

SOCIOECONOMIC IMPACT OF THE ELECTRICIAN TRAINING SCHOOL

RESULTS REPORT



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INTRODUCTION

01

Introduction to the initiative whose socioeconomic impact has been measured and the methodology used to do so.

THE CONTRIBUTION OF THE SCHOOL OF ELECTRICIANS TO NEOENERGIA'S CHALLENGES AND ITS SOCIOECONOMIC CONTEXT

WHAT IS SCHOOL OF ELECTRICIANS?



The School of Electricians is a **free technical vocational training initiative** launched by Neoenergia in 2013 with the support of SENAI and FAT/ETEC, leading training institutions. In late 2024, the initiative was selected by the World Economic Forum as a business model for diversity, equity and inclusion. Participants have access to a program combining theoretical and practical classes that provide them with the **technical skills needed to work as electricians**. They also receive financial support and assistance with transport and/or meals during the training. Upon completion of the program, participants join **Neoenergia's talent pool** and are given **preferential consideration in selection processes for electrician positions**.

Since its inception, the School of Electricians **has trained more than 6,800 people** across its six concession areas: Bahia, Pernambuco, Rio Grande do Norte, São Paulo, Mato Grosso do Sul and the Federal District, and **has created more than 5,500 jobs**.

HOW DOES IT CONTRIBUTE TO NEOENERGIA'S CHALLENGES AND OBJECTIVES WITHIN THE BRAZILIAN CONTEXT?



Attract qualified talent aligned with Neoenergia's needs.

The energy sector is expected to grow due to renewables, but there is insufficient skilled labor to meet the demand.

E.E. tackles the talent challenge by training the people the company itself needs.



Achieve 35% female representation in electrician positions by 2030.¹

The gender pay gap remains a challenge in Brazil, where female electricians earn 14.8% less than men.

E.E. offers specific training programs for women.



Achieve 35% representation of Black people in Director, Superintendent, Manager and Supervisor positions.²

More than 50% of Brazil's population is Black, yet only 8.7% of electricians are Black.³

E.E. breaks down barriers to employment by offering free training.



Ensure that employees' working conditions support a good quality of life.

Informal employment rates and precarious wages limit people's full development and the growth of communities.

Hired participants secure stable, quality jobs and salaries that support their development.

Notes: 1: <https://www.neoenergia.com/en/esg-commitment> and *Escola de Eletricistas para Mulheres da Neoenergia é reconhecida pelo Fórum Econômico Mundial como referência global de diversidade, equidade e inclusão* - Neoenergia

2. Annual Sustainability Report, 2024 Neoenergia, p.122.

3. IBGE. Censo Demográfico 2022: população por cor ou raça; Observatório Setorial Territorial do Sebrae: Instalação e manutenção elétrica.

MEASURING TO PROVE, AND PROVING TO IMPROVE

Measuring the impact of the School of Electricians requires a rigorous methodology tailored to the initiative's characteristics and the socioeconomic context in which it operates.

WHAT IS IMPACT MEASUREMENT?

Impact is the **set of changes generated by an activity in society and the environment**.

Impact measurement is the methodology used to **monitor the change generated through a series of indicators**: specific, observable, and measurable data.

WHY MEASURE THE IMPACT OF THE SCHOOL OF ELECTRICIANS?

Using observable and measurable indicators allows Neoenergia to **highlight the impact it is generating on participants in the School of Electricians and on society in general**.

Furthermore, by understanding the circumstances of the groups that make up Brazilian society, it can **manage this impact to maximize it through evidence-based decision-making**.

WORK METHODOLOGY:

- Design of ad hoc tools for the School of Electricians initiative:** i) analysis of available information on the School of Electricians and interviews with stakeholders to **identify the specific impacts generated by the program**, as well as **the indicators (calculation formulas)** used to quantify these impacts; ii) Design of an impact map organized into **4 dimensions** and a framework of indicators across **3 archetypes** specific to the initiative under analysis, given that the change generated by the School of Electricians is not the same for everyone.

