

# Strategic Plan for Diversity, Inclusion and Well-being

2026-2029



# Including Everyone to be United by Purpose

Our purpose is to create a 100% green and secure energy ecosystem for current and future generations.

Our purpose is achieved through **everyone's** contribution, and inclusion makes it possible.



# Everyone gets included when:

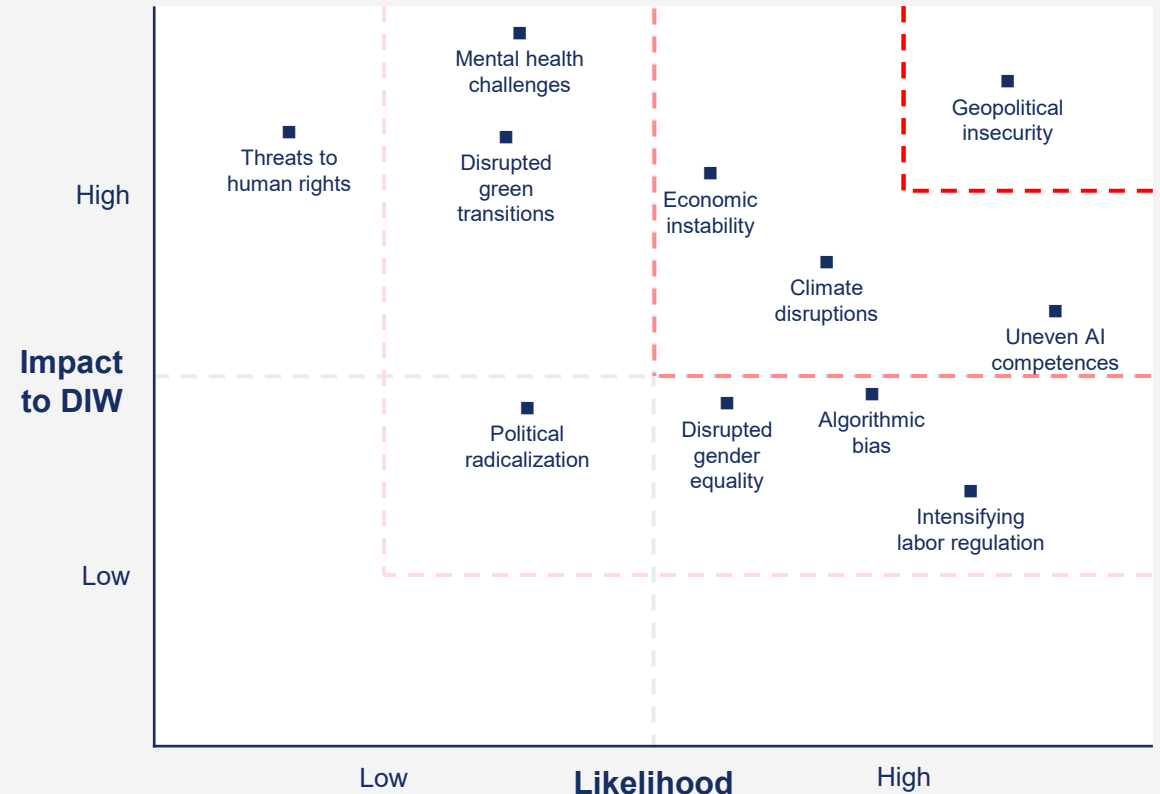
- **The processes** are fair and inclusive across the entire employee lifecycle **FAIRNESS**
- **The culture** ensures respect, non-discrimination, and psychological safety **INCLUSION**
- **The people** are equipped with resilience skills to prevent burnout and dropout **RESILIENCE**

# It benefits the company purpose because:

- **Fairness** ensures everyone has the opportunity to contribute to the purpose **FAIRNESS**
- **Inclusion** enables people to share ideas and collaborate effectively to move the purpose forward **INCLUSION**
- **Resilience** ensures the energy and commitment needed to sustain the purpose over time **RESILIENCE**

