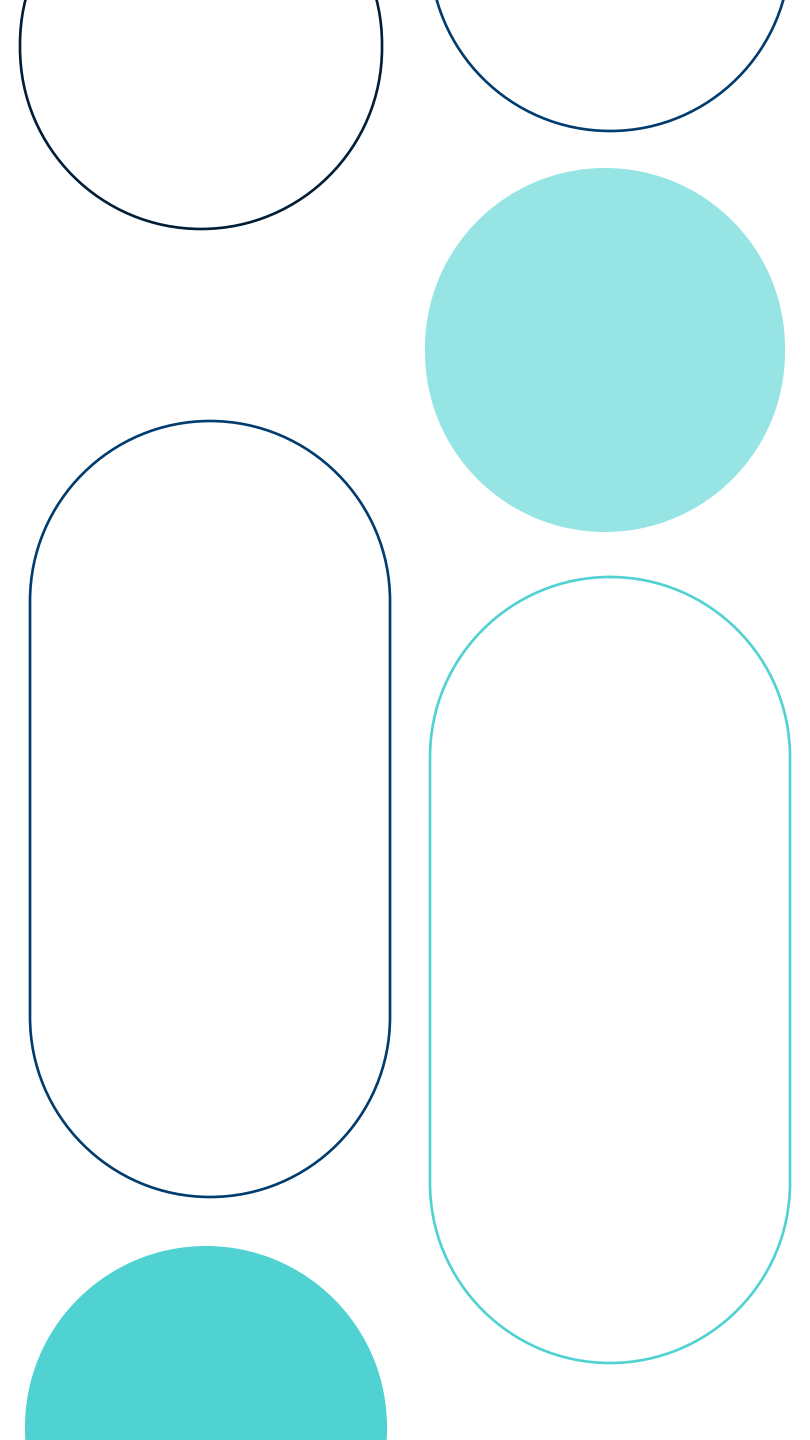
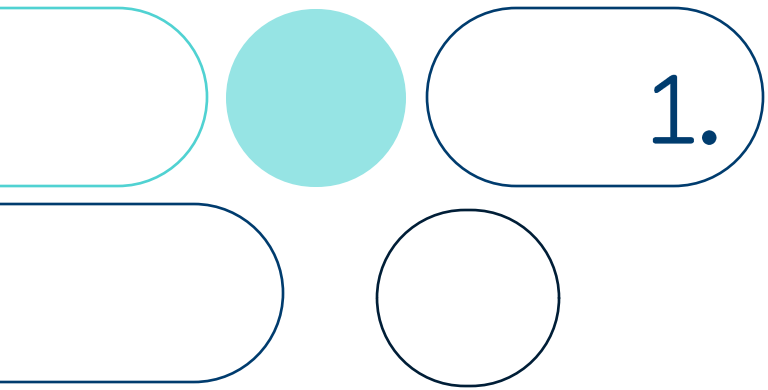


Sustainable supply chain management 2025

June 2026



1. Supplier ESG Programme	3
1.1. Regulatory framework, decision-making bodies and processes	7
1.2. Levers for continuous improvement	13
1.3. ESG risk and supply chain management	24
2. Other Supply Chain indicators (KPIs)	41
3. Appendices	45



1.

Supplier ESG Programme

Introduction

Redeia's 2030 Sustainability Commitment, approved by the Board of Directors, integrates the economic, ethical, social, and environmental dimensions, setting out the company's commitment to its long-term viability. This commitment is based on a business model **aimed at creating shared value** for all stakeholders, including suppliers, **promoting the responsible development** of their activities **throughout the entire supply chain**.

This commitment is **deployed through the 2023–2025 Sustainability Plan**, upon the conclusion of which all the objectives defined for the supply chain have been met. Building on this foundation, the new 2026–2029 Sustainability Plan, **aligned with the 2026–2029 Strategic Plan** – both approved by the Board of Directors – establishes the **extension of Redeia's responsibility commitment to all links in the value chain as one of its priorities**. This objective is underpinned by the creation of alliances with suppliers and a solid governance and integrity model.

Throughout 2025 and the portion of 2026 leading up to the publication of this information, **Redeia has driven various improvement initiatives** aimed at strengthening its capabilities and ensuring adequate preparation to tackle these new challenges, thereby **consolidating a comprehensive sustainability approach** to supply chain management.

This document describes Redeia's sustainable supply chain management model, detailing the associated responsibilities and the mechanisms established to ensure the correct implementation of the lines of action and objectives defined in the Sustainability Plan. **It also outlines the ESG Programme**, which covers the identification and assessment of risks, as well as the planning and monitoring of the corresponding mitigation measures.

To guarantee its proper execution, strategic alignment, and efficiency, **the progress of the ESG Programme is presented** periodically, and at least once a year, **to the Sustainability Committee**. (21 January and 23 September in 2025; 21 April in 2026)

Additionally, and within the framework of the Board of Directors' delegation of ordinary management, **the Procurement Committee is informed annually** about the activity linked to the supply chain, including the main actions carried out, the progress achieved, and the improvements implemented, with special attention to sustainability aspects that are not included, or not included in their entirety, in the Sustainability Report.

- (i) *Sustainability Committee: Composed of three directors to facilitate the Board of Directors' decisions on certain matters, including the monitoring, supervision, and implementation of the 2030 Sustainability Commitment and sustainability policies, and their link to the Strategic Plan.*
- (ii) *Procurement Committee: Body presided over by the Chief Executive Officer and made up of the Chief Financial Officer and 3 general managers of the main businesses and activities that generate the most expenses, in accordance with the policy of delegating the ordinary management of the Board of Directors.*

Our Purpose, Mission, and Vision

Purpose

Redeia's reason for being

To guarantee electricity supply and connectivity, driving a just ecological transition guided by sustainability criteria, while contributing to social and territorial cohesion, supporting the development of the industrial base, and enabling the electrification of the economy.

Mission

How we achieve our Purpose

To enable the energy model and connectivity of the future, delivering a positive impact on the climate, nature, communities, and people.

Vision

How Redeia envisions its future

To be the backbone of a decarbonised, just, efficient, and secure energy system, and to provide a reliable, technologically advanced fibre-optic network that helps bridge the digital divide.

Update according to the 2026–2029 Strategic Plan

Principles



Regulatory framework

* Body responsible for approving the standard



Levers for continuous improvement

* Body responsible for approving the standard



Pillars



(i) BoD: Board of Directors



1.1

Regulatory framework, decision-making bodies and processes

Supplier Code of Conduct

The **objective** of the **Code of Conduct for Suppliers** is to disseminate and promote responsible values and behaviour in the work and professional activity of supplier companies in their different areas of activity. These values are aligned with Redeia's Code of Ethics and Conduct.

Furthermore, the Supplier Code of Conduct considers the **Sustainable Development Goals (SDGs)**, to which the Company is committed, so that priorities and actions, both internal and with third parties, contribute significantly to their achievement.

The Code of Conduct for Suppliers formalises the **minimum ethical, social and environmental requirements** that all suppliers **must accept** (for their classification) **and comply with** (contractual documentation) in order to collaborate with Redeia, also assuming the commitment to extend it to their own supply chain.

Redeia's principles of conduct for suppliers, set out herein, are structured in three **blocks depending on the supplier's relationship with:**

- **Its employees and contractors.**
- **Redeia.**
- **The environment.**

Principles of conduct



Employees:

- Prevention of child labour
- Prevention of forced or coerced labour
- Prevention of physical and verbal abuse, or any other kind of bullying or harassment
- Equality and non-discrimination criteria
- Prevention of any kind of discrimination
- Respect for working hours
- Respect for and promotion of human rights, with a focus on vulnerable groups.
- Guaranteeing freedom of association, the right to organise and collective bargaining
- Adoption of training, dissemination and awareness-raising measures for the Code of Conduct.
- Safe and healthy workplace
- Guaranteeing physical and mental health
- Security and well-being.
- Respect for minimum wages

Redeia:

- Respect for regulations and legislation
- Avoiding conflicts of interest
- Preventing wrongful business practices
- Preventing bribery, corruption and unethical practices
- Protection of internal, confidential or secret data and information

Environment:

- Efficient use of resources
- Promoting energy savings
- Integration of preventive measures to avoid or minimise contamination
- Integration of preventive and corrective measures against impacts on biodiversity
- Integration of circular economy criteria
- Application of environmental criteria in procurement and supplier monitoring.

The Supplier Code of Conduct is reviewed annually. It did not require updating in 2025.

Sustainable Supply Chain Policy

Purpose

The third edition of the **Sustainable Supply Chain Policy** was approved on **25 November 2025**.

The Sustainable Supply Chain Policy establishes the principles governing the supply chain to ensure Redeia's goods and services needs are met efficiently and with high quality, aligned with its commitment to contributing to the sustainable economic and social development of its surroundings.

Adhering to and complying with the principles in this policy help achieve the organisation's purpose and strategic objectives, in line with the values, principles, and behavioural guidelines set out in Redeia's Code of Ethics and Conduct.

