



**Eletrobras**

**Policy of Communication  
and Engagement with  
Stakeholders of the  
Eletrobras Companies**

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POLICY OF COMMUNICATION AND ENGAGEMENT WITH STAKEHOLDERS OF  
THE ELETROBRAS COMPANIES

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## 1. Objective

Promote integrated and participatory communication among Eletrobras companies and those with their stakeholders in a coordinated and synergistic manner, based on the guidelines of the Strategic Plan, the Code of Ethics and other guidelines, legal or otherwise, aligning engagement practices that reflect the sustainable performance of the company by promoting dialogue and the involvement of stakeholders.

### 1.1. Specific Objectives

Disseminate the key themes of communication, taking as its premise the balance between the interests of the institution and the expectations of each stakeholder related to the organization, as follows:

- **Workforce/Family** – strengthen the sense of pride, belonging and integration, emphasizing the role of the workforce as a processing agent and in generating shared value.
- **Shareholders/Investors/Market Analysts** – disseminate, in a large, simultaneous and regular manner, information on results, relevant facts and acts, in addition to issues related to corporate governance, reinforcing the perception of transparency and accountability in relation to the invested capital and sustainability of business.
- **Communities** – contribute to developing a partnership, highlighting the benefits of regional integration of the company for local development, with respect to the Community interest and sustainable use of natural resources.
- **Society** – reinforce the company's commitment to the country's development through clean energy production, in an efficient, safe, reliable and socially responsible manner.
- **Press/Opinion leaders** – maintain a constant dialogue with the local, national and international press, providing information in a free, transparent and effective manner, emphasizing respect for stakeholders.
- **Partners/Sponsored/Suppliers** – contribute to the establishment and maintenance of a partnership and partner development, observing the legal provisions, creating interaction mechanisms that favor the smooth progress of business for both parties, based on the precepts of ethics and corporate sustainability.
- **Governments/Members of Parliament/Regulatory Bodies** – provide continuous information on the company's actions and results, according to public interests, seeking to anticipate the legislative demands and legal and regulatory provisions, favoring the development of society.
- **Customers/Consumers/Distribution Companies** – strengthen mutual trust, in order to understand the demands and facilitate the development of solutions for reliable, continuous and quality services that prioritize energy efficiency and security of the population.



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## 2. Concepts

- **Communities of Coexistence** – those with whom the company interacts and/or lives according to its portfolio of businesses or projects developed that aim at improving the quality of life of the population.
- **Educational Communication** – set of actions gathering Social Communication and Education, in order to discuss what people think and feel about themselves, others and the world around them, so as to create, maintain and enhance interaction between them and the organizations to which they belong.
- **Engagement** – activity performed to create opportunity for dialogue between the organization and one or more of its stakeholders, in order to provide information base for decision-making processes of the organization. (*Source: ISO26000*)
- **Workforce** – includes direct employees, service providers, interns and other employees in regime of dedication and relationships other than those mentioned herein.
- **Brand Management** – set of strategies developed by the organization in order to create a value relationship between the brand and the people, aligning the brand strategy to business strategy, including values required for the sustainability of the business, and defining its personality and attributes to be associated by the market as well as the guidelines for consistent communication.
- **Crisis Management** – procedures and preventive and/or corrective actions to be defined by the senior management of organizations, in order to prevent or minimize the impact of problems and corporate risk.
- **Institutional Image** – the companies' image through which they are perceived by the people unconsciously and emotionally. These perceptions depend on the form and content of its internal and external communication activities.
- **Spokespersons** – professionals previously assigned to represent the company in interviews with internal and external communication means, who are particularly important in times of crisis.
- **Stakeholder** – any organization or individual who may be affected by the activities of the company and whose actions may affect the company's ability to implement its strategies and achieve its objectives. (*Source: AA 1000*)
- **Reputation** – important asset for the management of corporate image, built in the long term, from the perception of the public in relation to the company.
- **Key Themes of Communication** – strategic issues about which the key messages are built to be communicated to various stakeholders of the organization, whether external or internal.



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- **Sensitive Issues** – issues with the potential to generate conflicts of interest, from the point of view of business strategy, which may affect the trust between the company and its stakeholders.

### 3. Principles

- Agility and precision.
- Training, creativity and innovation.
- Commitment and respect for human beings and the environment.
- Legal compliance.
- Business efficiency.
- Equity and respect for diversity.
- Ethics.
- Sustainability.
- Transparency.
- Appreciation and motivation of work teams.

