



## Case Study - EDP

### WP 2

#### Activity 1 (Cases)

Developed by University of Aveiro | November, 2025

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## Case Card

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<b>Name/ title of case study</b> <b>Organization/institution name:</b>	Diversity and Inclusion Program EDP (Energias de Portugal)
<b>Location:</b>	Lisbon, Portugal
<b>Size and scale of organization:</b>	Big
<b>Industry/Sector:</b>	Services
<b>Contact info (for follow up, if available):</b>	N/A
<b>Additional details:</b>	
<b>Sources of information/References:</b>	<p>           Associação Portuguesa para a Diversidade e Inclusão – APPDI (Host). (2025, February, 17). <i>Episódio 4: Diversidade, Talento e Inclusão - A Estratégia da EDP com João Verdelho</i> [Audio podcast episode].  <a href="https://www.youtube.com/watch?v=sDfLkCUsFtE">https://www.youtube.com/watch?v=sDfLkCUsFtE</a> </p> <p>           EDP. (2025). <i>Diversity and inclusion</i>.  <a href="https://www.edp.com/en/careers/inside-edp/diversity-and-inclusion">https://www.edp.com/en/careers/inside-edp/diversity-and-inclusion</a> </p> <p>           Human Resources. (2024, August 1). <i>EDP: Incluir todos por uma equipa global</i>.  <a href="https://hrportugal.sapo.pt/edp-incluir-todos-por-uma-equipa-global/">https://hrportugal.sapo.pt/edp-incluir-todos-por-uma-equipa-global/</a> </p>



## Case Data/Content

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<b>The bias illustrated in this case:</b>	Disability, Ageism, Racial-Ethnic
<b>Context and specifics of the bias present:</b>	Work environment
<b>Why this case matters:</b>	<p>At EDP, bias refers to both conscious and unconscious attitudes or stereotypes that can influence decisions and behaviours within the workplace. Such biases may lead to unfair barriers for certain groups, particularly regarding gender, culture, disability, and generational diversity. As EDP operates in the traditionally male-dominated energy sector, gender bias has historically resulted in assumptions about who is suitable for technical or leadership roles, often disadvantaging women. For example, in the early 2000s, the majority of EDP's employees were male engineers and electricians. At EDP's School of Electricians in Brazil, all of the places were filled by men. To reverse this situation, the company established a school for female electricians, which opened in 2018. This initiative challenged gender stereotypes associated with electrical work by promoting the inclusion of women.</p> <p>Similarly, with a workforce that includes over sixty nationalities and multiple generations, cultural and generational biases can emerge, sometimes affecting how individuals from different backgrounds or age groups are perceived and treated. Disability bias is also a concern, as people with disabilities may face unfounded assumptions about their capabilities or be overlooked for opportunities due to ingrained stereotypes. To counteract this trend, the company is committed to promoting equal opportunities and more accessible and inclusive environments.</p> <p>This case illustrates how structured, measurable interventions can transform organisational culture and serve as a model for projects focused on systemic equity and inclusion.</p>
<b>Action Plan - methods and strategies used to address the bias:</b>	<p>EDP employs a systemic approach that integrates internal policies (recruitment, training), governance structures (committee, Inclusion Office), and external partnerships (NGOs, municipalities). This synergy of commitment, oversight, and engagement mutually reinforces efforts to dismantle systemic barriers and ultimately shift diversity and inclusion outcomes. The interventions are inherently intersectional, addressing multiple dimensions—such as gender, disability, and culture—while actively tackling structural barriers. Finally, EDP ensures impact is easy to analyse by presenting measurable results through public targets and transparent reporting.</p>





As part of this approach, EDP implements several integrated interventions, guided by the Inclusion Office and the DEIB Roadmap (2020–2026).

### **1. Recruitment Process Overhaul (Gender Focus)**

The goal is to eliminate bias and widen the talent pool, specifically targeting increased female representation in technical roles.

- **Action:** Removal of biased language from job ads and use of inclusive imagery.
  - **Outcome:** Broadened applicant pool by appealing to a more diverse talent base.
- **Action:** Mandatory unconscious bias training for hiring teams, ensuring gender-diverse selection panels.
  - **Outcome:** More objective and equitable hiring decisions, reducing the impact of implicit bias.
- **Action:** Partnerships with municipalities and job fairs to attract women to traditionally male-dominated sectors (e.g., carpentry, welding).
  - **Outcome:** Increased number of female applicants for technical roles.
    - Impact: in 2023, women accounted for 29% of EDP's workforce (an increase of 6 p.p. since 2014), occupying 15% of STEM positions.
    - Testimony: “It is important that there are women at all job levels, such as mechanical engineers or maintenance technicians in wind farms” (Paula Fernández-Felechosa, Electrical & Control Technology).