DIMENSIONS	Education	ARCHETYPES	Gender to assess whether the program helps reduce gaps in the sector.
	Careers		Race to determine whether the impact reaches underrepresented groups equitably.
	Quality of life		Previous employment status to capture the true depth of change depending on whether the participant came from formal, informal, or unemployed status.
	Society		

- Data collection and design of the measurement tool:** i) **Collection of data** necessary to inform each indicator in the measurement tool, combining Neoenergia's internal sources with external reference sources; ii) **Calculation, aggregation, and comparison of results**, ensuring the traceability and replicability of the exercise. This tool includes details of the indicators, sources, and considerations taken into account for the exercise.
- Data analysis and formulation of conclusions:** **analysis of the results** of the impact measurement exercise to (i) **formulate conclusions in this Results Report**, (ii) cross-reference with additional information, and (iii) reflect on the indicators that provide the most value for decision-making regarding the School of Electricians.

IMPACT GENERATED

2022

Details of the results of the School of Electricians' impact measurement exercise for each impact dimension.

THE SOCIOECONOMIC IMPACT GENERATED BY THE SCHOOL OF ELECTRICIANS

This report presents the cumulative results of the School of Electricians since 2013, except for the program investment, which corresponds to the average for the last three years.¹

8,541 ▶  **6,588**
Registered participants

 **1,953**

7,058 ▶ **82%**
Certified participants

Participants complete the training

82% ▶  **79%**
Participants hired by Neoenergia as electricians

 **75%**

≈ €800,000
Average annual investment in the program



TRAINING

Through its Electrician Training School, Neoenergia is helping to address systemic talent challenges in Brazil.

Neoenergia promotes employability by removing barriers to technical training: the program is free and compatible with electrician vacancies offered by the sector. **Nine out of ten participants secure a job** in the energy sector and **82.3% apply** what they have learned directly in their professional performance.



WORK

Neoenergia creates high-quality, stable formal employment with an active commitment to continuing to improve the security of its employees.

It is estimated that **43% of those hired came from informal employment or unemployment**, equivalent to 2,471 people, for whom a formal contract represents a structural change in their lives. Wages exceed the electricity sector average: **77.3% higher for women and 58.6% higher for men**, with an estimated average increase of 25% compared with their previous situation.



QUALITY OF LIFE

Hired participants improve their access to financing, which directly impacts family economic vulnerability.

Having a formal contract opens access to credit on reasonable terms, improving their financial health and well-being: participants with contracts **reduce the cost of financing their loans by 47.6%** compared to people without formal contracts. For the **estimated 825 participants who came from situations of poverty** (with incomes below €113.60/month), access to decent employment is not a marginal improvement: it is a direct reduction in family economic vulnerability.



SOCIETY

Through the jobs it creates, Neoenergia impacts public institutions and promotes diversity in talent within the energy sector.

The estimated **420 unemployed participants hired by Neoenergia generate annual savings of approximately €1.1 million** in public benefits, while Neoenergia contributes **€6.8 million annually** in tax revenue. Applying Brazil's employment multiplier of 2.36, the total **social value of remuneration amounts to €75.8 million**. This effect is amplified for women, with a multiplier of 1.35, and for Black people, with a multiplier of 1.47. In terms of equity, Neoenergia employs female electricians at a rate **40.5% above the sector average**.

Notes: 1. Some of the indicators are based on estimates due to a lack of internal data but will be consolidated in the future with external data; 2. Social value is a common concept in impact measurement defined and quantified by the internationally recognized IFVI methodology, based on which the social value generated by each monetary unit distributed is determined according to the geography and socioeconomic situation of the recipient.

IMPACT MAP OF THE SCHOOL OF ELECTRICIANS BY DIMENSION

EDUCATION		WORK		QUALITY OF LIFE	
IMPACT 1 Improved employability.	IMPACT 2 Job stability and quality.	IMPACT 3 Improved workplace safety.	IMPACT 4 Improved financial independence.	IMPACT 5 Reduced economic and family vulnerability.	
SOCIETY					
IMPACT 6 Reduced use of public benefits.	IMPACT 7 Contribution to public institutions.	IMPACT 8 Job creation.	IMPACT 9 Diversity of talent in STEM fields.		