Key principles

- Governance and Compliance
- Efficient procurement management
- Responsible relationship with suppliers

- Supply Chain sustainability
- Continuous improvement and collaboration
- Risk management

Web publication

[Sustainable supply chain policy | Redeia](#)

Decision-making

The established organisational structure ensures that **the sustainable supply chain management model** is properly implemented.

Process

Qualification

- Suppliers and Reporting Dept.
- Assessing compliance with ESG requirements and ESG risks in the qualification process

Purchasing process

Purchasing criteria

- Directorate of the unit corresponding to the procurement need
 - Supply Chain Directorate
- The risk vision for the supply is incorporated, providing an overview of the portfolio's ESG score and associated sustainability risks (Country-specific Risk, Product Risk, Sector Risk), in addition to a view of ongoing action plans.

Approval bodies

- Approval is escalated based on value and criticality:
- Board of Directors
 - Procurement Committee
 - Supply Chain Directorate
 - Heads of the Procurement Dept.
-

Monitoring

- Audit Committee ⁽ⁱ⁾:
- Quarterly reporting to the Procurement Committee on the results of social audits on suppliers to ensure compliance with the Supplier Code of Conduct following specific incidents.

- Approval of the Sustainable Supply Chain Policy, incorporating sustainability and general criteria.
- Modification of approval levels.

⁽ⁱ⁾ Specialised committees facilitate the Board of Directors' decision-making on certain matters by submitting reports and proposals to it.

- Audit Committee: 4 directors and 1 secretary.
- Sustainability Committee: 3 directors and 1 secretary.

Continuous improvement in sustainability

Approval of regulations with sustainability criteria

- Executive Committee
- Board of Directors

Continuous improvement in sustainability

- Sustainability Committee ⁽ⁱ⁾,
- Sustainability Steering Committee

Sustainability monitoring and control

Supervision and control

- Procurement Committee
- Sustainability Committee ⁽ⁱ⁾,
- Sustainability Steering Committee

Periodic or on-demand information related to sustainability in the supply chain and its processes.

⁽ⁱ⁾ [Specialised committees](#) facilitate the Board of Directors' decision-making on certain matters by submitting reports and proposals to it.

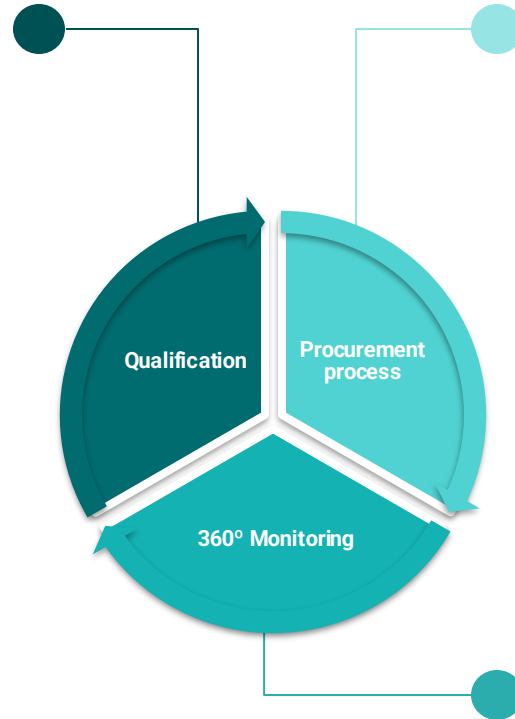
- Audit Committee: 4 directors and 1 secretary.
- Sustainability Committee: 3 directors and 1 secretary.

Process for sustainable management in the supply chain

Each of these sub-processes is audited regularly, both internally by Redeia auditors and externally by independent auditing bodies, to confirm proper compliance with defined controls.

Suppliers must initially accept Redeia's Code of Conduct and meet the minimum requirements (including ESG criteria) for each supply.

- 100% of suppliers accept [Redeia's Supplier Code of Conduct](#).
- 100% of qualified suppliers for recurring supplies with potential ESG impact meet the minimum requirements: having certified Management Systems (ISO 14001, ISO 9001, ISO 45000/OSHAS 18001); being a Special Employment Centre, having a diversity plan, etc.
- Supplier qualification status may be modified or revoked (disqualification) in the event of impactful incidents (including ESG-related ones), or if non-conformities remain unresolved within the defined timeframe after implementing a corrective action plan.
- To regain their initial qualification status, suppliers must demonstrate compliance with the stipulated corrective actions. Disqualified suppliers may, after a set period, reapply to undergo the full qualification process again.



Only qualified suppliers can participate in purchasing processes. Suppliers must adhere to the sustainability conditions and requirements established in the contractual documentation. For strategic purchases, sustainability performance acts as a tie-breaker.

- 100% of the successful bidders are qualified suppliers.
- 100% of suppliers accept conditions established in the contractual documentation that include ESG criteria: a) [The Redeia Supplier Code of Conduct](#); b) [The Guarantee Policy](#); c) [The General Terms and Conditions of Contract \(GTC\)](#).
- 100% of successful bidders in strategic purchasing processes* have passed the requirement of achieving an ESG score threshold of 50%. This threshold will be reviewed in the context of the new Comprehensive Risk Management Model.
- 100% of processes where there was a tie between suppliers were decided based on the supplier with the best sustainability positioning.
- Initiation of the definition of the *Sustainability Factor* to be included in purchasing processes for decision-making. (2026–2029 Sustainability Plan objective)
- For certain supplies with higher impact the procurement decision includes TVO (Total Value Ownership) analysis that incorporates ESG aspects.

From the moment of their qualification, suppliers are continuously monitored. The status of suppliers can be changed at any time due to incidents or major non-conformities resulting from audits.

- 100% of supplies monitored for risks: business, financial and due diligence.
- Evolution of the Comprehensive Risk Management Model to achieve a 360-degree risk view for 100% of the portfolio.
- 100% compliance with the annual social audit plan for higher-risk suppliers.
- Implementation of the Comprehensive Risk Management Model (Jan 2026)

* Strategic purchases: Purchases exceeding €2M

A decorative graphic on the left side of the slide. It consists of a teal circle at the top left, a teal rounded rectangle to its right, a blue rounded rectangle below the teal circle, and a blue circle below the teal rounded rectangle.

1.2

Levers for continuous improvement

Redeia's sustainability framework

In recent years, Redeia has progressed towards greater alignment between strategy and sustainability. In the supply chain, this evolution translates into an anticipation of strategic objectives within the sustainability plans. Looking ahead to the new 2026–2029 period, **the Sustainability Plan will be fully integrated into the Strategic Plan, reinforcing coherence and global impact.**

2021–2025

2021–2025 Strategic Plan

Board of Directors Approval



2023–2025 Sustainability Plan

Board of Directors Approval



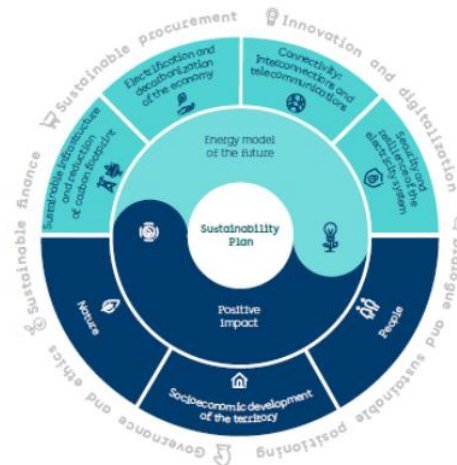
Commitment to sustainability ⓘ

2026–2029

2026-2029 Strategic Plan

Board of Directors Approval

2026-2029 Strategic Plan ⓘ



2026–2029 Sustainability Plan

Board of Directors Approval

2026–2029 Sustainability Plan ⓘ

ESG programme

Progress made in 2025:

- Sustainable Supply Chain Policy
- Comprehensive Supplier Risk Management Model
- Supply Chain Security Model
- Strengthening of the Social Audits process
- New Supplier Perception Survey

2024 ESG Programme ⓘ

Conclusion of the 2023–2025 Sustainability Plan – Supply Chain Actions

Defined objectives

Indicator

Result



Be a driver for change

At least **10 supplies** with a major impact on the transmission grid with circularity criteria, climate change, security, diversity and biodiversity.

100% compliance with the objective. Total incorporation of **91 supplies** with sustainability criteria:

- » Generation of Life Cycle Assessments (LCA) and their use in 11 supplies through a Sustainable Procurement exercise.
- » Incorporation of 80 supplies into the Security Model.*



Emission reductions

2/3 of suppliers (in terms of emissions) with **** SBTi** approved (compared to 2019).

97% compliance. **66.3%** of supply chain emissions are covered by ****SBTi** targets. (Continuation of the objective in the new 2026–2030 Sustainability Plan).



Supply Chain Security

- Review of 100% of supplies and services regarding security.
- Incorporation of a supply security clause in the general terms and conditions of contract.

100% compliance with both objectives.

The Sustainability Plan objectives linked to the Supply Chain conclude with the estimated degree of compliance.

• Security Model: A model that encompasses cybersecurity, information security and physical security.
 • **SBTi: (Science Based Targets initiative) an international initiative that helps companies set emission reduction targets aligned with climate science and the goals of the Paris Agreement.



Sustainability in procurement

- Inclusion of **100% of the active portfolio in the Comprehensive Risk Management Model**.
- Apply **Sustainability Factor** to 100% of target supply purchases.



Emission reductions

- Net Zero by 2050 (Scope 1, 2 and 3):
 - **Voluntary Supplier Programme**: At least 20% of Supply Chain emissions generated by suppliers enrolled in the Programme. Participation in international working groups.
 - Data support for the proper management of sustainability information.
 - **100% of new buildings** with electricity supply featuring **Guarantees of Origin** or renewable energy (self-consumption).
- Renewal of SBTi targets.



Contributing to generating a net positive impact

- Signing of agreements with entities/organisations for the development of active land stewardship **projects** (dissemination and conservation) in **40% of unused land existing** prior to 2025.



Perception and development

- **Maintain or exceed the average perception level** among very high and high-priority * stakeholders achieved over the last four years:
 - 2026–2027 Perception Survey.
 - Development of **100% of SMEs** in the supplier portfolio with high ESG risk.

**Score calculated as the average between the rating received in the perception survey, the degree of acceptance of their action plan, and webinars or forums where an evaluation of the outcome is requested.*

Levers for Continuous Improvement 2025: Internal development in sustainability

For the process to be carried out with maximum guarantees, training and awareness programs have been set up in the sustainable management of the supply chain:

- Integration plans with each new recruit.
- Attendance at specific forums (AERCE; CPOnet; webinars and forums given by specialised companies).
- Continuous review of the internal operating regulations of the Procurement Division, which documents the processes for their standardised execution.

