Wellbeing*" survey rolled out to employees, the needs of employees were elicited and initiatives such as the Wellbeing Plan were put in place. This involves regular questionnaires on how employees feel in their professional and personal environment on a physical, psychological and relational level. In addition, webinars on physical and psychological well-being were held.

The initiatives undertaken in 2023 remained focused on leveraging Endesa's strengths and values to address the identified areas for improvement.

Initiatives	Examples
Initiatives aimed at further improving management skills in increasingly digital, flexible and diverse environments.	Endesa Lovers this year focused on the territories. More than 5,000 people took part in the event, with a satisfaction rating of 7.5 out of 10. They helped reconnect people with the company's cultural evolution strategy, based on four pillars: leadership and self-development, diversity, wellbeing and recognition.
Initiatives aimed at encouraging employee participation in decision-making activities in projects and processes, to help develop the values of trust, proactivity, responsibility and innovation underpinning Endesa's management model.	Communities have grown and strengthened (there are currently 20 communities with more than 2,700 people). These communities segment employees by interest groups (women's community, data experts, LGBTQ+ community (lesbian, gay, bisexual, transgender and intersex), energy linkers, inclusion community, etc.) and have also contributed to improving the climate and engagement of employees.
Initiatives geared towards people managers and their leadership	Focus has also been placed on people managers as enablers of the work climate; we held an event to foster their leadership and improve their networking.

All climate action plans carried out in 2023 were monitored regularly to ensure that they conformed to the planning and targets set.

14.5. Leadership and personal development

Leadership at Endesa is based on the vision, mission and values. The "Open Power" values (Responsibility, Innovation, Confidence and Proactivity) present in the people management processes through the Company's 15 competencies.

In 2023, the development of leadership at Endesa gained momentum with the implementation of "Softleadership", an empathetic, sensitive, gentle and inclusive leadership style based on 6 principles: inspiring with meaning,

communicating, active listening, nurturing trust, abiding by transparency and accountability. This leadership style was developed in recent years with Endesa's commitment to the "Coaching" culture, which is present through the Internal Coaching Network and the leadership training pathways based on coaching skills and competencies. This enables leaders and everyone in the organisation to use a management style and behaviours that are clearly geared towards people's development and growth.

Programmes	Description
"Coaching"	<ul style="list-style-type: none">Endesa continues to make a strong commitment to coaching through individual or group actions, mainly through the Internal Coaching Network, where 54 internal coaches, 20 of whom are also team coaches, accompany Endesa professionals, making this a benchmark model in IBEX-35 companies. Endesa's commitment to coaching has been recognized in recent years by the Spanish Association of Executive and Organizational Coaching (AECOP) in the section "Coaching Culture in the Company".
Human skills workshops	<ul style="list-style-type: none">One of the main competencies is "Empowering" and "Coaching". With the challenge of bringing coaching closer to Endesa, the Internal Coaching Network offers workshops related to coaching, such as "Growing with Coaching", aimed at making coaching known and bringing coaching closer to all employees, and "Coaching tools for your development", aimed at those who want to learn how to implement coaching competencies in their day-to-day work. These workshops complement the courses "Gestor Coach", "Gestor Coach+Gestor Coach III" and "Agent of Change", aimed at people managers, and the course "Become a Softleader" aimed at managers of the organisation, with the aim of facilitating the integration of coaching competencies in their own management role.
"Mentoring"	<ul style="list-style-type: none">Knowledge transfer project in which leading in-house professionals in a specific skill or area of knowledge mentor and mentor other colleagues for a period of 3 to 6 months. In 2023, we once again took part in a "cross-mentoring" programme together with other companies. Women with potential were mentored by business leaders from different sectors to contribute to generating networking opportunities. A new edition of "Women mentoring" was launched in 2023, framed within the women's community. The aim is to create spaces for connection, support and professional development among the community. In addition, regular training meetings are organised for the Endesa Mentoring Community to maintain the quality of the processes.
"Job Shadowing"	<ul style="list-style-type: none">This development action aimed at getting to know another area of the Company consists of accompanying another professional in his or her day-to-day work for a set period, sharing experiences. It can take place both in person and online, with the aim of promoting networking among colleagues. On an annual basis, an organisation-wide campaign is launched to offer the opportunity to take part in this programme. There is also a longer-term programme included as an action in the Total Rewarding and Succession Plan catalogue.
Talent development consultancy	<ul style="list-style-type: none">One of the great achievements in the area of talent development is being able to put in place tailor-made solutions for businesses that need it. In 2023, Endesa continued to strengthen its internal consultancy services, providing tailor-made solutions to meet the needs of the business areas, such as actions aimed at reinforcing the team identity of the different divisions.Another example is the "offboarding" programme, aimed at helping employees to adapt to their new job at the time of departure in order to enhance their level of well-being.
Succession plans	<ul style="list-style-type: none">In 2023 Endesa continued with the identification of successors for the positions of greatest managerial responsibility in the organisation. Criteria are defined for this identification, including a requirement that at least half of the successors chosen for each plan should be women, thus contributing to meeting gender diversity objectives. Nominated successors have a catalogue of actions structured into three blocks of initiatives: accompanied, training-oriented or experiential. Candidates can choose the one they consider will have the greatest impact on their personal and career growth.
"Total Rewarding"	<ul style="list-style-type: none">This process promotes recognition management in a broad sense. It encompasses not only economic actions, but also exclusive training and development actions such as "ThePower MBA", and the Master's in Energy Business and Master's in Energy Law offered by the Spanish Energy Club, among others. It is aimed at people whose track record, attitude and performance deserve recognition.
"Softleadership"	<ul style="list-style-type: none">A global programme aimed at implementing "Softleadership". A range of activities have been conducted, such as: identification of employee who could be ambassadors for the programme, video testimonials of the six principles, inspirational talks by leading figures, merchandising, design and implementation of workshops to develop the six principles, and other training linked to this style of leadership.
"Empowerment Path"	<ul style="list-style-type: none">Support and development programme conducted by internal coaches trained in the ITACA protocol and aimed at newly appointed managers with the aim of identifying and enhancing their talents for this new professional phase.
"Talent Engagement Program"	<ul style="list-style-type: none">An 18-month programme aimed at "High Potential" young people. The aim is to create and develop their leadership through rotation in three different areas of the company. It is coupled with training and development initiatives that allow them to gain greater knowledge and integration into the company's culture.

