

DIVERSITY AND EQUITY MANUAL AND INCLUSION (DEI)

Blue Energy and Electricity, SAPI de CV

1. Message from the General Management

At Blue Energy, we believe that diversity is not an end in itself, but a natural condition for any organization that aspires to excellence. Diverse teams make better decisions, innovate more deeply, and more authentically represent the customers, communities, and partners we work with every day.

This manual is not a compliance document: it is a roadmap for deliberately and sustainably building an environment where every person at Blue Energy can fully develop, be heard, and contribute from their unique perspective. We invite all members of the organization to embrace these principles and integrate them into their daily work.

2. Objective

To establish the principles, processes, programs and initiatives that Blue Energy implements to promote an inclusive, equitable and diverse work environment, in which all employees — regardless of their gender, age, ethnic origin, sexual orientation, gender identity, disability, socioeconomic level, religion or any other personal characteristic— have equal opportunities to develop, contribute and grow within the organization.

3. Scope

This manual applies to all employees, managers, and representatives of Blue Energy and its subsidiaries, at all stages of the employment cycle: recruitment and selection, hiring, onboarding, professional development, performance evaluation, promotions, and termination. It also applies to relationships with suppliers, contractors, and business partners, where relevant.

4. Framework and Commitments

Federal Labor Law (LFT)	Articles 3 and 56 Bis: prohibit discrimination in employment based on ethnic origin, gender, age, disability, marital status, social condition, religion, sexual orientation, or any other criterion that harms human dignity.
Federal Law to Prevent and Eliminate Discrimination (LFPED)	Legal framework that establishes positive and compensatory measures in favor of equal opportunities and treatment.
NOM-035-STPS-2018	Psychosocial risk factors at work: identification, analysis and prevention, including workplace violence and harassment.
Sustainable Development Goals (SDGs)	SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities): international commitments with which Blue Energy's DEI policy is aligned.
EcoVadis Standards	Workplace diversity and inclusion criteria required for Blue Energy's sustainability assessment to customers and investors.

5. Blue Energy DEI Principles

Principle	What does this mean for Blue Energy?
Diversity	We recognize and value the differences between people: genders, ages, origins, abilities, ways of thinking, and life experiences. Diversity is not a quota, it's a strength.
Equity	We guarantee that all employees have access to the tools, opportunities, and conditions they need to develop, recognizing that not everyone starts from the same point.
Inclusion	We actively create an environment where all people feel welcome, respected, and able to participate fully, without needing to suppress any aspect of their identity.
Belonging	We aspire for every employee to feel that Blue Energy is a place where they can be authentic, where their perspective is valued, and where they have a real future for development.

6. Operational Processes for Inclusion

6.1 Inclusive Recruitment and Selection

The recruitment and selection process is the first point of contact between Blue Energy and the people who make up its team. To ensure that this process is fair and inclusive, the following criteria are applied:

#	Activity	Description	Responsible
1	Inclusive job description	All job descriptions are reviewed by HR to remove generically masculine language or terms that may discourage diverse applicants. Gender-neutral language is used whenever possible.	HR
2	Publication on various channels	Vacancies are published on at least three channels, including platforms that reach underrepresented populations: university job boards, diversity-focused platforms, and professional networks.	HR
3	Diverse interview panel	Whenever possible, the interview panel will include people of different genders and backgrounds. Selection decisions are documented using predefined, objective criteria.	HR / Area Managers
4	Competency-based assessment	Selection is based on verifiable skills and competencies, not subjective factors. Evaluators receive training on unconscious bias before participating in selection processes.	HR
5	Feedback to candidates	Every candidate who reaches the interview stage will receive feedback on the outcome of the process, regardless of whether they were selected.	HR

6.2 Inclusive Onboarding

The onboarding process for new employees includes a welcome session to the Blue Energy DEI environment, where the following are presented: the principles of this manual, the reporting channel for discriminatory conduct or harassment, the available networking groups, and the mentoring program. Each new employee receives a copy of this manual and signs for its receipt within the first 5 business days of joining.