Specifically, the following training and dissemination actions were carried out in 2025:

- Company personnel undergoing a continuous training and awareness process which, through personalised interactions, tailored content and short periodic sessions, helps improve users' knowledge and awareness of risks (especially cybersecurity), fostering behavioural changes and strengthening the organisation's security culture.
- Participation in the 'ClosinGap Challenge' training on diversity. This event is aimed at employees of all ClosinGap member companies and aims to generate ideas and proposals that promote gender equality in the workplace.
- Additionally, Redeia offers its employees a campus with various training sessions, from which workers are free to enrol in the courses they find interesting. In 2025, there was participation in the following courses:
 - Training courses on the Power BI solution.
 - Training course on High-Impact Communication.

Levers for Continuous Improvement 2025: Supplier development and training actions

Action table – Conclusion of the 2021–2025 Strategic Plan

Since 2021, all training actions promoted by the Supply Chain Directorate have been carried out using internal resources, with no associated costs, collaborating with other areas to promote and develop training and dissemination sessions for suppliers. The actions, as reflected in detail in the table, are continuous, with some having been initiated in 2019. Additionally, through the [2026–2029 Sustainability Plan](#), another line of continuous training and dissemination is being created for **100% of SMEs with a high ESG risk**.

Forum/Performance	Contents	Year	Participation/Assessment
Security model (information, physical, and cybersecurity)	Training and development actions for supplies with a focus on risk minimisation for already analysed supplies and on the correct incorporation into the model for new supplies.	Continuous since 2019	In 2025 , two practical sessions on cybersecurity were held, with a total of 72 attendees from 57 different companies.
Annual face-to-face meetings with Redeia's most active suppliers	Director-level review of strategies, areas for improvement, and opportunities in all fields, including sustainability.	Continuous since 2020	In 2025 , with 19 suppliers
Awareness sessions for suppliers on worker health and safety	Sessions on worker health and safety.	Continuous since 2020	In 2025 : 1) 1 session of the Positive Safety Learning Community, with a total of 60 attendees from 30 different companies. 2) 2 sessions on Prevention in work involving electrical risks, with a total of 400 attendees from 140 companies. 3) 1 security session on the construction and maintenance of overhead and underground power lines, with a total of 30 attendees from 12 companies.
Collaborative programme for the reduction of the carbon footprint of the supply chain	Training on the subject for suppliers with a high level of emissions and training sessions to encourage suppliers to join the SBTi initiative.	Continuous since 2021	In 2025 , sessions focused on the type of supplier and their maturity in this area for the 26 suppliers included in the programme.
Forum on the Classification and Qualification Process	To provide detailed information on the supplier classification and qualification process, the operation of the PRORED information support platform and to raise supplier awareness of the need to update information.	2021	180 participants (rating 9/10). All those enrolled (417 out of 361 supplier companies) were provided with supporting documentation.
Meeting on Electricity Planning 2021-2026	Transparency for suppliers regarding more strategic supply needs and the challenges we face	2022	88 participants from 61 supplier companies (rating 9/10)
Forum on Supply Chain Security	Presentation of the model methodology, possible data security, physical and cybersecurity requirements for risk mitigation.	2022	68 participants from 58 supplier companies (rating 8/10)
Human Rights Training Session	Future regulatory development, as a complement to the 2021 training programme with the United Nations Global Compact.	2022	329 participants in total from 152 supplier companies (rating 9/10). In 2022, 132 supplier companies participated.

In 2025, development and training actions were carried out for a total of **224** unique suppliers, of which **57** are **unique significant suppliers**.

Stakeholder
Group
Supplier



Supplier Perception Survey: quantitative results

Historical evolution	2020	2022	Evolution 2020–2022	2024	Evolution 2022–2024
A. Overall assessment	7.6	7.4	-2.5%	7.8	5.5% ↑
B. Assessment of services	7.8	7.9	0.3%	8.0	1.1% ↑
C. Corporate reputation	8.4	8.5	0.6%	8.7	2.6% ↑

Conclusion of the 2024–2025 Action Plan

Actions

- Improve the **visibility of long-term planning and work scheduling** by fostering a collaborative dialogue with suppliers, enhancing their foresight and preparation prior to the commencement of works or adapting to schedule changes.
- Improve **information flow throughout the tendering process** by communicating the results of the validation and/or technical scoring of their bids.
- Improve the **usability of IT platforms** by incorporating technological advancements into supplier classification and qualification (an objective initiated in 2024).

New Perception Survey: launched in 2026

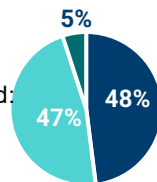
Improvements

- ✓ **New, clearer, simpler, and more agile methodology.**
- ✓ Based on **7 questions common to all stakeholders + 3 specific ones.**
- ✓ Aimed at **100% of active suppliers** with contracted amounts over the last 3 years.

Progress

- Analysis of results underway to generate the initial proposal for an action plan.
- **Participation of double the number of suppliers compared to the previous survey** (333 responses in 2026 vs. 174 in 2024).
- **Overall assessment exceeding 8.8 out of 10** (the survey was conducted out of a total of 5, meaning the score is 4.4)

Degree of satisfaction with the survey conducted:



- Very satisfied
- Moderately satisfied
- Not very satisfied

2024–2025 Perception Survey



Levers for Continuous Improvement 2025: Comprehensive Risk Management Model



During the 2025 financial year, the **Comprehensive Supplier Risk Management Model** was approved. This model was designed to **offer guarantees, control, and rigour**, while **possessing the flexibility** necessary to scale and adapt to new requirements, thereby contributing to management **efficiency without compromising security of supply**.

Main benefits

- A model **aligned with the market** and **regulatory requirements**.
- Incorporation of a proprietary **Security Model**.
- Opportunity for alignment with **TSO criteria**.
- Flexibility to **modulate the model and risk levels**.
- **Single access point** for managers and suppliers. **360° View**
- Integration with **third-party data** (Dow Jones, IberInform, etc.).
- **High-quality, traceable, and transparent** data.
- Integrated **audit and incident** management.
- **Incorporated action plan module**, supporting supplier development and performance across the different control areas.

Main challenges

- **Ambitious and complex**: integrating 100% of suppliers.
 - **Requires coordination with internal stakeholders**: Compliance, sustainability, diversity, security, etc.
 - Aims to standardise criteria **agreed upon with TSOs**.
 - **Focused on supplier solvency**, requiring the provision of high-quality data and the development of action plans.
- Following **implementation** (Jan 2026), **stabilisation** and **scaling** are required to harness the **model's full potential**, enabling an **increase in supplier maturity**.

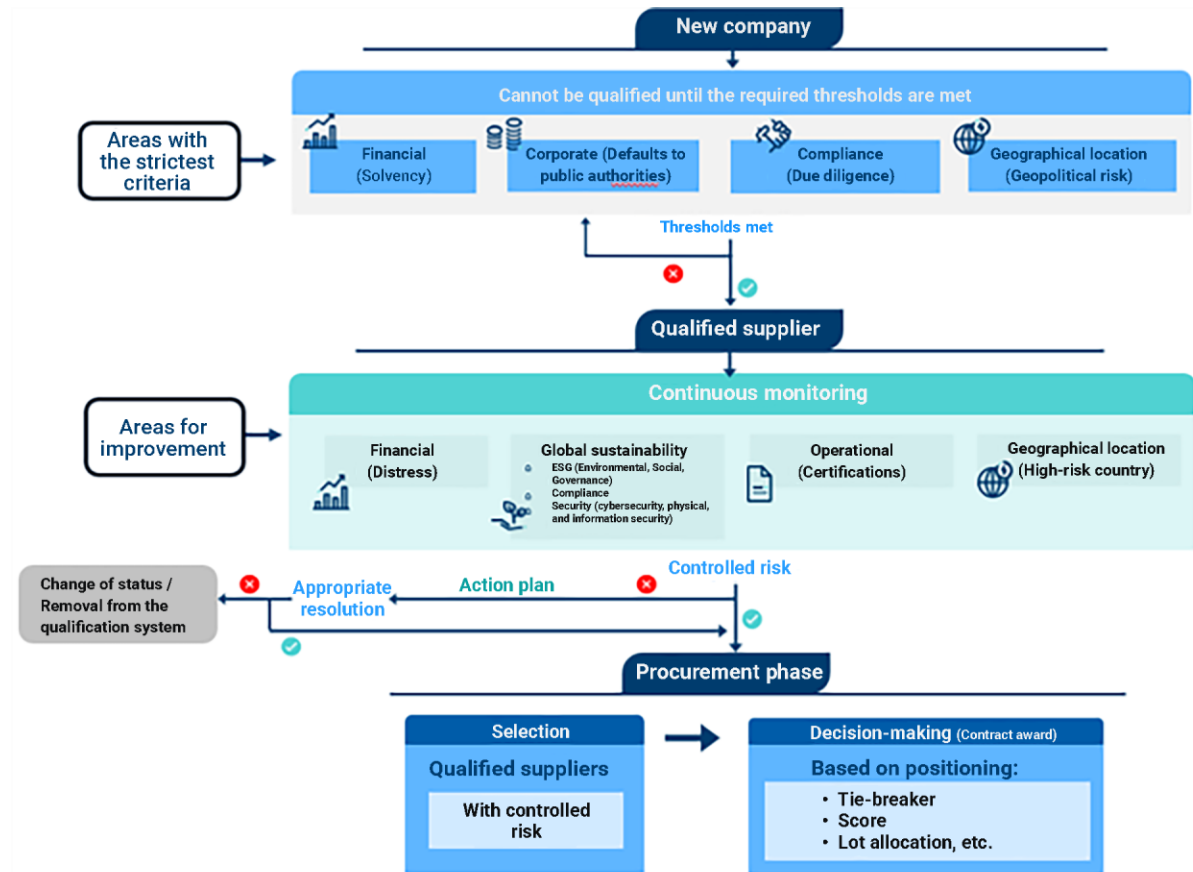
Levers for Continuous Improvement 2025: Comprehensive Risk Management Model



Sustainability in procurement

The **ultimate goal of the Comprehensive Risk Management Model** is:

- To have a **robust process** for obtaining **up-to-date information** that enables **continuous risk monitoring to facilitate risk reduction** through action plans, and which enables
- Definition of a sustainability factor** for each of the **selected supplies due to their major impact on sustainability**, which can be factored into decision-making during purchasing processes.