"Open Feedback Evaluation" (OFE)

Open Feedback Evaluation (OFE) is the current system of evaluation. It focuses on the development of the individual and on fostering a culture of feedback. In line with an open, approachable and empathetic leadership, the process evolves on a 360° level, open to the entire organisation,

in order to promote generosity, companionship and a culture of feedback exchange at all levels.

Open Feedback Evaluation (OFE) is based on 15 Endesa skills organised into three areas: Talent, generosity and action.

Scope	Description
Talent	<ul style="list-style-type: none">Designed for each person to identify up to three skills in which they believe they excel.
Generosity	<ul style="list-style-type: none">Oriented to give and request feedback to colleagues, in order to recognise and enhance their development.
Action	<ul style="list-style-type: none">The manager assigns professional goals to his/her team members, who have the option of proposing their own goals.

As at 31 December 2023, 3,523 or 39.00% of Endesa employees received variable remuneration based on

objectives (MBO). In 2023, a total of 7,940 evaluations of 2022 objectives were carried out.

Key performance indicators (KPIs) related to performance appraisal and evaluation of objectives

In 2023 and 2022, the key performance indicators (KPIs) related to the performance appraisal and evaluation of objectives were as follows:

Key performance indicators (KPIs)	2023	2022
Employees with variable remuneration linked to evaluation of objectives ⁽¹⁾	39.0	38.1
Employees included in performance appraisal ⁽²⁾	87.3	84.9

⁽¹⁾ Employees with a component of their variable salary linked to the achievement of Endesa's objectives.

⁽²⁾ Employees taking part in the evaluation of behaviours and/or values of the company using the Open Feedback Evaluation (OFE) tool as a% of the final workforce.

14.6. Training

Endesa demonstrates its learning strategy with a wide range of training initiatives to provide and improve the technical qualifications required by employees and to further their personal development. The company thus fulfils its commitment to people, placing them at the centre of everything we do to have a positive impact on them.

A fully up-to-date, single and comprehensive catalogue with courses on the skills and techniques that are in greatest demand and will help to spark employees' inquisitiveness for cutting-edge issues, while caring for and reinforcing their overall well-being, not to mention provide learning experiences to work and lead a new, more flexible organisational model. A new learning model focused on globalising processes, on the employee's user experience, on developing new tools and new ways of thinking.

Endesa's cultural development has led to an evolution in learning that facilitates all employees' adaptation and growth in the new environment. Within the framework of the "Love to Learn" project, a culture of self-development

and self-learning is being built up. We offer a wide variety of learning formats, accessibility, flexibility and a high degree of inspiration. For this reason, e-learning and eEducation platforms have been integrated, allowing the creation of personalised pathways. This ensures that all content is tailored to the individual needs of each individual.

During 2023, process improvements were implemented, including: the new eEducation user experience; the clarity and streamlining of notifications; the new, simpler user interface; and the digitalisation of satisfaction questionnaires. 5,131 training sessions were held, involving 9,097 employees, which meant 471,285 hours of training, an average of 51.81 hours per employee.

Training actions in 2023 addressed the needs uncovered as a result of a number of processes undertaken to ascertain training requirements in order to ensure continuous and updated learning in the different categories defined and classified as "upskilling" and "reskilling": Skills, Technique, Prevention and Prescriptive.

To undertake this activity, Endesa invested Euro 41.26 million in 2023, of which Euro 12.76 million came in the form of direct costs for training activities.

Endesa's responsibility for complying with current legislation in relation to each and every area in which it

carries out its activities implying including a large number of training activities, in topics such as occupational health and safety (OHS), wellbeing, diversity, energy sustainability, the environment, and digitalisation, as explained below:

Type of training	Description	Key programmes
Occupational Health and Safety (OHS)	<ul style="list-style-type: none"> With regard to occupational health and safety (OHS), the workplace risk prevention courses are compulsory for all employees, and consist of online, virtual and classroom sessions depending on the content and target audience. Specific courses of action are carried out for positions with specific levels of responsibility in relation to prevention, such as: prevention officers, prevention resources and members of emergency teams. Courses and refresher workshops are given to update knowledge of regulations and also of Endesa's own procedures. 	<ul style="list-style-type: none"> Basic level prevention. First aid. Electrical risk prevention. ISO 45001 Occupational health and safety management system. Fire and emergency response PPEs/IPEs. Safe driving. Self-Protection Plan Awareness. Occupational risk prevention outside the office.
Wellbeing	<ul style="list-style-type: none"> Our goal is that people acquire knowledge to have a suitable lifestyle, which will allow them to have better strategies to face adversity, increase their wellbeing and achieve a better cognitive performance. The "Healthy Minds" learning itinerary seeks to achieve improvement in the following lifestyle areas: Stress coping capacity; Promotion of psychological wellbeing; Quality of sleep; Nutrition; Physical exercise; Quality of social relationships. 	<ul style="list-style-type: none"> "Open corner". Wellbeing and motivation. Time management. Stress management. "Mindfulness". Rest and sleep. Basic emotions and emotional management. Listen to your body. Healthy habits. Social skills.
Diversity and inclusion	<ul style="list-style-type: none"> We address all dimensions of diversity and inclusion to promote these values in the workplace through learning sessions, in alignment with Endesa's Diversity and Inclusion Policy. We promote internal training initiatives to reinforce the commitment to diversity and equality in all areas of the company. One of our initiatives, the interactive "Her" training course on unconscious bias, was selected by the Spanish Global Compact Network as a good practice in the field of gender equality. Diversity must be integrated into the day-to-day work of all teams, processes and people. 	<ul style="list-style-type: none"> "Endesa Powerher". The home of inclusion. "Valuable 500": Let's talk about disabilities. Female talent. Debunking biases. Awareness raising on "accessibility and design for all". Diversity without labels. TALENTIA 360. Women managers EOI (School for Industrial Organisation). Proactiva CEO&ESADE Programme.
Energy sustainability	<ul style="list-style-type: none"> A commitment to Sustainable Development is a core aspect of Endesa's activity. Therefore, training in this area is important, with the design, development and implementation of courses aimed at ensuring Endesa employees take aboard the sustainability principles in their private and professional activities, and by changing their energy behaviour become examples for society to follow. 	<ul style="list-style-type: none"> Sustainability in Enel Group tools and shared corporate values. 2030 AGENDA: "The new frontier for sustainable development".
Environment	<ul style="list-style-type: none"> Environmental training was further strengthened in 2023 with around 1,600 hours of training provided to Endesa employees. With this training, Endesa complied with requirements for renewal of its different ISO 14001, energy efficiency and Integrated Environmental, Energy Efficiency and Indoor Air Quality Management System certificates. 	<ul style="list-style-type: none"> ISO 14001. Environmental awareness-raising. Environmental aspects in distribution. Preserving biodiversity. "Waste Awareness". e-Mobility waste management Environmental inspections
Digitalisation	<ul style="list-style-type: none"> Training in digital transformation was a major focus in 2023, with more than 78,225 hours of training provided. Endesa's digital skills training programmes allow students to expand their technical knowledge in IT to include the change management skills shaping the new paradigm of the digital era and the new working model. This aim is to have a more systemic vision and achieving a sustainable, positive impact. 	<ul style="list-style-type: none"> "Power BI". "BEATS - WB/FB/HB". Cybersecurity Connected industry Digital leadership and transformation "EnData". "QLIK SENSE". "Human Firewall". Digital Routines in 21 days (R21D).

Type of training	Description	Key programmes
	<ul style="list-style-type: none"> Courses in management, social and leadership skills to provide employees with tools to ensure their personal and professional development. These courses are managed transversally among different Business Lines and Support Areas. Empowerment and transformation programmes. 	<ul style="list-style-type: none"> Agile methodology programmes: <i>Let's talk about agile</i>, Scrum master. <i>"Product owner"</i>. <i>"Become a Softleader"</i>. <i>"E-Leadership"</i>. <i>"The Power MBA"</i>. Responsibility and relationship management.
	<ul style="list-style-type: none"> Enel's Global Policy on Workplace Harassment. 	<ul style="list-style-type: none"> Workplace harassment.
Other training activities	<ul style="list-style-type: none"> Technical skills training for employees to continue their professional development and give them the qualifications needed to go about their tasks. 	
	<ul style="list-style-type: none"> Language training: Endesa promotes language classes, chiefly English and Italian, with a wide range of programmes in different formats. 	
	<ul style="list-style-type: none"> Specific onboarding training programmes for new hires so they can acquire the knowledge and skills necessary to perform their tasks. 	
	<ul style="list-style-type: none"> Compliance 	<ul style="list-style-type: none"> Competition law Regulation (EU) 679/2016, General Data Protection (GDPR). Tax compliance

Key performance indicators (KPIs) relating to training activity

In 2023 and 2022, the key performance indicators (KPIs) related to training activity were as follows:

Number of hours		
Key performance indicators (KPIs)	2023	2022
Training ⁽¹⁾	471,285	422,962
Digital skills training ⁽¹⁾	78,225	45,905
Promotion of training for employees ⁽²⁾	51.81	45.69
By category:		
Executives	33.31	38.21
Middle management	49.35	42.91
Administration and management personnel	53.60	47.69
Manual Workers	56.92	49.11
By gender:		
Men	53.56	48.03
Women	46.92	39.14

⁽¹⁾ Training provided to employees.

⁽²⁾ Average training given per employee (average number of hours of training).

14.7 Attracting and retaining talent

In order to attract the best talent, Endesa focuses on Employer Branding to promote the company in the job market and be considered an attractive place to work. Over the past few years, the focus has been on attracting

young talent, particularly with STEM (Science, Technology, Engineering, Mathematics) profiles to drive Endesa's digital transformation.