6.3 Equitable Performance Evaluation

The performance evaluation and promotion processes at Blue Energy are governed by the following criteria to ensure fairness:

- The evaluation criteria are public, known in advance, and consistent for all employees with the same level or function.
- Evaluators receive annual training on identifying and mitigating unconscious bias in performance evaluation.
- The results of the assessments are analyzed by gender, age, and area to identify patterns of disparity and define corrective actions.
- Promotion decisions are reviewed by HR to ensure that there are no unjustified differences between groups of employees with equivalent performance.

6.4 Zero Tolerance Policy towards Discrimination and Harassment

Blue Energy has a zero-tolerance policy for any form of discrimination, workplace harassment, or sexual harassment. This policy applies to all employees, managers, suppliers, and visitors on company premises or in any work-related activity.

What is considered discrimination?	Any differential, unfavorable or exclusionary treatment based on personal characteristics of the collaborator (gender, age, origin, sexual orientation, disability, etc.) that does not have an objective and reasonable justification.
What is considered workplace harassment?	Repetitive behaviors of harassment, humiliation, intimidation or exclusion directed against a collaborator, that affect their dignity or generate a hostile work environment.
What is considered sexual harassment?	Unwanted sexually suggestive behaviors, whether physical, verbal or non-verbal, that affect a person's dignity or create an intimidating, hostile or humiliating environment.
How to report?	Through Blue Energy's internal reporting channel: denuncias@blueenergy.com.mx . Reports can be submitted anonymously and are guaranteed to be confidential and free from retaliation.
What happens after a complaint is filed?	The Compliance department investigates the case within a maximum of 30 business days. If the misconduct is confirmed, disciplinary measures proportionate to the severity are applied, which may include dismissal.

7. Inclusion Programs and Initiatives

INITIATIVE 1 — B2E Mentoring Program

Purpose	Accelerate the professional development of high-potential employees, with an emphasis on underrepresented profiles at leadership levels, through the support of a more experienced internal mentor.
Who participates?	Mentees : Employees with a minimum of 6 months' tenure, nominated by their area manager or through self-nomination . Mentors: Managers or senior employees who voluntarily enroll in the program and complete the mentor training.
Duration	Six months per cycle, with a monthly session of at least 60 minutes between mentor and mentee . The program operates in annual cycles (starting in January and July).

Process	Open call → Selection and matching by HR → Group kickoff session → Monthly individual sessions → Closing and evaluation session → Report of results to General Management.
Follow-up	At the end of each cycle, HR evaluates the impact on the mentee's development and the satisfaction of both parties. The results inform the program's development for the next cycle.

INITIATIVE 2 — Network Groups (Employee Resource Groups)

Purpose	Creating spaces for community, mutual support, and visibility for groups of collaborators with shared experiences or characteristics, contributing to their sense of belonging and the integration of diverse perspectives into the Blue Energy culture.
Active groups	Women in Energy Group: a space for networking , peer mentoring, and visibility for B2E women in the energy sector. Young Professionals Group: initiatives for early career development, internal rotations, and connections with leadership. DEI Allies Group: open to all employees committed to actively promoting inclusion within their teams.
Structure	Each group has a coordinator elected by its members, an annual budget allocated by HR, and an executive sponsor from Management. The groups meet at least once per quarter.
Typical activities	networking sessions and networking with external professionals in the sector. Thematic workshops (leadership, time management, technical skills). Participation in external diversity and inclusion events. Internal visibility projects (interviews, impact stories, communication campaigns).
How to join	Any employee can request to join one or more groups through HR. Participation is voluntary and does not interfere with job responsibilities.

INITIATIVE 3 — Flexible Work and Care Responsibility Inclusion Program

Purpose	Recognize that employees have caregiving responsibilities (children, family members with disabilities, elderly people) that should not be an obstacle to their professional development, promoting work schemes that allow for work-life balance.
Available options	Hybrid work model: a minimum of 3 remote work days per week for positions that allow it. Flexible hours: employees can adjust their start and end times within a 2-hour window, while maintaining their contractual hours. Extended maternity and paternity leave: B2E offers an additional 10 business days of paternity leave beyond those established by the Federal Labor Law.
Application process	The employee submits their request for a flexible work schedule to their manager at least 5 business days in advance. HR supports the process and resolves any disagreements between the employee and their department.
Follow-up	HR reviews the use of flexible schemes annually by gender and area, and identifies barriers to their equitable access.