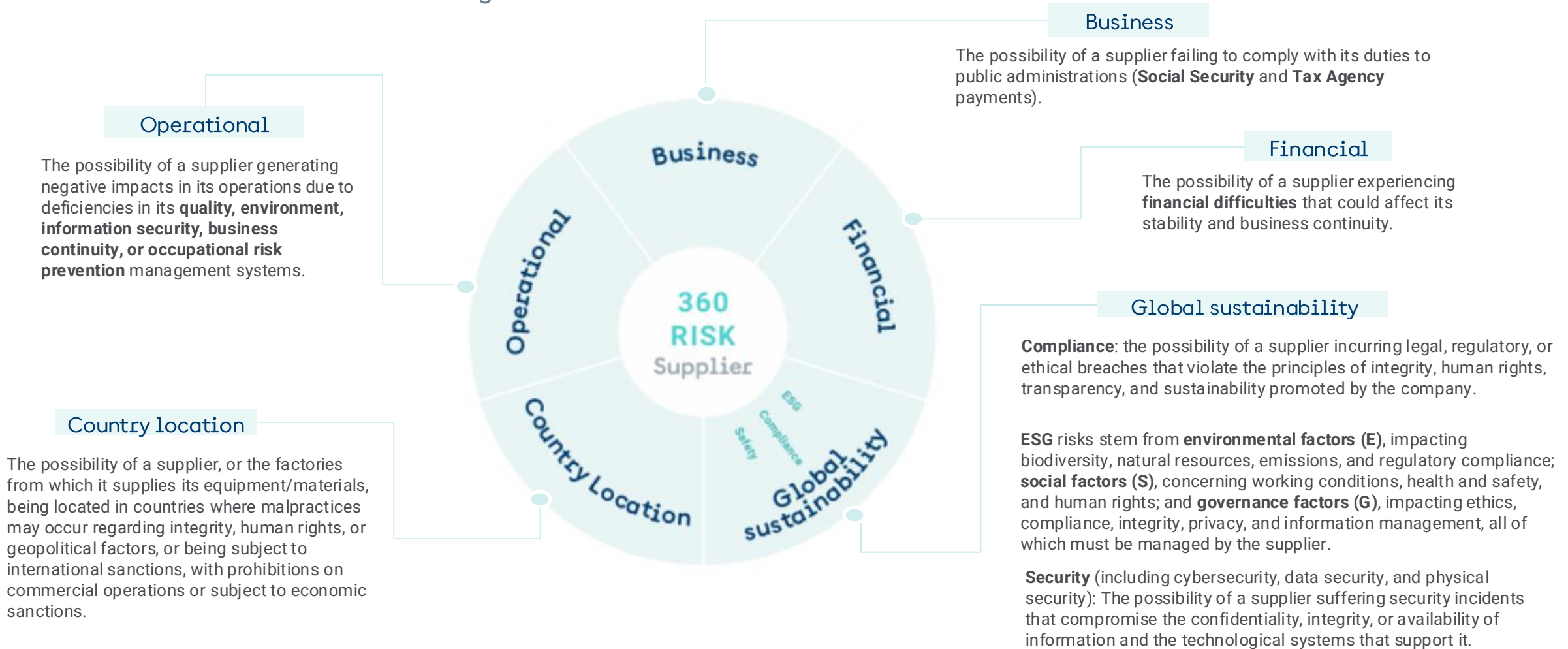
Procurement Portal

The new [Procurement Portal](#), launched on 21 January 2026, centralises all supplier management into a single access point, including:

- Classification and qualification tool (CALIFICA):** Centralises supplier management into a single access point.
- Supply chain risk management and monitoring tool (LINCE):** Allows key aspects to be evaluated in a single place: financial status, regulatory compliance, sustainability (ESG), security risks, and operational risks.

Levers for Continuous Improvement 2025: Comprehensive Risk Management Model

The **Comprehensive 360° Supplier Risk Management Model** establishes the framework to **identify, assess, monitor, and control** the risks associated with Redeia's supplier management, with the aim of **mitigating** them and providing **valuable information** for decision-making.



Levers for Continuous Improvement 2025: Comprehensive Risk Management Model

Supplier's view of their status

Redeia continuously monitors its suppliers through the ESG risk management platform, which provides a comparative view of their positioning on ESG aspects in relation to the average of the registered companies.

Previous Risk Management Model



- Complete view of ESG Risk, with visibility of strengths, weaknesses, and risks associated with the supplier.
- Comparative view with the average of other companies on the platform.
- ESG Score view and comparison with the average, visible to suppliers.
- Alerts for document expirations.

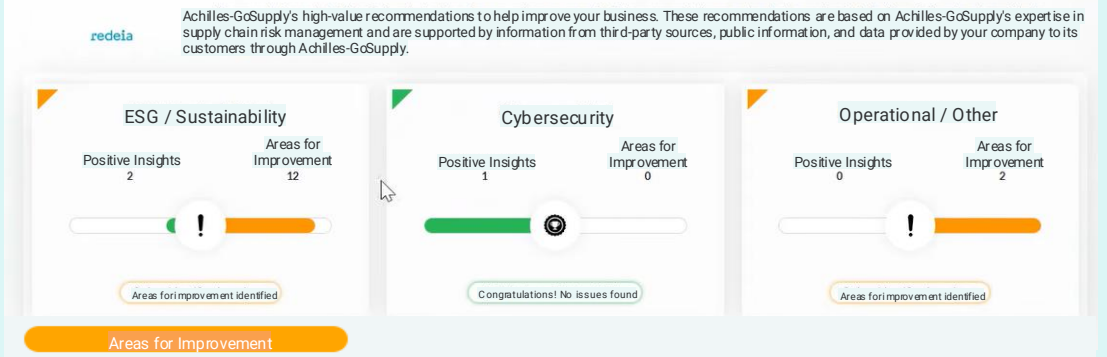
New Risk Management Model



COMPARATIVE VIEW OF RISK

- Comparative view of different scores against the rest of the portfolio:
 - ESG Score
 - Compliance Score
 - Environment Score
 - Social Score
 - Governance Score
 - Operational Score
 - Security Score
- Ability to filter by specific (supply) category.
- Ability to filter by suppliers from the same country.

Achilles-GoSupply Insights



- Providing a diversity plan to your clients is a key factor in achieving a higher evaluation.
- Having an Equality Plan is highly valued.

INSIGHTS MODEL

- Insights model in ESG, Cybersecurity, and Operational fields. Providing a view of positive company insights and identifying areas for improvement.

A decorative graphic on the left side of the slide. It consists of a teal circle, a teal rounded rectangle, a blue rounded rectangle, and a blue circle, all arranged in a cluster.

1.3

ESG risk and supply chain management

Global



The global context of high **instability** driven by **geopolitical, economic, regulatory, and climatic factors** persists.

The **implementation of US tariff policies** for materials such as steel and aluminium, alongside the **regulatory evolution of sustainability directives, have required close monitoring.**

Although **these circumstances have not caused disruptions, Redeia addresses these ongoing challenges** through proactive management, supplier diversification, and increased supply chain visibility and foresight, **leveraging resilience to mitigate risks and guarantee operational continuity.**

The energy system **continues to experience sustained demand growth** as a result of actions geared towards a **sustainable energy transition**, increased interconnections, storage facilities, and data centres.

This **sharp, simultaneous surge in investment** across several regions is **placing pressure on supply chains**, particularly **for highly specialised equipment and components** – whose manufacturing is heavily concentrated among a few suppliers – as well as **on the availability of a skilled workforce.**

In this context, **work continues with various TSOs**, among others, **in the field of sustainability**, helping to devise solutions to **common supply chain challenges with an integrated perspective.**

Power



Redeia



To tackle the **challenges** stemming from the 2026–2029 Strategic Plan and the Sustainability Plan, as well as those anticipated in the new Electricity Transmission Grid Plan (currently pending approval and expected to require a higher level of investment), **Redeia is preparing its supply chain structures and processes to ensure sustainable supply through:**

- Long-term vision and foresight
- The rollout of the 2026–2029 Strategic Plan via Operational Plans containing concrete actions
- Board of Directors approval of the sustainability aspects to be considered within the *General Criteria of the Goods and Services Procurement Process*
- Definition and implementation of the integrated supplier risk management model

Country-specific risk *(Risk from environmental, social, or governance impacts linked to the political, social, economic, environmental, or regulatory landscape).*

Minimisation actions

Geopolitical

- No qualified suppliers or their factories are located in countries in conflict.
- Redeia's supplies do not correspond to those of the arms industry or other war industries.

Regulatory

- Monitoring of new national or EU regulations that may affect the supply chain to comply with the corresponding requirements upon their entry into force. E.g.: Due diligence, carbon tax mechanisms, emissions, SF6 use, etc.

Establishing commercial relationships with suppliers located in countries posing a potential risk regarding socio-labour conditions and integrity

- Strengthening controls on integrity and human rights for suppliers located in countries with high risks in these areas. No suppliers have their headquarters located in countries with integrity risk and the number of suppliers whose headquarters are located in countries with human rights risks has decreased to 0.5%. (2023, 0.4%; 2024: 0.3%; 2025: 0.5%). All suppliers headquartered in at-risk countries have successfully passed a social audit process.
- Continuous monitoring of the sustainability impacts of goods and services from the start of the qualification process and throughout the duration of the activity.
- Control and minimisation mechanisms are established: Opening of incidents/Social audits/Action plans.

Sector-specific risk *(Risk related to the particularities of the suppliers within the sector)*

Minimisation actions

Critical components	<ul style="list-style-type: none"> The energy transition will require many materials, some of which use raw materials, including some considered critical. Redeia promotes the use of recycled materials where feasible and keeps a watchful eye on regulatory and fiscal aspects, evolution of demand and production capacity, and monitoring of specialised studies.
Supplier selection and market competition	<ul style="list-style-type: none"> Competition is encouraged: for 82% (363) of supplies the number of qualified suppliers is more than 3. (2023, 87%; 2024: 86%) The type of procurement (framework agreements, project-based procurement, etc.) is reviewed with a focus on efficiency and critical supplies.
Supply assurance	<ul style="list-style-type: none"> Initiatives for the incorporation of local suppliers and talent retention are promoted. Future needs for goods and services are displayed to suppliers on the corporate website, in order to facilitate their scope and management of manufacturing slots to meet the 2021-2026 Plan.
Effect of the energy transition	<ul style="list-style-type: none"> Search for new suppliers and adaptation of the supplier portfolio to our requirements. Promotion of competition. Continuous improvement of procurement processes to drive greater efficiency. System evolution and automation. Enhanced monitoring, control, and management of risks derived from the supplier portfolio. Establishment of long-term agreements.

Commodity-specific risk *(Risk relating to environmental, social, governance, or other specific product-related criteria)*

Minimisation actions

Technological constraints for certain equipment/materials

- Standardisation actions are carried out to make it easier to interchange equipment and materials.
- [Sustainable Procurement Model:](#)
 - Update of Technical Specifications incorporating a request for sustainability information.
 - Incorporation of technical sustainability requirements into Technical Specifications: % of recycled material; provision of information regarding Life Cycle Assessments (LCA)
 - Initiation of the definition of the Sustainability Factor to enable decision-making in purchasing processes based on the positioning of competing suppliers.