# Possible future scenarios

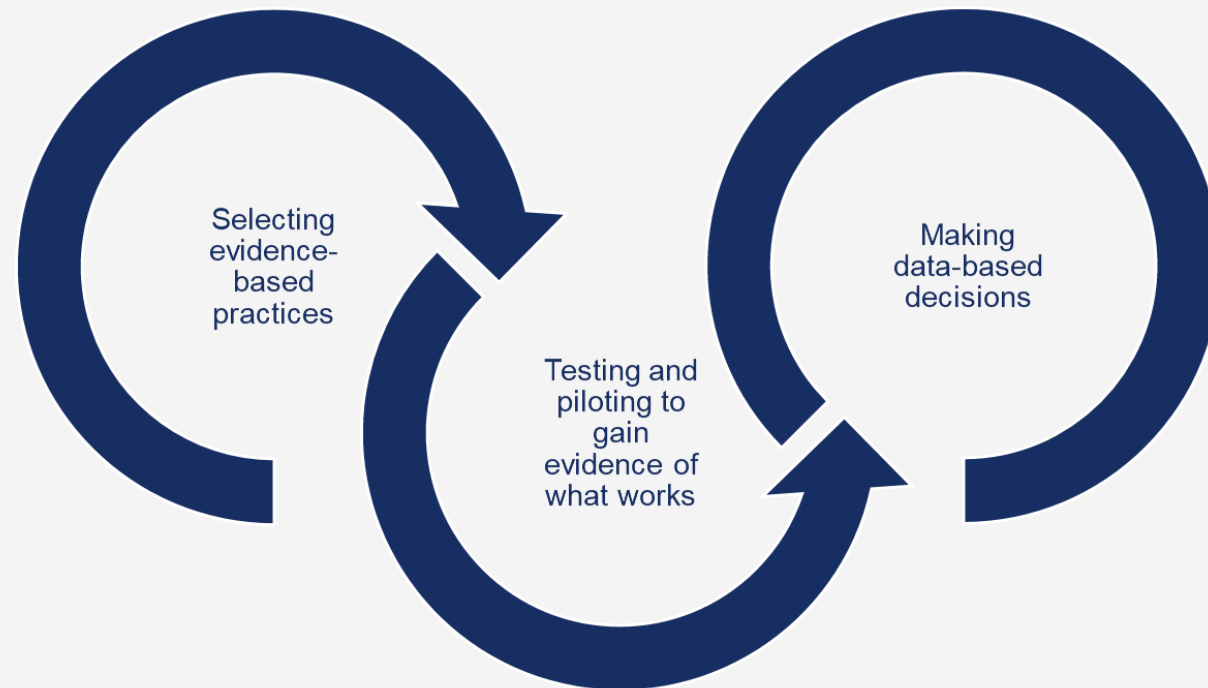
<ul style="list-style-type: none"> <li><b>Geopolitical insecurity</b></li> </ul> <p>Employees under stress from regional armed conflict, energy system security risks, and family safety concerns.</p>	<ul style="list-style-type: none"> <li><b>Mental health challenges</b></li> </ul> <p>Employees facing stress, anxiety, and burnout as future uncertainties and risks overwhelm resilience, weaken cohesion, and strain leadership capacity.</p>	<ul style="list-style-type: none"> <li><b>Intensifying labor &amp; corporate law regulation</b></li> </ul> <p>EU and national enforcement of pay transparency, gender balance in boards and non-discrimination standards.</p>
<ul style="list-style-type: none"> <li><b>Disrupted green transition</b></li> </ul> <p>Employees in renewable projects face job insecurity, frequent reskilling demands, and frustration from delayed (or canceled) initiatives.</p>	<ul style="list-style-type: none"> <li><b>Uneven AI competencies adoption</b></li> </ul> <p>Risk of some employee groups falling behind in digital upskilling and AI competencies.</p>	<ul style="list-style-type: none"> <li><b>Disrupted gender equality progress</b></li> </ul> <p>Women remain underrepresented in leadership in energy; regional and global gender equality level stagnates or retreats, wage gaps persist.</p>
<ul style="list-style-type: none"> <li><b>Climate disruptions</b></li> </ul> <p>Frontline workers facing dangerous field conditions during storms, floods, snow or heatwaves; rising emergency response pressure.</p>	<ul style="list-style-type: none"> <li><b>Political radicalization and fragmentation</b></li> </ul> <p>Growing political polarization spills into workplace discussions, challenging respect and inclusivity culture.</p>	<ul style="list-style-type: none"> <li><b>Algorithmic bias in HR decisions</b></li> </ul> <p>Unfair outcomes in recruitment, performance management, and other HR processes when AI is applied without bias controls.</p>
<ul style="list-style-type: none"> <li><b>Economic uncertainty</b></li> </ul> <p>Inflation and cost-of-living causing stress, financial strain, and job insecurity.</p>	<ul style="list-style-type: none"> <li><b>Threats to human rights universality</b></li> </ul> <p>Rollback human rights in the region, requiring stronger company-level safeguards for inclusivity.</p>	