### 4. Guidelines

#### 4.1. General Guidelines

Register through action plans, procedures and activities that will sustain in practice the communication process of Eletrobras companies with its stakeholders in order to:

- Develop the planning of integrated communication activities in partnership with managers of the various areas of Eletrobras companies to achieve business goals.
- Improve the brand management process, the image and the reputation of Eletrobras companies.
- Identify the communication actions that may be developed jointly by Eletrobras companies, optimizing efforts and funds.
- Guide and monitor, as part of Eletrobras companies, communication actions involved in technical, cultural, sporting, social and environmental processes.
- Monitor, control and evaluate the implementation of activities, through the systematic measurement of expected and achieved results, based on performance indicators and communication results of Eletrobras companies.
- Promote the culture of engagement aligned with the commitments of Eletrobras companies, creating identification of stakeholders with the organization's values.



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- Share, between Eletrobras companies, communication with stakeholders management practices in order to drive improvement and the exchange of information.
- Identify the risks and opportunities of communication activities, evaluating the potential impacts on stakeholders, including the planning of new initiatives.

### 4.2. Specific Guidelines

#### 4.2.1. Communication Management

- Set priorities and key themes of communication in accordance with the strategic guidelines of Eletrobras companies and focusing on the stakeholders.
- Plan, monitor, measure and evaluate the communication actions.
- Promote the integration of action and the optimization of resources of the communication action plans among Eletrobras companies.
- Coordinate the development and implementation of the management model of the brands, image and reputation of Eletrobras companies.
- Identify aspirations, needs and demands of stakeholders, always with the prospect of building a long-term relationship.
- Identify potential conflicts in advance, providing communication solutions to support its proper management.

#### 4.2.2. Content and Media Management

- Propose priority and relevant content for internal and external dissemination.
- Define the ways in which the content will be disseminated, according to the stakeholders, stimulating interaction and monitoring the level of satisfaction with the relationship channels.
- Adapt and contextualize the content and the form in which it is disseminated in accordance with the public concerned and the media.

#### 4.2.3. Internal Communication

- Establish an interactive communication with the workforce, aiming to keep it informed, motivated and committed to the strategic goals of the business.
- Support the work of leaders as central communication agents, developing mechanisms to promote its multiplying power.
- Propose solutions for internal communication of sensitive issues in order to mitigate possible impacts of institutional action.
- Encourage the participation of the workforce in actions promoted and/or sponsored by Eletrobras companies.



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- Promote the integration of internal events calendar, avoiding overlap, redundancy or fragmentation of messages.

### 4.2.4. Relationship with the Press

- Develop, maintain and expand communication flows, facilitating the relationship between Eletrobras companies and the national and international press.
- Propose actions to the proper positioning of Eletrobras companies in relation to sensitive issues.
- Promote the media training of spokespersons of Eletrobras companies.
- Consider, in all opportunities for interaction with the press, the principles contained in the Manual for Communication of Material Facts and the Policy on Trading in Securities issued by Centrais Elétricas Brasileiras S.A. – Eletrobras.
- Suggest communication solutions for crisis management.

### 4.2.5. Institutional Communication

- Guide the dissemination of values, behaviors and procedures of Eletrobras companies in projects involving sponsorship, advertising, preservation and improvement of the society's quality of life from an ethical, cultural, social and environmental point of view.
- Develop advertising strategies to convey the message of Eletrobras companies, contributing to strengthening corporate positioning.
- Create visual communication solutions and institutional material to support the business relationship strategy.
- Organize, promote, monitor and evaluate the internal and external events and promotional and educational communication actions that may contribute to the consolidation of the reputation of Eletrobras companies, taking into account the respect to the use of public space and ensuring accessibility to the stakeholders.
- Mobilize stakeholders for the commitment to sustainable development, seeking points of cooperation for social and environmental issues.

### 4.2.6. Communication with the Community

- Propose, in the initiatives of Eletrobras companies, forms of interaction with communities, respecting their space and values.
- Support operational areas in the relationship and dialogue with communities.

## 5. Responsibilities

- **Board of Executive Officers of Eletrobras** – approve this policy and ensure its implementation in Eletrobras companies.



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- **Board of Executive Officers of Eletrobras Companies** – support the implementation of this policy in its companies.
- **Superintendence of Communication and Institutional Relations of Eletrobras** – coordinate the preparation and implementation of this policy and propose possible updates.
- **Group of communication managers and areas having relationships with stakeholders of Eletrobras companies** – propose and follow procedures that meet this policy.
- **Communication areas of Eletrobras companies** – act as managers of the implementation and maintenance of this policy.

## 6. General Provisions

- This policy is in line with other policies of the Eletrobras companies.
- The communication of Eletrobras companies is formed by processes whose lines of action are listed in item Specific Guidelines of this policy and refer to the workflow, not being related to functional structures of each company.
- In order to meet the specificities of each company, this policy can be divided into other specific normative documents, always aligned to the principles and guidelines set forth herein.
- This policy was approved by Resolution 059/2015, of February 9, 2015.