Technological changes proposed by the manufacturer of certain equipment/materials

- For a supplier to be qualified to supply certain equipment and materials, they must pass an approval process.
- To anticipate and adapt to technological changes, we participate in trend-spotting forums and hold meetings with suppliers.
- Requirements are incorporated in the technical specifications to encourage the interchangeability of equipment and efficient designs.

Conflict minerals (Tungsten, Tantalum, Gold)

- Not applicable

ESG risk monitoring – Segmentation by typology

Recurring suppliers for which ESG monitoring is carried out are segmented into **Significant and Non-Significant** suppliers:

Significant suppliers

Defined as individual suppliers with significant identified ESG impact risks and/or major business relevance for the company, or a combination of both.

Suppliers who provide Redeia with equipment, materials, services or works for critical processes⁽ⁱ⁾:

- Who have been contracted during the year under the following conditions:
 - Sole-source supplier due to technological reasons
 - Low competition: a) Fewer than 3 qualified suppliers; b) Only one market supplier; c) Receipt of 1 bid; d) Submission of only one technically valid bid
- Recurrent services⁽ⁱⁱ⁾ with contracted amount > €1M
- Suppliers ranked in the top 20 by amount of activity executed
- Suppliers for key technology supplies

Suppliers with ESG risk (subject to social audit):

- Two or more ESG risks
- Identification of potential non-compliance with the Supplier Code of Conduct

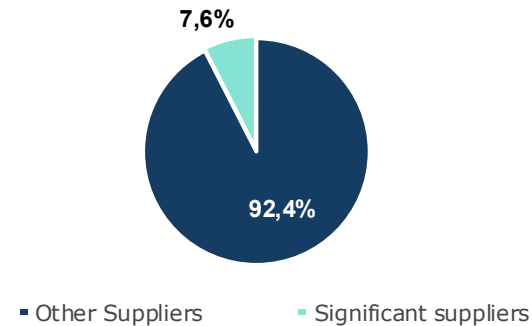
Monitoring of unique significant suppliers

Significant suppliers	2023	2024	2025
By critical processes	179	176	254
By ESG risk	26	31	40
Total of unique significant suppliers (Tier - 1)	198 (7 common)	201 (6 common)	286 (6 common)

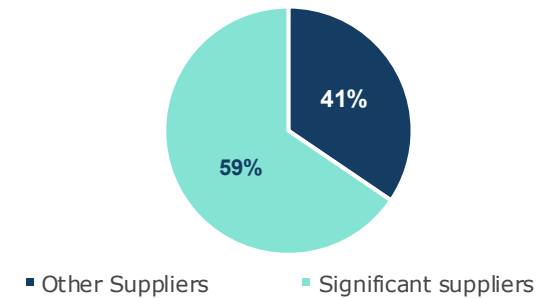
❖ Additionally, adding the [significant non-tier 1 suppliers](#), a total of **502** unique significant suppliers is obtained (Significant non-tier 1 suppliers: 216)

The annual upward trend in the number of significant suppliers is linked to the growth of the supplier portfolio, as well as recent directives and regulations that adjust the definition of ESG risk.

Supplier portfolio – Significance (%)



Executed Amount – Significance (%)



(i) Critical processes are understood to mean those directly related to the construction and maintenance of the transmission and telecommunications grid.

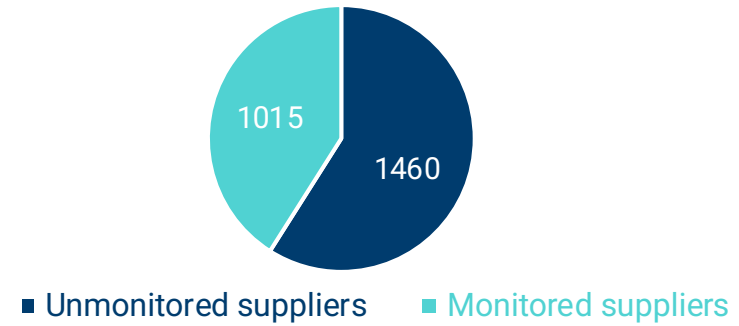
(ii) Recurrent services are understood to be those that support critical processes (e.g: Engineering; IT support; supervision, waste management, etc.)

ESG risk monitoring – Segmentation by typology

Non-significant suppliers

- Suppliers with minimum qualification requirements:**
 Suppliers for recurring supplies who are required to meet technical, environmental, safety or other requirements (that have not been considered significant).

Monitoring of non-significant suppliers



With the New Risk Management Model, there is now a full view of the entire portfolio

- Small and medium-sized enterprises (SMEs)**

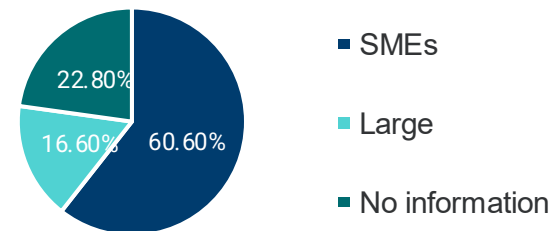
A large part of the supplier portfolio (excluding disqualified suppliers) is composed of SMEs (small and medium-sized enterprises).

SMEs account for 23% of the economic volume executed by Redeia

10% of SMEs are classified as significant suppliers

Supplier portfolio by company size (%)

Accumulated data for 2023-2024-2025 for all companies, excluding Hispasat and Redinter's local purchases.



* Companies for which no information is available are those whose size cannot currently be determined through existing monitoring processes. This situation will be addressed through the implementation of the new **Comprehensive Supplier Risk Management Model**.

ESG risk monitoring

Environment

- Impact on biodiversity
- Impact on soil/water
- Climate change
- Air Quality
- Circularity/Waste generation
- Energy and water consumption
- Regulatory compliance
- Certified Management System

Social

- Occupational health and safety:
 - Workplace accident
 - Occupational diseases
 - Inadequate training/experience/information
 - Regulatory non-compliance in this area
- Promoting diversity, equity and inclusion
- Impact on the community

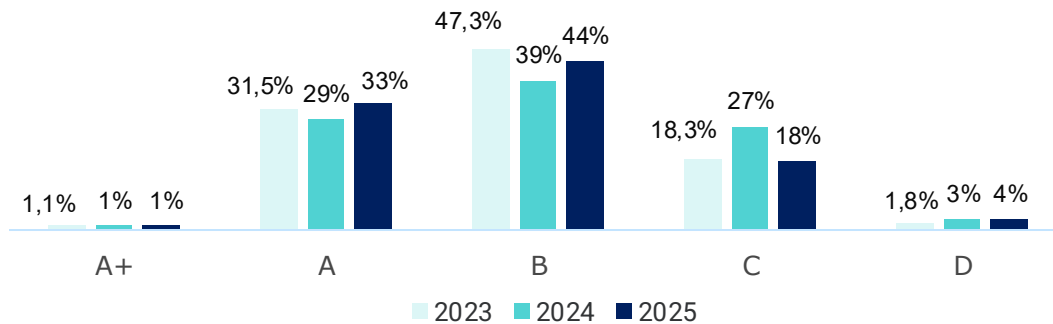
Governance

- Ethics and Compliance Corruption and bribery
- Appropriation/misuse of information
- Human Rights Violations
- Unethical remuneration
- Lack of commitment to society
- Non-compliance with relevant regulations
- Data protection, privacy and cybersecurity

Through its risk monitoring platform, Redeia monitors and controls its supplier portfolio in ESG aspects.

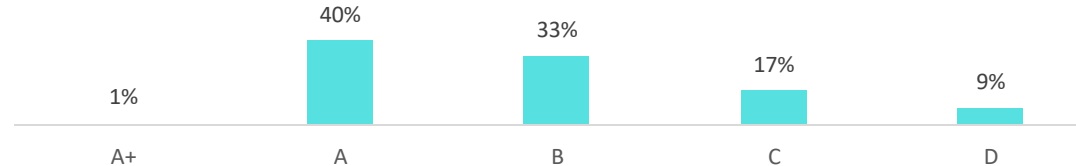
If any incidents are identified during this continuous monitoring of the supplier (qualification, purchasing strategy, awarding, contract follow-up, continuous monitoring), their qualification status may be modified, potentially leading to their disqualification (removal from the classification system). **In 2025, the qualification status of 2 suppliers was changed due to ESG non-compliance**, which did not result in their removal from the rating system.

Overall ESG Score



• In 2025, **77.50%** of suppliers monitored in ESG scored **between excellent (A+) and average (B)**.

Overall ESG score – significant suppliers



• **75%** of significant suppliers monitored in ESG scored **between excellent (A+) and average (B)**.

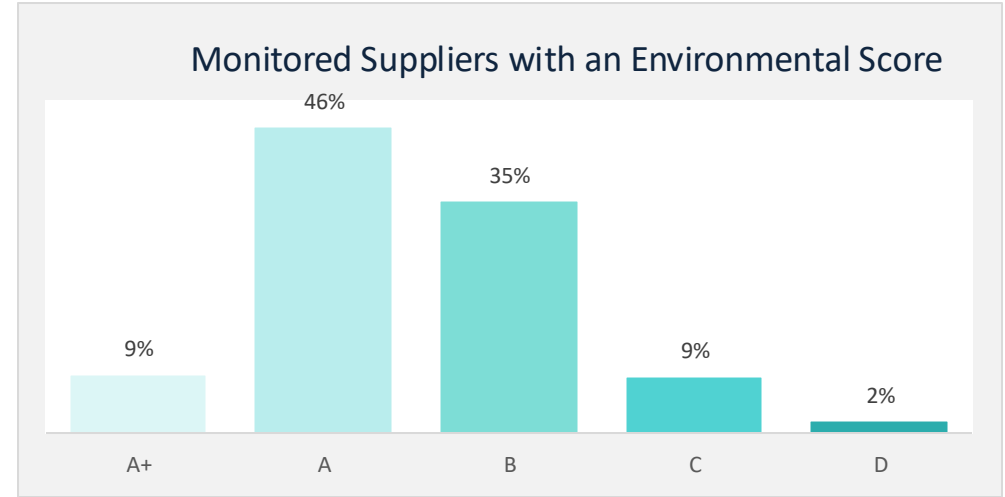
ESG risk assessment, control and minimisation actions

Environment

Supplier portfolio evaluation

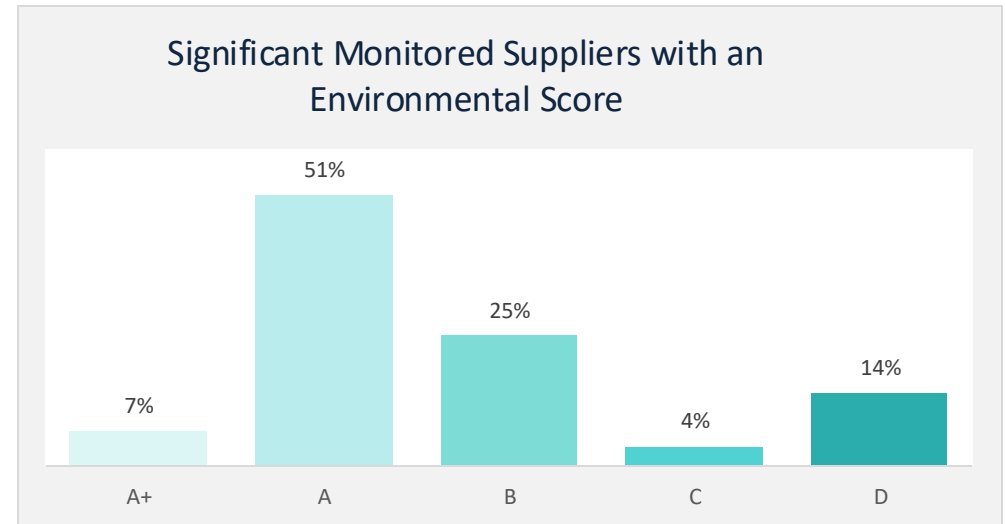
✓ **90% of suppliers** monitored on environmental aspects comply with over **50% of the requirements**.