### **2. Governance and Accountability (Gender Focus)**

EDP establishes specific frameworks and oversight bodies to drive accountability and cultural change regarding gender equality and safety.

- **Gender Violence Prevention Committee**
  - **Action:** Creation of a dedicated committee, including female field workers, supported by suggestion boxes in women's areas.
  - **Outcome:** A safe, direct channel to identify and report inappropriate behaviours, fostering a culture of respect and accountability.
- **Gender Equality Plan (2021-2023) and Global Targets**
  - **Action:** Formalized plans and targets for female representation.





	<ul style="list-style-type: none"> <li>○ <b>Outcome:</b> Accelerated progress toward gender parity, hitting 34.5% female representation by 2023 and targeting 35% female leadership by 2026.</li> </ul> <p><b>3. Integrated Inclusion Initiatives</b></p> <p>The Inclusion Office implements cross-cutting programs to address the four dimensions of the DEIB Roadmap: Gender, Disability, Generations, and Cultures.</p> <p><b>Gender</b></p> <ul style="list-style-type: none"> <li>• <b>Initiative:</b> Mentorship programs and family-friendly policies, such as extended parental leave.             <ul style="list-style-type: none"> <li>○ <b>Outcome:</b> Enhanced retention and support for career progression for all parents, specifically women in leadership tracks.</li> </ul> </li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>• <b>Initiative:</b> inclusive recruitment             <ul style="list-style-type: none"> <li>○ <b>Outcome:</b> Improved workplace access and increased employment opportunities for persons with disabilities.</li> </ul> </li> </ul> <p><b>Generations</b></p> <ul style="list-style-type: none"> <li>• <b>Initiative:</b> Your Board Programme             <ul style="list-style-type: none"> <li>○ <b>Outcome:</b> Increasing the representation of younger generations in leadership positions in the coming years; accelerate the development of young employees, give them a voice, and introduce new perspectives to the group's top leadership.</li> </ul> </li> </ul> <p><b>Cultures</b></p> <ul style="list-style-type: none"> <li>• <b>Initiative:</b> Global diversity weeks and mandatory unconscious bias training (global rollout).             <ul style="list-style-type: none"> <li>○ <b>Outcome:</b> Celebrated cultural awareness and fostered a globally inclusive mindset among employees across all markets.</li> </ul> </li> </ul>
<p><b>Measurable outcomes and impact:</b></p>	<p>The results of EDP's approach can be felt in the company's culture, employee satisfaction and the transformation of the workforce, with generational coexistence and a growing presence of women, including in leadership positions:</p> <ul style="list-style-type: none"> <li>• El Salvador (Acajutla LNG project): Hired 150 women in technical roles by 2021, with a 40% increase in female applicants after door-to-door recruitment campaigns;</li> </ul>





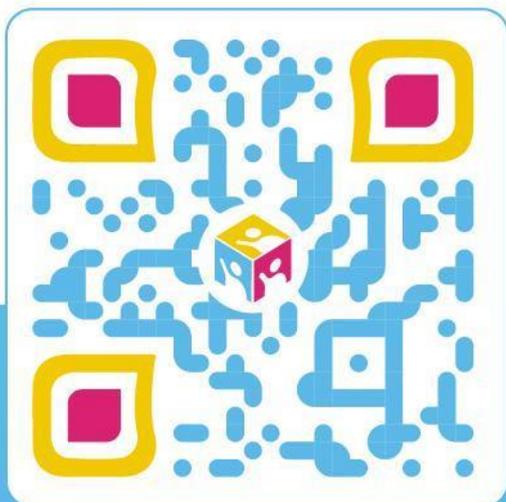
	<ul style="list-style-type: none"><li>• Global Metrics (2023): 34.5% women in the workforce, 32% in leadership positions;</li><li>• Recognition: Bloomberg Gender-Equality Index, member of The Valuable 500 (committed to 2% of employees with disabilities by 2025);</li><li>• Employee Satisfaction: 85% of employees report an inclusive environment, according to internal surveys;</li><li>• In 2024, 77% of people in leadership positions were from Generation Y.</li></ul>
<b>Key lessons learned:</b>	<p>The main challenge was to develop an increasingly inclusive strategy for attracting and recruiting talent, so that professionals from all backgrounds recognise EDP as an open company that values diversity.</p> <p>The company achieved this through a systematic and integrated approach.</p> <p>However, EDP believes it is crucial to continue ensuring that its employer branding strategy reflects the diversity it aims to attract, that job advertisements are gender-neutral, and that the selection methodology raises awareness among human resources professionals of potential unconscious biases and discriminatory practices.</p>
<b>Other info/notes:</b>	N/A





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