TRAINING

I.1 Through its Electricians' Training School, Neoenergia is helping to address Brazil's systemic talent challenges.

SOCIOECONOMIC CONTEXT

The Brazilian energy sector faces a **structural shortage of technical talent** that will intensify with the expansion of renewable energy. In 2025, **85%** of energy companies reported **difficulties in filling positions for qualified electricians**¹.

Consequently, **training is essential** to overcoming this barrier, yet it is not always accessible. Those most in need of job mobility are systematically excluded, as training poses a **real financial barrier** and requires **them to give up their current source of income**.

School of Electricians eliminates these barriers by offering a free, **work-compatible technical skills development program**; positioning its participants as **qualified candidates who meet the sector's talent needs**, which directly impacts their access to quality jobs.

How does Neoenergia do it?

At Neoenergia, we **promote employability** by removing barriers to training access: the School of Electricians develops the technical and professional skills of its participants, transforming them into **qualified and attractive candidates** for an energy sector with high demand for talent.

Specifically, **8,541 people** have been given the opportunity to participate in the training program, of whom **82%** have taken advantage of it and become **certified**. This **program completion rate varies** by participant gender, being **lower among women (74%) than among men (84%)**.

Thanks to the School of Electricians, participants enhance their technical knowledge and acquire practical skills, which directly boosts their confidence in their ability to perform better in professional roles. Furthermore, thanks to their participation in the program, **9 out of 10 participants secure employment**, specifically **82% directly at Neoenergia**.

7,058

People trained at the School of Electricians.

82%

Completion rate for the Electricians School program.

91.7%

Participants who find employment in the energy sector after completing the program².

82%

Application of acquired skills in professional roles at Neoenergia³.

WORK



1.2 Neoenergia creates quality, stable formal employment...

SOCIOECONOMIC CONTEXT

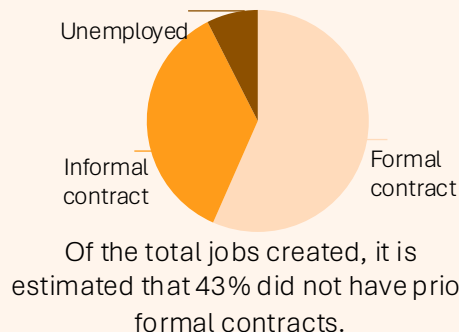
In addition to the challenge of finding qualified talent for job openings, Brazil faces an employment landscape dominated by informal and unstable jobs. In 2025, **more than a third of the working-age population** was employed in the informal sector¹ and **nearly 6% were unemployed**¹. Consequently, the Brazilian population works **without formal contracts, social protection, or income stability**—conditions that limit people's full development and happiness.

How is Neoenergia addressing this challenge?

Through its School of Electricians, Neoenergia breaks this pattern and offers quality formal employment to those who need it most. It is estimated that **2,471 people**² **improved their quality of life** thanks to access to formal contracts with **wages that exceed the sector average**; **77.3%** above the average for women³ and **58.6%** for men³.

2,471

Additional formal jobs created through the hiring of participants.



♀ 77.3% | ♂ 58.6%

Wage increase for hired participants compared to the sector.

8%

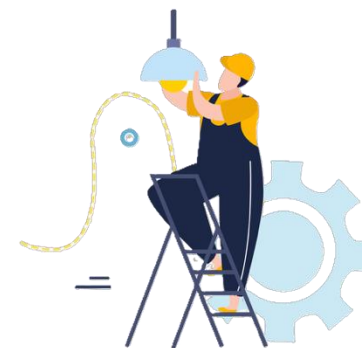
Reduction in financial instability among hired participants⁴.

... With an active commitment to continuing to improve the safety of its employees.