Actions	Description
International mobility	<ul style="list-style-type: none">In 2023, Endesa continued to roll out international mobility programmes for employees to contribute to their development in international arenas, widen their global business vision and enhance their technical knowledge.The international mobility programme were efficiently managed and foster a global career, thus enhancing a multinational culture. In 2023, Endesa managed 35 processes for employees assigned to work in other countries and 13 processes for people from the Enel Group assigned to work in Spain.Within the framework of compliance with the Diversity Policy, special attention is paid to the integration of expatriates at their destination, by assigning them a tutor/mentor during the expatriation period.
Personnel selection	<ul style="list-style-type: none">To cover vacancies, Endesa promotes participation of employees in selection processes and prioritises internal mobility and giving opportunities to employees to develop and learn.In those cases where Endesa is unable to make use of internal mobility, it seeks to recruit people directly linked to the company's activities through internships, grants and specific fixed-term contracts. Job vacancies are also posted on Endesa's and specific job websites.Endesa has corporate-wide guidelines and the "<i>5th Endesa Framework Collective Agreement</i>" sets out the specific features of the process for filling vacancies.The candidates chosen must not only meeting the required technical profile, but also have the risk profile of skills and values promoted by the "Open Power" corporate culture.During year 2023, more than 800 vacancies were filled, 56% of which were filled by employees and 44% by external personnel.
Attracting young talent	<ul style="list-style-type: none">During 2023, Endesa participated in over 20 events aimed at attracting young talent: job fairs, events specialised in "Science", "Technology", "Engineering", "Mathematics" (STEM) profiles, conferences at universities and training centres. In addition, around 100 social media posts were published, attracting more than 430,000 views.
Grants programme	<ul style="list-style-type: none">In 2023, more than 160 young graduates were recruited through the Endesa Grants Programme. The training projects associated with the scholarships enabled students to maximise their development and raise their level of employability to continue on their career path. This year, the master's programme linked to the scholarship was updated with the addition of training content such as business management based on the Sustainable Development Goals (SDGs), or a specific module on "data&analytics".Endesa is committed to trying to hire as many grant recipients as it can. Meanwhile, interns at Endesa are given the opportunity to learn and gain experience about professional life that will be useful in helping them find their first job. In 2023, close to 40 young people from this programme joined Endesa as new employees.
Remuneration policy	<ul style="list-style-type: none">Endesa's remuneration policy is aligned with Spanish and international regulatory recommendations in the area of Corporate Governance. The key objective is to retain, attract and motivate the best talent, ensure internal equality, external competitiveness and establishing remuneration in line with the best practices used on the market.Endesa's remuneration policy ensures competitive and fair remuneration for its employees. Remuneration is determined following an analysis of external competitiveness based on wage surveys in the market by employing a job valuation methodology with criteria used by similar companies in terms of number of employees and turnover.Endesa's remuneration policy is also merit-based. In 2023, as in previous years, the individual salary review process was carried out for all employees in all professional categories. The objective of these processes is to recognise the efforts of personnel and their commitment to the Company, adjusting remuneration on a case by case basis, while ensuring that the minimums established in the <i>V Endesa Framework Collective Agreement</i> are observed. This policy also strengthens the manager's role in recognising employees' achievements.In 2023, an exercise in transparency in communication to personnel of the salary review process was carried out, with special emphasis on gender diversity.

Key performance indicators (KPIs) related to the gender adjusted wage gap

In 2023 and 2022, the key performance indicators (KPIs) related to the adjusted wage gap were as follows::

Gender adjusted wage gap ⁽¹⁾	2023	2022
Executives	2.2	3.2
Middle management	2.9	2.9
Administration and management personnel	2.9	3.9
Manual workers	5.5	5.0
AVERAGE	3.7	3.8

⁽¹⁾ The adjusted wage gap was calculated using the multiple linear regression model, which allows the relationship between the predictor or regressor variables (socioeconomic and labour factors) and the dependent or regressor variable (salary: fixed and variable remuneration and social benefits of the salary) to be quantified by means of a single equation.

14.8. Social dialogue

As at 31 December 2023, the "V Endesa Framework Collective Agreement", in different legal terms, covered 7,971 employees; i.e. 88.2% of total staff.

Pursuant to Spanish and Endesa labour regulations in 2023, the criteria to be followed in the event of business reorganisation and corporate restructuring

were established, whereby Union representatives will be informed at least 30 days before any such corporate restructuring and reorganisation is actually implemented. The most important actions regarding collective bargaining in 2023 were as follows:

Key actions in 2023
<ul style="list-style-type: none">• Agreement on the transfer of workers from Endesa X Way, S.L. to Endesa Mobility, S.L.U.• Agreement on the transfer of workers from Empresa Alumbrado Eléctrico de Ceuta S.A. to the newly created Empresa de Alumbrado Eléctrico de Ceuta Energía, S.L.U. and their inclusion in the functional scope of Endesa's V Framework Collective Bargaining Agreement.• Resolution of the Negotiating Committee for Specific Matters establishing the rights and guarantees of the workers affected by the transfer of assets from Enel Iberia, S.L.U. to Gridspertise Iberia, S.L. and the obligation of the former in relation to those workers.• Agreement relating to the merger by absorption of Endesa Red, S.A.U. by Endesa, S.A. and transfer of employees: close of the consultation period.• Agreement on Endesa's Equality Plan.

In June 2023, the "V Endesa Framework Collective Bargaining Agreement" was terminated and collective bargaining for the 6th Endesa Collective Bargaining Agreement was commenced. The Negotiating Committee for Endesa's VI Collective Bargaining Agreement was set up in June. Negotiations have been underway since then (see Note 53 of the Notes to the Consolidated Financial Statements for the year ended 31 December 2023)