## The Strategic Response Plan | Strategic Plan for Diversity, Inclusion, and Wellbeing 2026-2029

<p><b>Goal</b></p>	<p><b>Building resilience to ensure sustainable performance</b></p>	<p><b>Staying inclusive in the face of possible social and technological divides</b></p>	<p><b>Embedding fairness to uphold gender equality during change</b></p>
<p><b>Possible future scenarios</b></p>	<ul style="list-style-type: none"> <li>• Geopolitical insecurity</li> <li>• Disrupted green transition</li> <li>• Climate disruptions</li> <li>• Economic uncertainty</li> <li>• Mental health challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Uneven AI competencies adoption</li> <li>• Political radicalization and fragmentation</li> <li>• Threats to human rights universality</li> </ul>	<ul style="list-style-type: none"> <li>• Intensifying labor &amp; corp. law regulation</li> <li>• Disrupted gender equality progress</li> <li>• Algorithmic bias in HR decisions</li> </ul>
<p><b>Response</b></p>	<ul style="list-style-type: none"> <li>• Strengthen readiness for emergency</li> <li>• Support REN during green transition</li> <li>• Provide rapid-response emergencies</li> <li>• Strengthen financial resilience</li> <li>• Foster mental health–supportive behaviors</li> </ul>	<ul style="list-style-type: none"> <li>• Upskill employees equitably in AI</li> <li>• Sustain inclusive workplace culture</li> <li>• Embed human rights in governance</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure timely compliance with regulations</li> <li>• Embed gender equality across lifecycle</li> <li>• Audit &amp; correct bias in AI HR decisions</li> </ul>
<p><b>Main strategic KPI</b></p>	<p><b>Improved annually</b> Share of resilient teams (Baseline in 2025: 85%)</p>	<p><b>Human rights anchored</b> Human rights embedded in governance (HuRi policy, impact assessment &amp; strategic plan)</p>	<p><b>≥33%</b> Women in top management positions in 2028 (Baseline in 2025: 28%)</p>

# How we ground our work in evidence:



# Advancing Maturity: Present to Future

- 2025
- 2029

Low Maturity

Medium Maturity

High Maturity

	Low Maturity	Medium Maturity	High Maturity
<b>Fairness</b>	Fairness depends on individual discretion; inconsistent practices.	Some structured equity mechanisms, not yet consistent across lifecycle.	Equity embedded; transparent, fair processes; innovative DEI solutions used.
<b>Inclusion</b>	Diversity acknowledged but not embedded.	Inclusion promoted in parts of the organization, inconsistently applied.	Inclusion defines culture, DEI is grounded in innovation.
<b>Resilience</b>	Well-being seen mainly as a personal matter; limited organizational support.	Programs build resilience, yet impact remains inconsistent.	Resilience systemic and integrated, grounded in evidence.