1.3

SOCIOECONOMIC CONTEXT

In addition to improved working conditions, there is a critical factor in job quality: workplace safety. In Brazil, **nearly 700,000 workplace accidents** are recorded **annually**⁵, and in 2024 alone, **more than 5,000** of them occurred in the **electrical installation sector**⁶, one of the environments with the highest risk exposure.





QUALITY OF LIFE

1.4 Hired participants improve their access to financing...

SOCIOECONOMIC CONTEXT

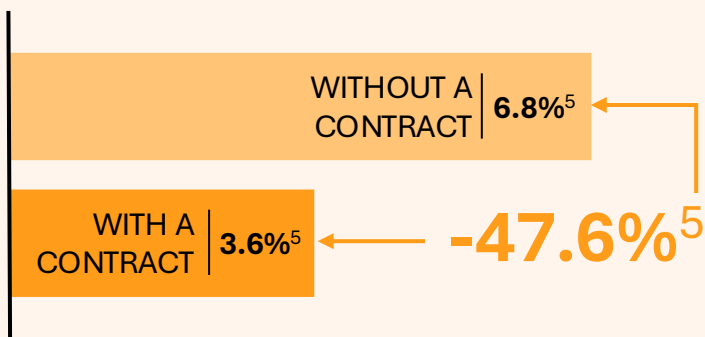
In Brazil, **87.7%** of the population¹ consider themselves **active users**², but, of all users registered on banking platforms, **84%**¹ fall into the **lowest levels of financial health**². **Access to financial products** allows people to **cope with unforeseen events and exceptional expenses** without having to use all of their savings or income. Furthermore, many exceptional expenses, such as the purchase of a home or a vehicle, **promote a better quality of life**, thus highlighting the importance of having formal contracts that allow access to financial products under reasonable terms³.



Only 16% of the Brazilian population has access to basic financial products under reasonable terms¹.

How does Neoenergia improve financial health?

Thanks to stable formal employment contracts, participants in the School of Electricians hired by Neoenergia present a lower risk to banking institutions, **reducing the cost of financing**⁴ for loans by **47.6%**⁵ compared to the financing conditions for individuals without formal contracts.



...Directly impacting family economic vulnerability.

1.5

SOCIOECONOMIC CONTEXT

Providing **access to formal employment with decent wages** becomes even more critical when we consider the most vulnerable. In a country like Brazil, **around 23%** of the population lives on a **wage below the poverty line**⁶, that is, on **just €113.60 per month**. In this context, providing access to formal employment with decent wages is not only an economic improvement but a real transformation in people's quality of life.

How does the School of Electricians improve people's quality of life?

The School of Electricians transforms the lives of those who need it most, reaching people living in poverty. It is estimated that **825** of the participants who were hired were living in such circumstances⁷. For them, gaining access to formal employment with better pay **directly reduces their economic vulnerability** and, as a result, **improves stability for their families**.

Notes: 1. [Central Bank of Brazil: Banking Economy Report \(2023\)](#) 2. Active users are those who have conducted transactions in the last three months using their bank accounts, and low levels of financial health refer to the lowest categories according to the diagnostic tool used by citizens to assess their income, debt level, life cycle, and financial knowledge; these individuals are typically characterized by being in the process of paying off debts and showing high demand for financial planning courses; 3. Conditions faced by individuals with stable formal employment contracts, thanks to which the cost of financing does not skyrocket; 4. The price a person must pay to access a financial product, which is determined by their level of financial health; 5. The reduction in financing costs is calculated based on external data comparing the cost of a loan between people with formal employment and those without, published by [the Central Bank of Brazil](#); 6. [World Bank Poverty & Equity Brief \(2025\)](#); 7. The estimate was calculated using a proxy that estimates the probability that a person hired by Neoenergia comes from a situation of poverty based on the distribution of the Brazilian population published in [the World Bank Poverty & Equity Brief \(2025\)](#).