• Degree of compliance with environmental requirements:



Significant suppliers evaluation

✓ In the case of **significant suppliers**, this degree of compliance is **83%**.



Thresholds table

A+ ≥ 96
96 > A ≥ 75
75 > B ≥ 50
50 > C ≥ 25
25 < D

ESG risk assessment, control and minimisation actions

Environment

	Control action	Risk minimisation strategies / Achievements
	Sustainable procurement model for the incorporation of ESG criteria , which guarantees compliance with current commitments in this area.	<ul style="list-style-type: none"> ➤ Generation of Life Cycle Assessments (LCA) and their use in 11 supplies. ➤ Incorporation of 80 supplies into the Security Model (a model encompassing cybersecurity, information security, and physical security). ➤ In development: Sustainability Factor, providing the ability to apply sustainability criteria in purchasing processes.
	Circularity: Roadmap for the Circular Economy 2030	<ul style="list-style-type: none"> ➤ As one of the biodiversity protection measures, wood and cardboard packaging is required to have FSC or PEFC certification.
	Collaborative programme for the reducing the carbon footprint of the supply chain	<ul style="list-style-type: none"> ➤ Training for SMEs and large enterprises, tailored to the type of company and the supplier's maturity. With online sessions and face-to-face workshops: <ul style="list-style-type: none"> ○ Participation of 26 suppliers (one more than in 2024) ○ Suppliers with a verified carbon footprint: 18 (three more than in 2024) ○ Suppliers that have the scope 3 carbon footprint calculated: 20 (seven more than in 2024) ○ Suppliers with validated short-term SBTi (Science Based Targets initiative) targets: 22 (two more than in 2024)
	Real estate assets	<ul style="list-style-type: none"> ➤ Information to the Sustainable Management Dept. for the calculation of the Group's carbon footprint in buildings occupied by the Redeia group, both owned and rented. ➤ Incorporation in the purchase deeds of a clause relating to the environmental declaration of the land, which states that no potentially polluting activity has been carried out on the land subject to the purchase.
	Logistics	<ul style="list-style-type: none"> ➤ Continuation of the calculation of emissions related to internal logistics for the Carbon Footprint calculation at the company level. Continuing the focus on planning efficient delivery routes.
	Incident control	<ul style="list-style-type: none"> ➤ In 2025, 190 incidents were managed, of which 116 were opened during the year, for a total of 118 suppliers. Of the total technical incidents managed, an environmental impact was detected in 5, with action plans being implemented for all of them.

Sustainable procurement model

Circular Economy criteria

Collaborative programme

Social Audits

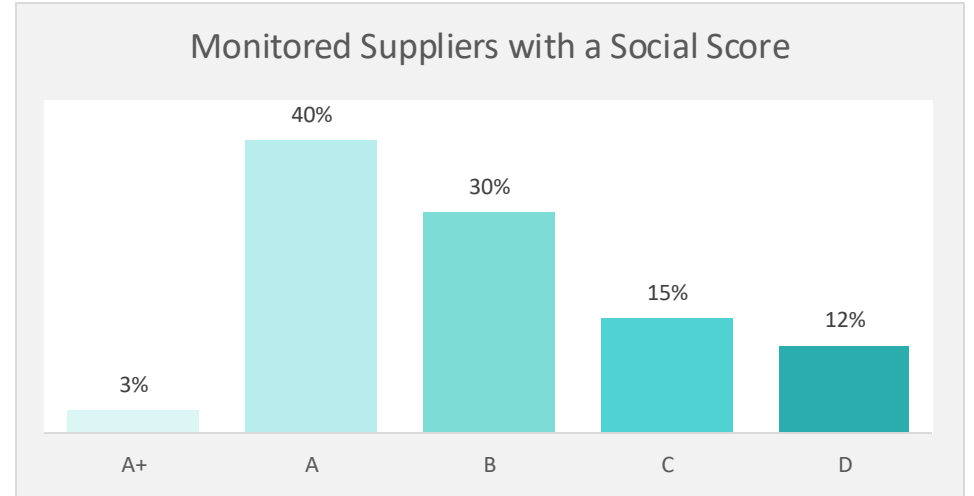
ESG risk assessment, control and minimisation actions

Social

Supplier portfolio evaluation

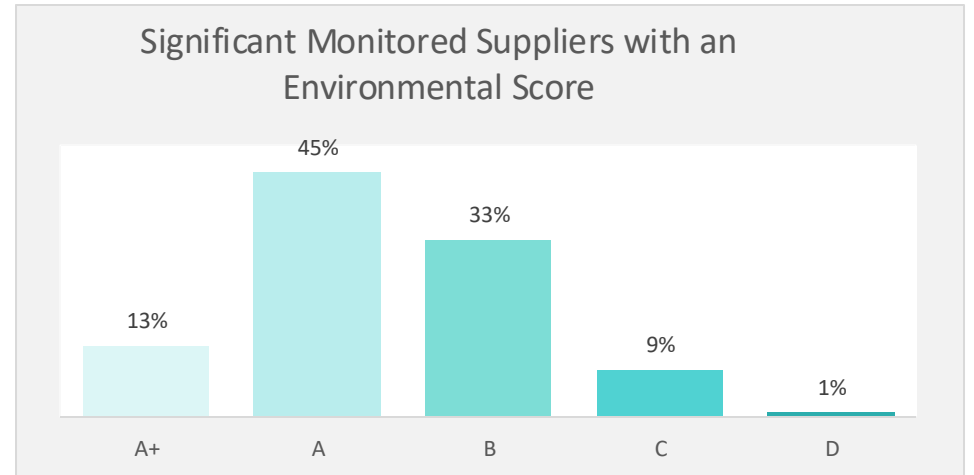
✓ **73% of suppliers** monitored on social aspects **met more than 50% of the requirements.**

- Degree of compliance with social requirements:



Significant suppliers evaluation

✓ For **significant suppliers**, this level of compliance was 91%.



Thresholds table

A+ ≥ 96
96 > A ≥ 75
75 > B ≥ 50
50 > C ≥ 25
25 < D

ESG risk assessment, control and minimisation actions

Social

	Control action	Risk minimisation strategies / Achievements
	Occupational health and safety	➤ For supplies affecting health and safety, the supplier must have ISO 45001 or equivalent certification.
	Social Impact	➤ Annually, Redeia measures the impact derived from its operations. In the supply chain, Redeia measures the environmental impact associated with the use of raw materials in the electricity transmission infrastructure, which largely stems from the emissions generated throughout their life cycle. The management of these materials at the end of their useful life is key, which is why a comprehensive vision is adopted that considers both the origin and the destination of the materials used.
	Promoting diversity, equity and inclusion	➤ Certain supplies are provided by one of the 94 suppliers registered as a Special Employment Centre (SEC) .
	Promotion of local suppliers	➤ 99% of the economic volume executed by Redeia in 2025 was carried out by suppliers from the European Union, compared to 94% in 2024 and 2023. ➤ In 2025, 85% of the economic volume executed in Spain was carried out by suppliers based in Spain (compared to 88% in 2024 and 86% in 2023). The economic volume executed in Chile corresponds 99% to companies from Chile. Likewise, 97% of the economic volume executed in Peru corresponds to local purchases.
	Ethics and compliance channel	➤ Used for queries or reports of malpractice or irregularities with own employees or subcontractors.
	Incident control	➤ In 2025, 190 incidents were managed, of which 116 were opened during the year, for a total of 118 suppliers. Of the total technical incidents managed, a social impact was detected in 3; one was closed and the remaining ones are under analysis through an action plan.

Ethical channel

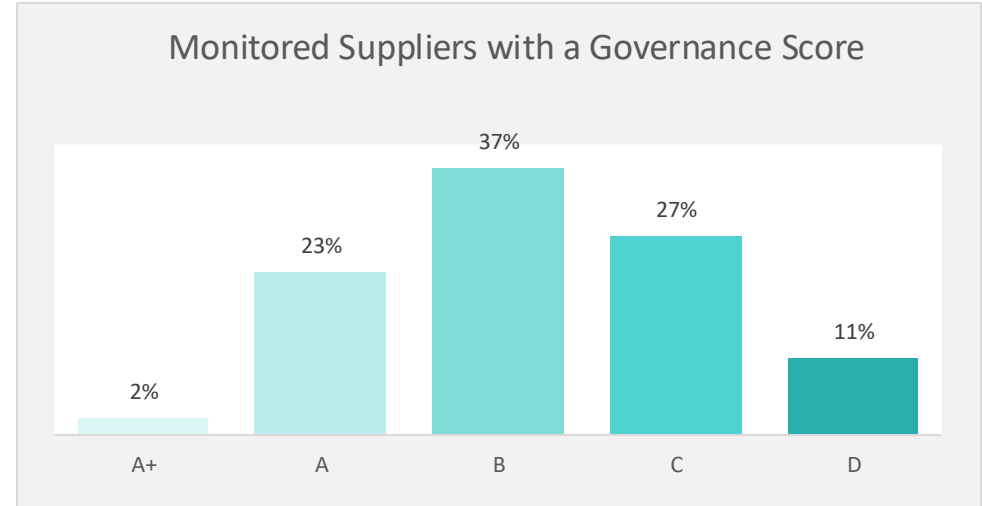
ESG risk assessment, control and minimisation actions

Governance

Supplier portfolio evaluation

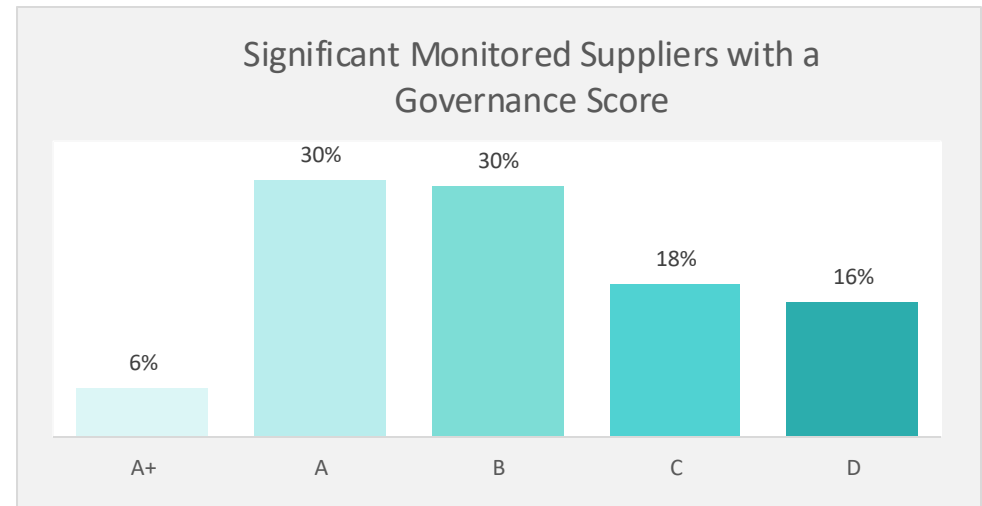
✓ **62% of suppliers** monitored on governance aspects **meet over 50% of the requirements**.