INITIATIVE 4 — Training Program in DEI and Unconscious Biases

Purpose	To develop in all employees, and especially in team leaders, the awareness and tools necessary to identify and reduce unconscious biases that can affect hiring, evaluation and promotion decisions.
Content	Module 1 (all staff, 1.5 hours): What is unconscious bias? Common types in work environments. Impact of biases on team decisions. Module 2 (team leaders, 1.5 hours): Biases in selection and performance evaluation processes. How to

	structure decisions to reduce the impact of bias. Decision-making tools based on objective criteria.
Frequency	Initial training for all new employees. Annual 1-hour refresher course for all staff. In-depth biennial training for team leaders and recruitment managers.
Expected result	100% of employees have completed unconscious bias training. Documented reduction in evaluation and promotion disparities between employee groups.

INITIATIVE 5 — Annual Climate and Inclusion Survey

Purpose	Systematically measure employees' perceptions of inclusion, respect, and belonging, identify areas for improvement, and publicly report on the progress of the DEI program.
Methodology	An anonymous survey applied once a year to all employees, with questions about: sense of belonging, experiences of fair treatment, perception of equity in development opportunities, trust in reporting channels and general assessment of the inclusive B2E environment.
Results and actions	The results are analyzed by HR and presented to senior management within 30 days of the survey's closing. A specific action plan is developed for items rated below the satisfaction threshold (70%). The aggregated results are shared with all employees.
Key indicator	B2E Inclusion Index: Weighted average of key survey questions. Target: $\geq 80/100$. Published annually in the sustainability report.

8. Roles and Responsibilities

Responsible	Function in the DEI program
General Directorate	Approve and sponsor the DEI program. Participate as an executive sponsor of at least one of the Network Groups. Report DEI progress to the Board of Directors annually.
Human Resources	Design, implement, and update all DEI programs and initiatives. Monitor diversity and inclusion indicators. Manage the reporting channel for discrimination or harassment. Prepare the DEI annual report.
Compliance	Investigate complaints of discrimination or workplace harassment. Ensure that sanctions are proportionate and consistent.
Team leaders and area managers	Actively model inclusive behaviors. Complete unconscious bias training. Ensure your team's evaluation processes are fair. Report discriminatory or harassing behavior.
All contributors	Understand and apply the DEI principles in this manual. Participate in available initiatives. Treat all colleagues with respect and dignity. Report conduct contrary to this manual through the reporting channel.

9. DEI Monitoring Indicators

Indicator	Goal	Reporting frequency
Percentage of women in the total workforce	$\geq 40\%$	Annual
Percentage of women in leadership positions (management and higher)	$\geq 35\%$	Annual
Gender pay gap adjusted by position and level	$\leq 5\%$	Annual

Percentage of employees with completed training in DEI and unconscious bias	100%	Annual
B2E Inclusion Index (climate survey)	≥ 80 / 100	Annual
% of collaborators participating in Network Groups	≥ 30%	Biannual
Number of Mentoring Program cycles completed	2 per year	Biannual
Number of complaints of discrimination or harassment received and resolved	Follow-up / 100% resolved	Quarterly
Percentage of performance evaluations reviewed for gender equity	100%	Annual

The indicators will be reported annually to the General Management and the Board of Directors as part of Blue Energy's sustainability report, and will be shared publicly with employees to promote transparency and accountability.

10. Review and Update of the Manual

This manual will be reviewed annually by the Human Resources department, with input from the Network Groups and the General Management. Updates will be made when:

- DEI indicators show results significantly below established targets.
- Changes occur in the applicable legislation regarding equality, non-discrimination, or labor rights.
- The climate and inclusion survey identifies areas for improvement that require new initiatives or adjustments to existing ones.
- New international practices or standards relevant to the Blue Energy context should be incorporated.

Each updated version of the manual will be communicated to all collaborators through Blue Energy's internal communication channels.

11. Conclusion

Diversity, equity, and inclusion are not just compliance requirements for Blue Energy: they are part of our identity as an organization and our business model. We know that more diverse teams and more inclusive environments generate better results, attract and retain top talent, and strengthen the trust of the customers, investors, and communities with whom we work. This manual is the starting point of a commitment that is built every day, in every conversation, every decision, and every opportunity to bring a different perspective to the table.

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