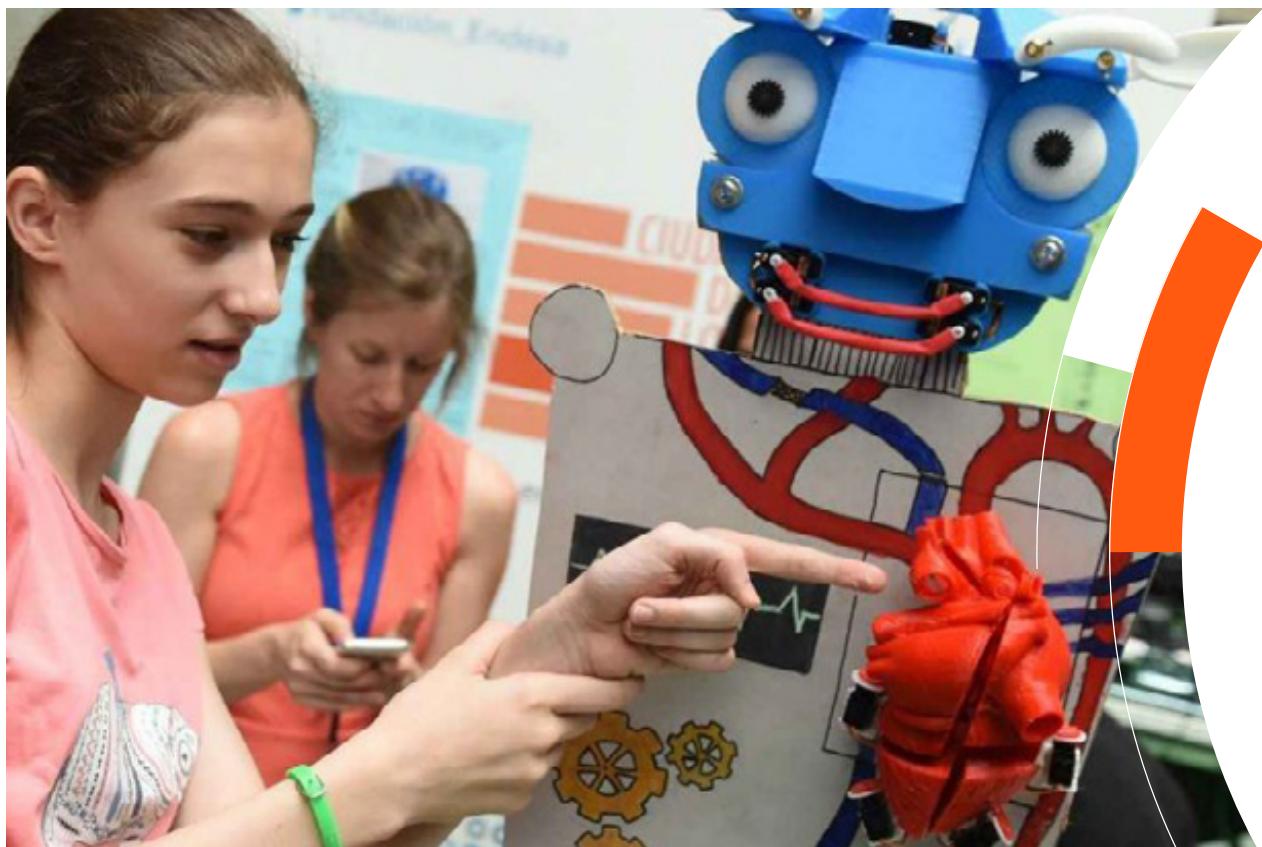
14.9. Responsible relations with local communities

Endesa is committed to the communities where it operates. The Company implements initiatives that are promoted, supported, managed and/or subsidised by the Company voluntarily and aligned with the needs of the environment. Such initiatives generate a benefit for the society in which it operates beyond the normal management of the business. Community-oriented projects are aligned with the United Nations Sustainable Development Goals (SDGs). Specifically, in three of them, corresponding to "Education" (SDG 4), "Access to energy" (SDG 7) and "Socioeconomic development" (SDG 8), the Company has made a public commitment to achieve the targets relating to these goals. In 2023, the company has improved the categorisation, measurement and implementation of social projects, which has led to a realignment of targets. Four groups of projects with an impact on communities increased to five groups. The "*Environment and Biodiversity*" and "*Community Support*" categories were added to the previous ones and are described in Section 14.9.2 of this Consolidated Management Report.

Endesa's commitment to the communities in which it operates is part of its Creating Shared Value (CSV) policy, which establishes the company's relationship model with communities, with an inclusive approach and leaving no one behind. Endesa aims to create long-term value for all stakeholders, to minimise environmental and social risks and impacts, and at the same time to create value for the company and for the country.

The Company therefore builds a business model based on strong and lasting relationships with communities. Sustainability enables us to pursue sustainable progress, creating cost-effective solutions, solving social needs, building mutually beneficial relationships with stakeholders and creating long-term value for all actors to contribute to resilient and equitable development.