- Degree of compliance with social requirements:



Significant suppliers evaluation



✓ For **significant suppliers**, this level of compliance is 66%.



Thresholds table	
A+	≥ 96
A	75 < A ≤ 96
B	50 < B ≤ 75
C	25 < C ≤ 50
D	< 25

ESG risk assessment, control and minimisation actions

Governance

	Control action	Risk minimisation strategies / Achievements
	<p>Compliance</p>	<p>➤ In general, as stipulated in Redeia's Third Party Integrity and Human Rights Due Diligence Guidance:</p> <ul style="list-style-type: none"> ○ The inherent risk of 100% of companies that begin the qualification process at Redeia is assessed using a specialised market tool to identify incidents related to ethics and integrity (sanctions, unlawful conduct, etc.). ○ Recurrent suppliers are assessed on criminal, privacy and cybersecurity aspects.
	<p>Incident control</p>	<p>➤ In 2025, 190 incidents were managed, of which 116 were opened during the year, for a total of 118 suppliers. Of the total technical incidents managed, a status change occurred for 14 suppliers, one of which was excluded from the classification and qualification system</p>

ESG risk assessment, control and minimisation actions

Governance

Assessment of key aspects

In recent years, Redeia has focused on monitoring two specific aspects in the field of governance:

Integrity and human rights risks

	2023	2024	2025
Integrity score below 30 points according to the Transparency International index	0 (0%)	0 (0%)	0 (0%)
Human Rights score below 6.5 according to Human Freedom Index (Cato Institute)	12 (0.5%)	7 (0.3%)	7 (0.4%)

In the last two years, none of the suppliers in countries with integrity risks have been identified and the number of suppliers in countries with human rights risks have decreased from 0.9% to 0.5%.

Control and risk minimisation actions:

- On-site audit of 100% of the planned suppliers (7) located in high-risk countries and their factories. Conducted under international standards (SA8000) and through a protocol validated by the audit community. Redeia's Internal Audit Dept. has verified the protocol's alignment with the Supplier Code of Conduct.
- New on-site audits are conducted in case of major non-conformances to confirm the proper implementation of the defined actions.
- No qualified suppliers or their factories are located in countries in conflict.
- Redeia's supplies do not correspond to those of the arms industry or other war industries.

Security model in the supply chain: Cybersecurity, information security and physical security.

A proprietary model whose objective is to adequately manage the security risks associated with Redeia's procurement. A model integrated within the Comprehensive Supplier Risk Management Model and the Supply Chain Risk Management and Monitoring Tool (LINCE)



Control and risk minimisation actions:

- Practical cybersecurity session – supplier outreach and publication on Redeia's website regarding how to manage security incidents with Redeia, providing:
 - Quick help guide for management and the notification process
 - Technical Specification for the Notification of Cyber Incidents for Redeia suppliers, establishing the reference framework and defined procedure for communicating cyber incidents.
- Inclusion within the Security Model of binding requirements for suppliers whenever personal data processing is involved in contracts.

Non-tier 1 supplier ESG assessment

Non-tier 1 suppliers

Significant non-tier 1 suppliers

*Subcontractors carrying out work during the year for an amount exceeding 100,000 euros	2023	2024	2025
Number	59	181	216
Indicator	4.82%	11.20 %	14.17%

As control mechanisms, Redeia limits the maximum % of subcontracting and ensures that working conditions are suitable in the approval process.

Subcontracting authorisation



All suppliers, by accepting and complying with the [Code of Conduct for suppliers](#), which sets out the minimum ethical, social and environmental requirements, undertake to disseminate and promote responsible values and behaviour in the work and professional activities of supplier companies in their different areas of action in their value chain.

Figures

	2025	2024	2023	2022
Sub-contractor management				
Approved files	3,408	3,214	2,743	2,049
Companies subcontracted by suppliers	1524	1593	1,224	892
Average time taken to process authorisation dossiers	1.45 days	1.38 days	0.99 days	0.75 days
Amount subcontracted/Amount of orders subcontracted.	14.58%	7.5%	7.2%	3.7%

Social audit process

Objective

Review compliance of higher risk suppliers with the Supplier Code of Conduct:

- Suppliers of recurrent supplies that have defined minimum requirements
- With turnover > 10 kEUR in the last 3 years.
- With a high risk: in ESG, due to a high number of security incidents (internal platform) or due to complaints through the channels enabled in Redeia.

Implementation

On-site audits conducted by independent auditors, under international standards (SA8000) and/or through a **protocol validated** by the Achilles Community (REPRO) and checked by Redeia's Internal Audit Dept. for its alignment with the Supplier Code of Conduct. During the audit, **on-site interviews are conducted with workers**.

Monitoring

Should non-conformities be detected, the drafting of an **action plan** is required – including deadlines, responsible parties, and measures to be implemented – which is subsequently **tracked and monitored**.

Result

Refusal to undergo an audit or failure to resolve detected major non-conformances⁽ⁱ⁾ in a timely manner may lead to a change in the supplier's qualification status for the supplies for which it is qualified at Redeia and prevent the supplier from participating in purchasing processes.

Strengthening the process

As part of the **review of the Due Diligence Model for integrity and human rights of third parties**, aligned with Directive (EU) 2024/1760, the **audit process has been reinforced as a mitigation measure for country-of-location risk**:

- On-site audits are conducted for **100% of suppliers (7)** located in **high-risk countries and their factories**.
- They are executed **by independent auditors**.
- **100% of the audits are second-party**. They are carried out under international standards and verify the requirements established by Redeia (checklist) aligned with the European Sustainability Reporting Standards (ESRS) and derived from that used by the Achilles Community (REPRO).
- In case of **detecting major non-conformities**, after the resolution of the defined action plan, a **new on-site audit is conducted to confirm the proper implementation of the defined actions**.

	2025	2024	2023
Audited suppliers	9	55	52
Suppliers with open major non-conformities⁽ⁱ⁾	5	14	3
Action plans defined for resolution of major non-conformities	21	23	12
Corrective actions resolved	16	32	22
Open corrective actions ⁽ⁱⁱ⁾	5	41	3

(i) Major non-conformity: An incident in compliance with the Supplier Code of Conduct

(ii) An action plan is considered open as long as a major non-conformity remains open.

A decorative graphic on the left side of the slide. It consists of a teal circle, a teal rounded rectangle, a blue rounded rectangle, and a blue circle, all arranged in a cluster.

2.

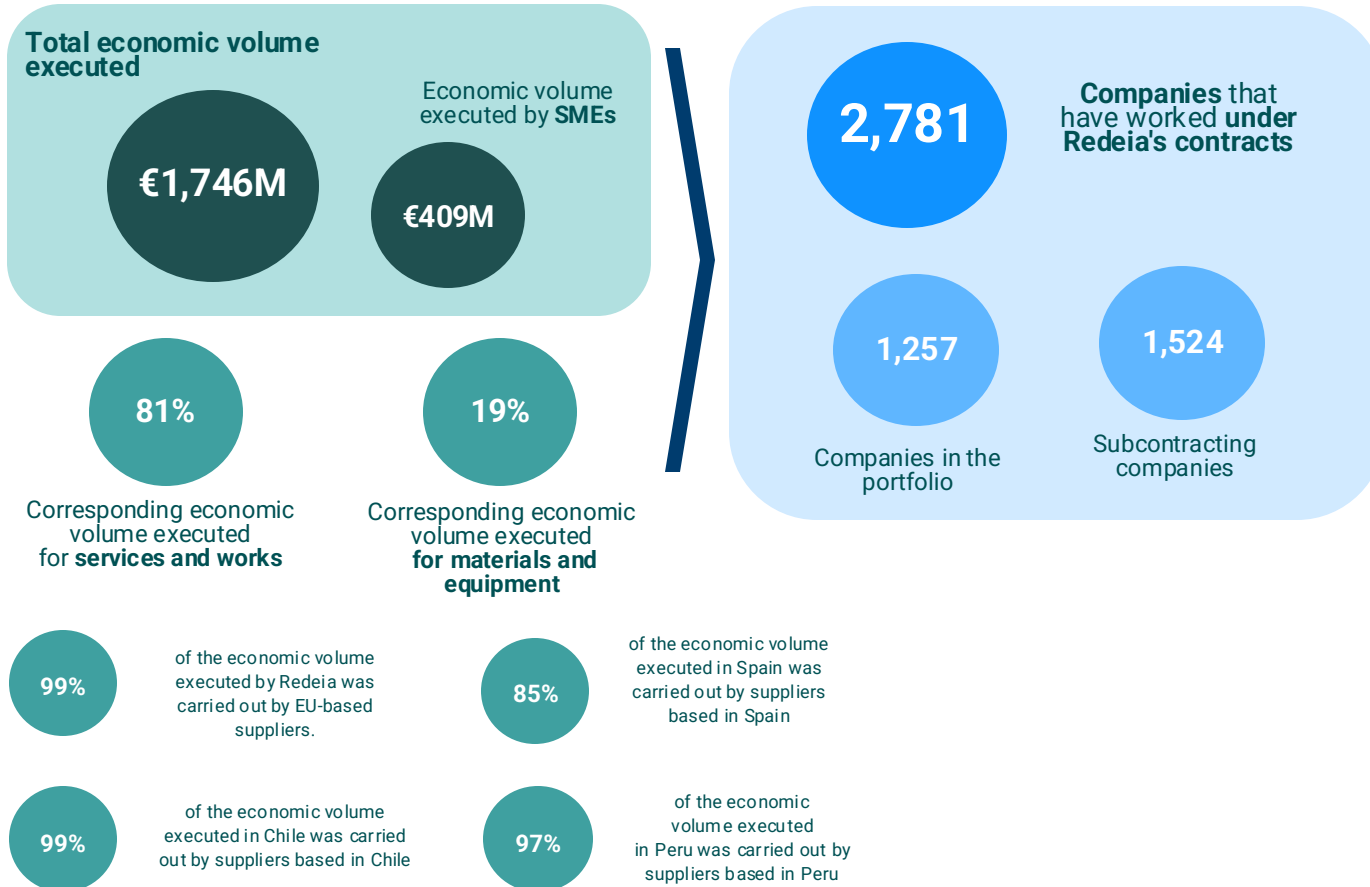
Other supply chain indicators (KPIs)