SOCIETY

1.6 Through the jobs created by the School of Electricians, Neoenergia has a direct impact on public institutions.

The hiring of participants from the School of Electricians who were previously unemployed generates **estimated savings of €1.1 million¹** in public benefits, as it **reduces the burden on Brazil's public institutions, thereby freeing up resources for those who need them most**. Added to this is the cumulative annual tax contribution of over **€6.8 million²** in **taxes generated by the formal jobs** of the hired participants, **strengthening the state's ability to sustain itself and return resources to Brazilian companies and society**.

1.8 This employment is associated with compensation that generates social value for the Brazilian population

The remuneration distributed to all hired participants generates a social value³ of **€75.8 million**, **positively impacting their economic well-being and the environment**. This impact varies according to the characteristics of the hired profile; it is greater in the case of women or people from racial minorities, since, for them, a living wage represents a powerful lever toward their economic autonomy and quality of life.

€75.8M

Social value generated through remuneration³

1.35x

Multiplier effect for women

1.47x

Multiplier effect among Black people

1.9 Consequently, Neoenergia promotes diversity of talent in the energy sector

SOCIOECONOMIC CONTEXT

This differential impact on social value is particularly significant in a historically male-dominated sector, where approximately **86% of workers in electrical installations are men⁵**; highlighting the structural barriers that have hindered women's access to these jobs. These barriers range from education to the wage gap, limiting their participation in a sector with high demand for talent in Brazil.



Neoenergia's commitment to **promoting diversity of talent** within its teams is reflected in the hiring of talent that represents society.

Consequently, Neoenergia **reduces the gender pay gap** among women hired through the School of Electricians, who hold entry-level electrician positions.

CONCLUSIONS

03

Conclusions from the exercise

THE ELECTRICIANS' TRAINING SCHOOL CREATES VALUE AT EVERY STAGE: FROM INDIVIDUALS TO SOCIETY

1

Since its launch, the School of Electricians has trained **7,058 people**, of whom **82% complete the training** and **82% of these are hired by Neoenergia**, generating a total of **5,748 formal jobs** with an average investment of approximately €800,000. This **highlights the opportunity to analyze the reasons for program dropout with the aim of maximizing completion rates**. The program demonstrates a robust conversion chain from training to employment, with **comparable rates** between men (84%) and women (74%). However, **women represent only 19% of all people hired**, highlighting the main **area for improvement**, which is already being addressed: **increasing the attraction of female candidates from the beginning of the training process**, with at least 60% of participants in each cohort being women, rather than focusing only on improving the hiring rate once they have entered the program.

2

The program measurably transforms participants' employability: **91.7%** of those who complete the training **secure employment** in the energy sector, and **82% apply the knowledge gained directly in Neoenergia job positions**. The training not only opens a door to employment: it generates real skills recognized by the market.

3

Hiring through the program **significantly improves** participants' **working conditions**. It is estimated that **43% of those hired came from informal employment or unemployment**, equivalent to **2,471 people** for whom securing a formal contract represents a structural change in their stability. Added to this is an estimated **average wage increase of 25% compared to their previous situation** and conditions that far exceed the average for the electricity sector: **77.3% higher for women** and **58.6% higher for men**. In terms of safety, the high level of risk inherent in the energy sector **reinforces Neoenergia's commitment to the continuous improvement of accident prevention and reduction**.

4

Formal employment is not just a contract: it is a key to accessing rights and services that the informal market denies. Hired participants **gain access to loans with interest rates 47.6% lower than market rates**, expanding their **capacity for financial planning**. For the **825 participants** estimated to have come from situations of poverty, employment represents a **direct reduction in family economic vulnerability**—the program's most profound and lasting impact.

5

The value generated extends beyond the individual and reaches Brazilian society as a whole. The hiring of the **420 participants estimated to have been unemployed** generates **estimated annual savings of €1.1 million** for the public sector, while the program contributes **€6.8 million in tax revenue** and a **wage injection of €21.8 million into the local economy**. Applying Brazil's employment multiplier (x2.36), the **total estimated social value amounts to €75.8 million**. In terms of equity, Neoenergia employs female electricians at a rate **40.5% above the sector average**.