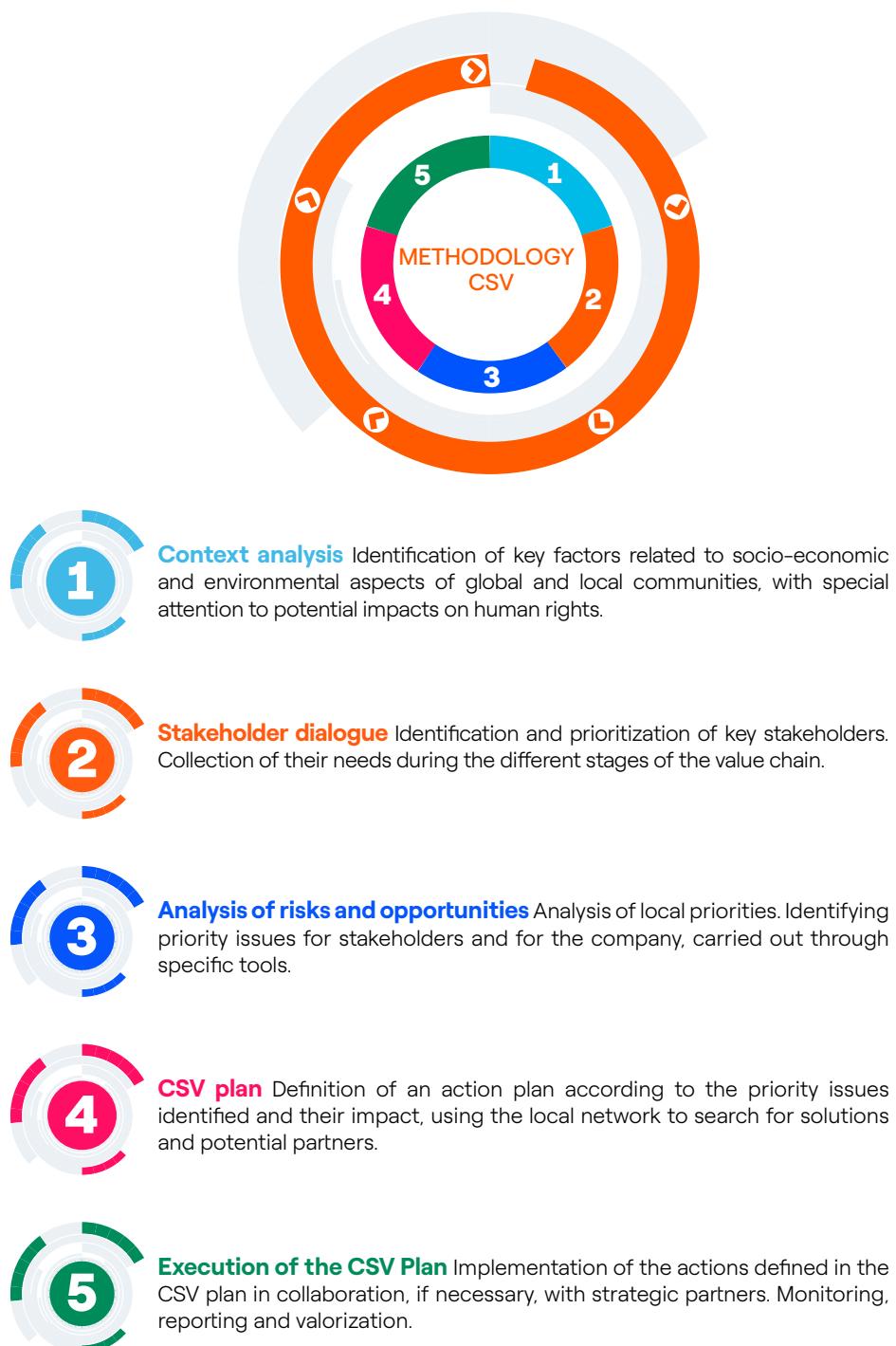
Detailed information on Endesa's responsible relationship with communities can be found in Section 4.6.2 "*Commitment to Local and Global Communities*" of the Non-Financial and Sustainability Statement 2023 (see Section 25 of this Consolidated Management Report).



14.9.1. The Creating Shared Value (CSV) approach

In this context, since 2016 Endesa has had a Creating Shared Value (CSV) model in place, focused on embedding sustainability in the business. The Company's success is viewed as directly related to the prosperity of the communities in which it operates.

The application of "Creating Shared Value (CSV)" has five phases, as detailed in the following figure:



There are differences in the implementation of the Creating Shared Value (CSV) model in Endesa's different business lines:

Business Areas	"Creating Shared Value (CSV)"
Generation 	<ul style="list-style-type: none">The Creating Shared Value (CSV) model is being implemented in all phases of the value chain of the Generation Business Line: in renewable construction projects, operating facilities and also in the decommissioning process.
Distribution 	<ul style="list-style-type: none">During 2023, in this Business Line, the first pilot of "Creating Shared Value (CSV)" accompaniment to a construction project was carried out in addition to applying the "Creating Shared Value" (CSV) methodology to the subject of interest of birdlife.
Supply of energy and other products and services 	<ul style="list-style-type: none">In this case, the "Creating Shared Value (CSV)" approach focused on actions against energy poverty.In this Business Line, the "Sustainability Boosting Program" method was applied in a pilot project.

Endesa's Strategic Plan sets out a roadmap towards clean electrification to create affordable, safe and sustainable energy systems. This is part of the framework for supporting the shared value creation model in business processes and projects.

The path towards full decarbonisation is therefore continued, as already announced in the Plan presented in 2021, which established an advance of 10 years in the Net Zero Emissions target with respect to the previous plan (from 2050 to 2040). This commitment is retained in the latest strategic plan for 2024-2026. (see Section 4.2 of this Consolidated Management Report).

Furthermore, in line with the above, whenever projects are undertaken in any business line, a special focus is placed on the local communities. Each project has its own "Creating Shared Value (CSV)" plan that is developed in a participatory manner with local actors in the region. The goal is to maximise the value that this project can create in the community.

In line with the above, the projects for the total closure of coal-fired power plants currently submitted by Endesa are supported by a Future Plan that is submitted to the relevant Ministry on a voluntary basis and with the aim of mitigating their adverse impact on the local community.

The Plan is structured along four main themes: proactive search for employment for affected personnel, training plans, promotion of the socioeconomic implementation of the environment and sustainability of the local municipality through energy efficiency and self-consumption. In addition to the above, we are also working on the application and monitoring of the "*Agreement for a fair energy transition for coal-fired plants in closure: employment, industry and territories*", which Endesa signed in April 2020 with the Ministry for Ecological Transition and the Demographic Challenge (MITECO), the Ministry of Labour and Social Economy, and the Federation of Industry, Construction and Agriculture of the General Union of Workers (UGT FICA) and the Trade Union Confederation of Workers' Committees of Industry (CCOO Industry). This agreement commits Endesa to the adoption of measures to facilitate the transition of the economy towards a low-carbon development model in order to optimise the benefits of the ecological transition to generate more and better jobs, while minimising the negative impacts that may arise for certain economic sectors to be transformed. For further information see Section 4.2 " Fair Energy Transition" of the Non-Financial and Sustainability Statement 2023 (see Section 25 of this Consolidated Management Report).

14.9.2. Sustainability projects

Endesa drives the energy transformation of society through a business model based on sustainability, with a focus on value creation and commitment to communities. The main features of sustainability projects are based on creating value for the local community and for society. With a special focus on vulnerable groups, they are managed in collaboration with the social representatives of the communities, with continuity over time and the potential to replicate successful actions in other locations,

while generating measurable returns for the Company, with systematic, transparent accountability and suitable communication to society.