Other indicators (KPIs): Suppliers as a source of value

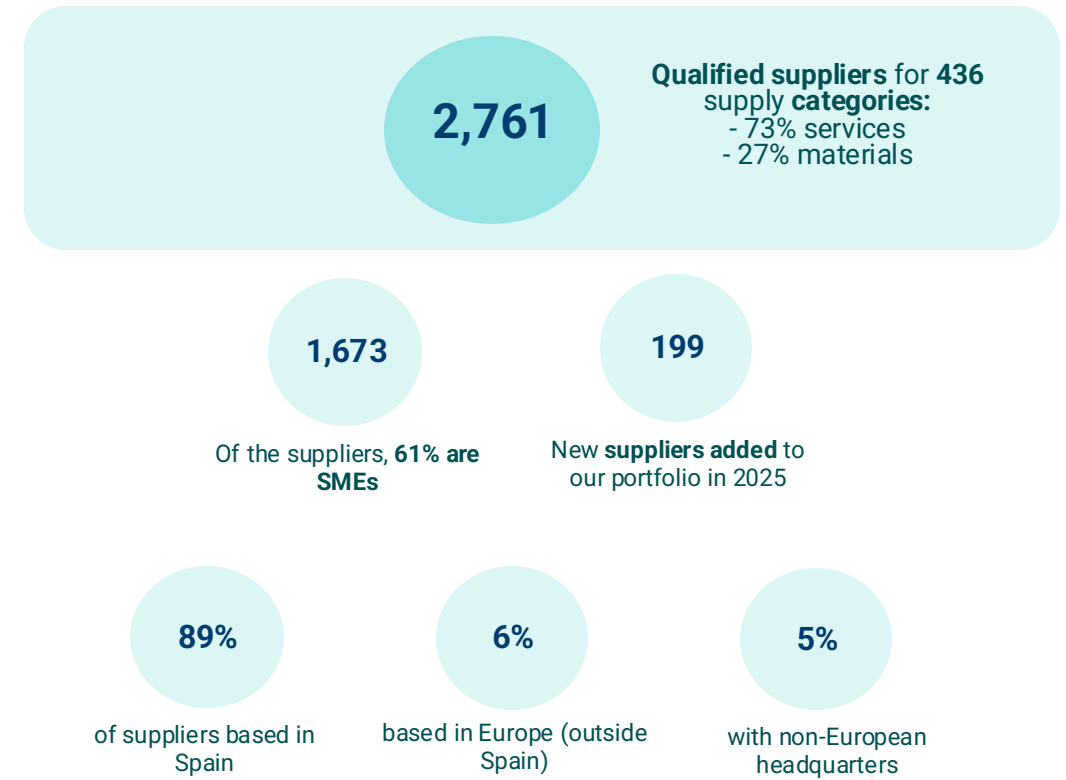
Aware of the importance of having a good supplier for the proper management of our business, the company has improved communication at all levels, with transparency and closeness to the supplier in order to lay the foundations for a long-term partnership.

Procurement management begins with an appropriate selection of suppliers, which is why Redeia, as a contracting entity, has its own classification system and qualification process, to ensure that suppliers meet the business, technical, sustainability and integrity requirements demanded at all times.

Redeia's supply chain 2025



Status of the portfolio of suppliers 2025 (*)



(*) Not including Hispasat and Redinter (local purchase).

Other indicators (KPIs): social and governance

Indicators for monitored and significant suppliers

- Sustainability training:**

The organisation (supplier company) provides sustainability training for its employees.

	Monitored		Significant
	96.8%	2025	96.9%
	96.6%	2024	97.8%

- Compliance training:**

The organisation (supplier company) ensures compliance training for its employees:

	Monitored		Significant
	62.6%	2025	59.7%
	63.0%	2024	61.3%

- Workers with disabilities:**

Average percentage of workers with disabilities:

	Monitored		Significant
	1.9%	2025	1.3%
	0.8%	2024	0.3%

- Female workers:**

Average percentage of female workers:

	Monitored		Significant
	27.0%	2025	30.0%
	22.7%	2024	28.1%

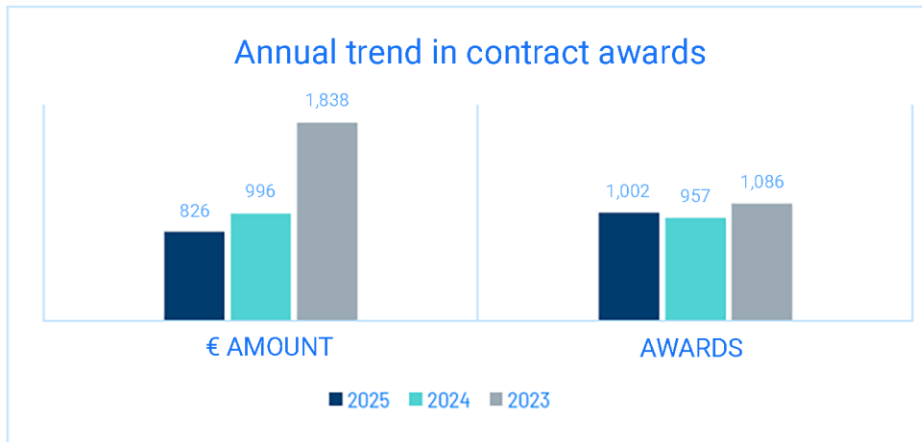
Other indicators (KPIs): Suppliers as a source of value

Aware of the importance of having a good supplier for the proper management of our business, the company has improved communication at all levels, with transparency and closeness to the supplier in order to lay the foundations for a long-term partnership.

Procurement management begins with an appropriate selection of suppliers, which is why Redeia, as a contracting entity, has its own classification system and qualification process, to ensure that suppliers meet the business, technical, sustainability and integrity requirements demanded at all times.

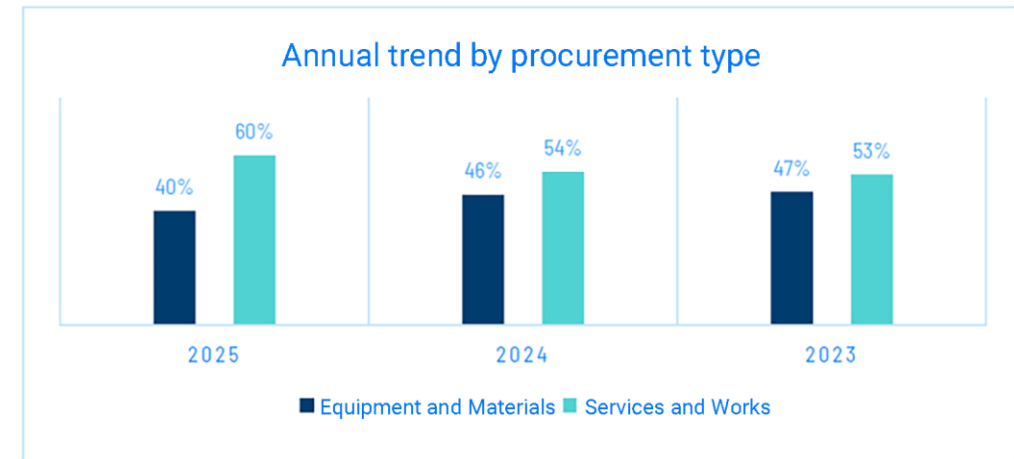
The **scouting processes** to expand the supplier market in materials and services where a need to increase competition has been identified are another action. Incorporating **25 suppliers into the portfolio for a total of 15 supplies**.

Results of scouting processes					
	2021	2022	2023	2024	2025
Supplies	8	7	25	21	15
New suppliers	28	29	93	25	25



The chart does not include:

**Second Peninsula–Islas Baleares link = €1,510 M (Awarded in 2024)*





3. Appendices

Appendix 1 Changes in supplier qualification status

Incidents that can change qualification status

- Incidents are **opened** in PRORED as a result of ongoing risk monitoring, or at the request of the contract or order management unit, in accordance with internal regulations.
- Incidents are **analysed** independently of the management of each order/contract.
- Such action **does not, by default, imply changes in qualification statuses.**
- When an incident requires **action** to remedy the situation, the supplier may define an action plan to be agreed with GRE and validated by both parties. **The units that manage procurement are responsible for monitoring compliance with the contract or order and, if necessary, for agreeing a plan with the supplier.**
- Taking the correct actions** to resolve the incident will lead to its closure or, if not, to changes in the qualification status, in accordance with the provisions of the internal regulations.
- In addition, the application of financial penalties and, where appropriate, the early termination of the specific order/contract is assessed, in accordance with the provisions of the Contractual Documentation.

Modification of Qualification Status	No. of Suppliers 2023	No. of Suppliers 2024	No. of Suppliers 2025
Warning	8	4	1
Suspension	4	14	25
Disqualification	2	7	1

Implications

Changes in qualification status	Continue with ongoing goods or services	Participate in new tenders	Be awarded contracts	Act as a contractor	Review at the level of:
					- Supplier - Qualified good or service
Warning	YES	YES	YES	YES	Once the deadline for remedying the situation has passed, a possible change of status will be assessed. Does not imply removal from the classification system. The supplier can participate in tenders and continue with ongoing contracts.
Suspension	YES	NO	NO	NO	A potential change in qualification status may be assessed before the established deadline if the situation is remedied, at the request of the purchasing unit and/or organisational unit Does not imply removal from the classification system. The supplier CANNOT participate in new tenders but will continue with its ongoing contracts.
Disqualification	NO	NO	NO	NO	Involves removal from the classification system due to serious impact. The supplier may not reapply for qualification until a set time has passed and must start the qualification process from the beginning and pass all requirements to regain its qualification.

redeia
Valuing the essentials

red eléctrica

reintel

redinter

elewit