At 31 December 2023, Endesa was undertaking projects that contribute to the 2030 Agenda in three of the 17 Sustainable Development Goals. It also contributes to other Sustainable Development Goals (SDGs) that have a direct impact on biodiversity and the community:

SUSTAINABILITY PROJECTS: CATEGORIZATION OF PROJECTS/INITIATIVES

Social projects focused on communities

1

Access to energy



2

Socioeconomic development



3

Education



Projects to minimize economic barriers for vulnerable groups, training and awareness-raising on energy use and energy efficiency, and facilitating technological accessibility and infrastructures.

Projects that promote job creation and access to employment opportunities, as well as activities that foster community economic development, entrepreneurship and innovation.

Training projects for employment and employability improvement, as well as initiatives that promote the improvement of educational competencies and resources of educational centers.

4

Environment and biodiversity



Projects that, on a voluntary basis on the part of the company, promote the dissemination, conservation, research, recycling, regeneration and improvement of the environment in general and biodiversity in particular for the conservation and improvement of the environment of the communities.

5

Support to communities



Projects whose objective is to cover the basic needs of the communities and improve well-being through sports, health, maintenance of cultural identity and heritage conservation.

14.9.3. Key performance indicators (KPIs) related to socio-economic activities

In 2023, according to the London Benchmarking Group (LBG) methodology, which measures, manages, evaluates and communicates the contributions, achievements and impact of the company's investment in social development in society, Endesa invested Euro 16.2 million in social projects for the communities in the areas where it operates

(see Section 9.4 of this Consolidated Management Report). The breakdown of the distribution of this investment calculated in accordance with the London Benchmarking Group (LBG) methodology in Endesa's sustainability projects and the number of beneficiaries of these projects was as follows:

	Investment in social projects ⁽¹⁾		Number of beneficiaries	
	2023	2022	2023	2022
Investment in social development ⁽¹⁾	16.2	16.9		
Percentage (%) of investments in each sustainable project:				
Access to energy ⁽²⁾	21	31	249,667	260,278
Socio-economic development ⁽³⁾	4	14	63,774	138,262
Education ⁽⁴⁾	30	11	37,570	72,869
Environment and Biodiversity ⁽⁵⁾	25		292,977	
Support for local communities ⁽⁶⁾	20	44	123,982	583,043

⁽¹⁾ Corresponds to total contribution: in cash, in kind, time and management costs (Euro million).

⁽²⁾ Includes projects to reduce energy poverty, facilitate technological accessibility and infrastructures, promote energy efficiency and raise awareness of energy use.

⁽³⁾ Includes projects that promote job creation and access to employment opportunities, as well as activities that foster community economic development, entrepreneurship and innovation.

⁽⁴⁾ Includes training for employment and employability improvement projects, as well as initiatives to boost the improvement of educational skills and resources in schools

⁽⁵⁾ Includes voluntary Company projects that enhance the dissemination, conservation, research, recycling, regeneration and improvement of the environment in general and of biodiversity in particular for the conservation and improvement of community environments.

⁽⁶⁾ Includes projects aimed at improving the wellbeing of individuals and communities, maintaining their cultural identity, heritage conservation, sport, health and basic needs

14.10. Sustainable supply chain

Endesa complies with sustainability best practices throughout the value chain. To promote responsible management in the supply chain, Endesa has a comprehensive procurement process in place requiring a rating for all suppliers (assessing compliance with economic, legal, environmental, social and ethical aspects), not just of suppliers it intends to engage, but also those invited to participate in tenders.

Ratifying Endesa's commitment to sustainable best practices and extending them to its entire chain of value, all contracts with suppliers include specific clauses in their General Terms and Conditions on the commitment of counterparties to human rights, personal safety, the environment and corruption.

Endesa is in continuous dialogue with its suppliers, identifying opportunities for improvement, which require the implementation of action plans by suppliers to remain as one of Endesa's suppliers. These plans include actions aimed at improving environmental performance in the

provision of the service, guaranteeing strict compliance and respect for human rights or implementing management systems for the safety of its workers with the utmost rigour and excellence.

Endesa's suppliers are also subject to an ongoing evaluation process called "Supplier Performance Management" (SPM). This process facilitates the monitoring of supplier performance during procurement and throughout the life of the contract.

Performance evaluation is divided into six individual categories of uniform, homogeneous and standard indicators for all business lines: safety, environment, quality, timeliness, human rights and fairness, innovation and collaboration. Based on the scores achieved in these categories, the Supplier Performance Index (SPI) is calculated as a weighted average of the scores according to percentages that depend on the risk attached to the individual category in the group of products or services under assessment.

Depending on the score obtained, the Consequence Management process is initiated. This allows decisions to be taken to resolve criticalities, encourage improvement

and reward excellence in the performance of suppliers in certain activities as defined through the contracts they have in place.

ESG (Environmental, Social and Governance) management of the supply chain

Description	
Integrity and the fight against corruption	<ul style="list-style-type: none"> Endesa is a signatory to the Global Compact and, in compliance with its Principle 10, intends to continue its commitment to fight against corruption in all its forms. Therefore, contractors declare that they recognise the commitments made by Endesa and undertake not to make use of any offer or request for illegal payments in executing the contract in the interest of Endesa and/or for the benefit of its employees.
Compliance with Human Rights	<ul style="list-style-type: none"> To obtain formal commitment by partners and suppliers, all contracts include clauses on human rights relating to the Global Compact and Ethical Regulations. Moreover, it applies either the conventions of the <i>International Labor Organization</i> or prevailing legislation in the country where operations are to be carried out, whichever is more restrictive.
Environmental Management	<ul style="list-style-type: none"> The Group's contractual regulations, set out in the "<i>General Contracting Terms and Conditions (GCTC)</i>", includes clauses requiring compliance with environmental regulations. Endesa reserves the right to monitor contractors' activities to ensure compliance with environmental requirements and constantly monitor the status of compliance with their obligations.
Occupational Health and Safety (OHS)	<ul style="list-style-type: none"> Endesa has adopted an operating instruction on repeated breaches of occupational safety and purchasing processes, which specifically regulates the way in which accidents or incidents (near misses) are assessed and the limits to be placed on the allocation of new contracts after such events. Additionally, within the supplier qualification process, four parameters are taken into account with regard to the Occupational Health and Safety (OHS) of suppliers.

Key performance indicators (KPIs) relating to the sustainable supply chain

In 2023, the indicators related to the Sustainable Supply Chain performed as indicated below:

	Unit	January–December 2023	January–December 2022
Contractor workers	Number	1,327	1,863
Full-Time Equivalent (FTE) contractors	Number	16,214	17,649
Percentage of contractors certified in sustainability (ESG)	%	100	100
Percentage of supplies covered by Carbon Footprint Certification (CFP)	%	60	66

For further information see Section 4.6.3 "Fostering a Sustainable Supply Chain" in the Non-Financial and Sustainability Statement 2023 (see Section 25 of this Consolidated Management Report).

15. SUSTAINABILITY POLICY

15.1. Endesa's sustainability commitment

Endesa considers sustainability as an essential element of its corporate culture that allows the Company to maintain a leadership position and strengthen it for the future. To this end, it integrates sustainability into its strategy and contributes to Sustainable Development through the creation of long-term value.

To successfully overcome the challenges in terms of sustainability that society faces, Endesa has defined a series of principles and transversal commitments based on the Company's corporate values, which govern both management and actions in economic, social, ethical and environmental matters and relations with all its stakeholders. These principles and commitments are set out in the Sustainability Policy that guides the management of Sustainability and future commitments that constitute

Endesa's framework for action with Sustainable Development, as set out in the Company's Vision, Mission and Values (see Section 2.3.2 of this Consolidated Management Report).

The Board of Directors, through the Sustainability and Corporate Governance Committee, is in charge of overseeing compliance and control of the sustainability policy and the sustainability and corporate governance strategy in accordance with the functions and powers established in the Regulations of the Sustainability and Corporate Governance Committee. Reference to the Sustainability Policy is available for consultation on the website: <https://www.endesa.com/es/nuestro-compromiso/nuestro-compromiso/politica-sostenibilidad-desarrollo-sostenible>



15.2. Endesa's contribution to the United Nations Sustainable Development Goals (SDGs)

Endesa aims to be an active participant in this transformative vision of sustainability. Therefore, since announcing its specific contribution to the 2030 Agenda in 2016, the Company has continued to make progress on its commitment to climate action Goal 13, to which it also contributes with specific actions in Sustainable Development Goal (SDG) 7 (Affordable and clean energy), Sustainable Development Goal (SDG) 9

(Industry, innovation and infrastructure) and Sustainable Development Goal (SDG) 11 (Sustainable communities and cities). The Company also contributes indirectly to Sustainable Development Goal (SDG) 4 (Quality Education), Sustainable Development Goal (SDG) 8 (Decent Work and Economic Growth) and Sustainable Development Goal (SDG) 17 (Partnerships to Achieve the Goals).

Sustainable Development Goal (SDG)	Direct contribution by Endesa: Specific actions
SDG 13 (Climate Action) 	<ul style="list-style-type: none">Decarbonisation of the energy mix by 2040.Reduction of Scope 1 greenhouse gas emissions (CO₂eq) compared to 2017 by around 80% by 2030 and 100% by 2040.Scope 1 and 3 specific emissions reduction linked to electricity trading (generation and purchase of electricity for third parties). ~80% reduction in 2030 vs 2017 and 100% by 2040.Scope 3 emissions reduction, derived from gas commercialization to final customer. >50% reduction in 2030 vs 2017 and 100% by 2040.
SDG 9 (Industry, Innovation and Infrastructure) and SDG 11 (Sustainable Communities and Cities)  	<ul style="list-style-type: none">Investment in quality, resilience and digitalization of distribution assets, with a target of more than Euro 800 million for the period 2024- 2026.
SDG 7 (Affordable and clean energy) 	<ul style="list-style-type: none">Promoting clean electrification so that around 90% of energy sold to fixed-price customers comes from non-emitting sources by 2026.Investment of Euro 4,300 million for the development of renewable capacity, incorporating a new model of external partners to increase profitability and flexibility in the allocation of capital.Target of 13,900 MW of renewable capacity by 2026, reaching 93% of emission-free production in the Iberian Peninsula.

Endesa also contributes indirectly to Sustainable Development Goals (SDGs) 4, 7, 8 and 17:

Sustainable Development Goal (SDG)	Indirect contribution by Endesa
SDG 4 (Quality education) SDG 8 (Decent Work and Economic Growth) SDG 7 (Affordable and clean energy)   	<ul style="list-style-type: none">Reach 310,000 beneficiaries per year in education, energy access and employment and economic growth in the period 2024-2026.
SDG 17 (Partnerships for the Goals) 	<ul style="list-style-type: none">Lead the challenge of decarbonization through partnerships that enable model change.

These Sustainable Development Goals (SDGs) are considered a priority for Endesa; therefore, it places greater emphasis on achieving them, although it also takes decisive action in relation to all SDGs, setting targets and reporting on them since they were introduced. To this end, Endesa's 2024-2026 Sustainability Plan sets out the roadmap for the coming 3 years for contributing to the 2030 Agenda, thus bringing its sustainability strategy in line with this universal framework.

Detailed information on Endesa's commitment to sustainability and its contribution to the United Nations Sustainable Development Goals (SDGs) can be found in Section 2.4.4.1 "Contribution to the SDGs" of the Non-Financial and Sustainability Statement 2023 (see Section 25 of this Consolidated Management Report).