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TALENT MANAGEMENT MODEL

Learning
Strategy
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to enable
ongoing
improvement

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TRAINING AND DEVELOPMENT PROGRAMMES

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Thabla
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'The
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TRAINING AND DEVELOP- MENT PLAN

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TALENT MANAGEMENT ACTIVITY SUMMARY

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INTRODUCTION



The Talent Management Model, aligned with the strategy of the Company, allows the deployment and standardisation of training systems and facilitates knowledge management and development.



TALENT,
together with electricity and telecommunications, have become the cornerstones of the global revolution we are currently living

We are immersed in a transformation process in which Red Eléctrica undertakes the commitment to make a more sustainable future possible for society. Talent, together with electricity and telecommunications, is a cornerstone of success in this global revolution that we are experiencing.

The new collaborative ways of working, together with the emergence of new information technologies, represent one of the main trends that are changing the way we work and how we communicate.

Investing in the talent of our employees will allow us to continue growing and developing new projects for the future not only for the Red Eléctrica Group, but also for society at large. To do this, the Human Resources Area implements management strategies, aligned with the business challenges we face as a Group, which facilitate the development of potential, deployment of capabilities and the satisfaction of the employees of the Group.

The Talent Management Model, aligned with the Company's strategy, standardises the training, development and knowledge management systems and pursues excellence in its processes to maintain the Company as a national and international benchmark.

The Training and Development Plan combines the planning and implementation of professional development programmes and training actions, which will facilitate the achievement

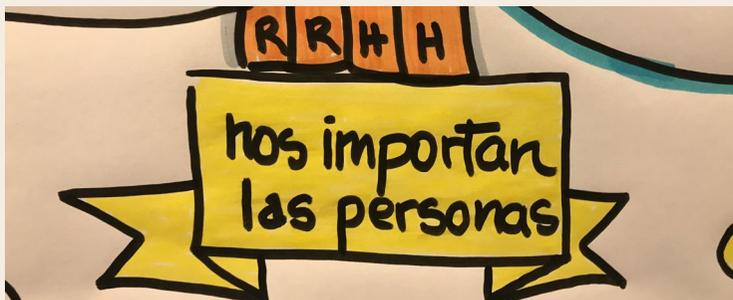


THE TRAINING AND DEVELOPMENT PLAN

fosters the role of the

TRANSFORMATION LEADER,

who needs to be flexible and agile, and also inspire, promote and support collaborative learning



of the objectives of both the organisation and the employees, with special emphasis on the promotion of innovation and the role of leadership.

The Talent Management Model has a systemic approach, where all processes are interdependent; it enables training, professional development and knowledge management systems to be standardised and pursues excellence in its processes in order to maintain the Company as a benchmark both nationally and internationally.

The Training & Development Plan has been drafted under the Talent Management Model framework and brings together the planning and the implementation of development programmes and training actions, which will promote the achievement of the organisation's goals as well as those of the workforce.

The Plan is particularly focused on **driving innovation in the field of talent management and also in fostering the leadership role**. Nowadays,

more than ever, leading transformation requires a flexible and agile leader who inspires, promotes and supports collaborative learning, encourages knowledge sharing and undertakes commitments regarding the evolution and development of their teams, by fostering mobility and knowledge management within the organisation.

The Plan also focuses on physical, psychological and social well-being, as part of a Healthy Workplace Model. The Group needs to make the adequate tools and knowledge available that facilitate a healthy and safe working environment, and which make it easier for each employee to embody best practices in this field.

Within the framework of the Talent Management Model, the management of training has evolved towards that of a corporate university model: The Campus of the Red Eléctrica Group. This evolution has meant that today we have a platform that enables the deployment of the Group's strategy, its values and culture in order to facilitate the achievement of business goals, and which acts as a meeting space that helps drive and promote learning and knowledge management.

2018 has been a year of accomplishments, with the consolidation of projects and the launching of ground-breaking initiatives. 2019 brings with it new challenges that require we continue to promote the talent of our employees, combining our efforts and enthusiasm, not only to safeguard the position of the Red Eléctrica Group as a benchmark in our sector, but also to continue enhancing the service it provides to society.

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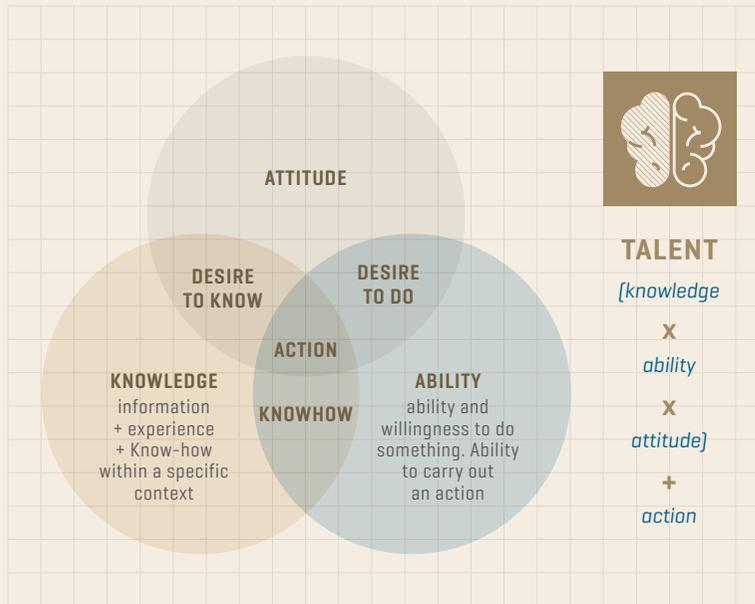
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T A L E N T M A N A G E M E N T M O D E L



TALENT MANAGEMENT MODEL

Talent



TALENT MANAGEMENT

A responsibility shared by the professional, the leader and the Talent Management Area to

ACHIEVE THE OBJECTIVES

set out by the business

The Talent Management Model is aligned with the Group's strategic plan and its Human Resources Master Plan. Said model pursues a systemic approach to all processes involved in talent management, facilitating an interdependent management of such processes for the duration of the employee's working life within the organisation.

In order to develop the Model, we need to ask ourselves what is 'Talent' and who manages it: as part of this process, we identify which elements or processes are associated with the management of talent, and which learning strategy will be used for the different programmes. The combination of these elements serves as a basis for the methodologies that will be applied going forward.

WHAT IS TALENT?

In Red Eléctrica we define talent as the sum of Knowledge, Ability and Attitude along with Action, resulting in high performance and potential to reach the objectives set by the business.

WHO MANAGES TALENT?

Talent Management is a shared responsibility across the organisation, and therefore the Model is based on the principle of shared responsibility between the Company and its employees. The leader and the employee are key players in the learning and professional growth process of the workforce.

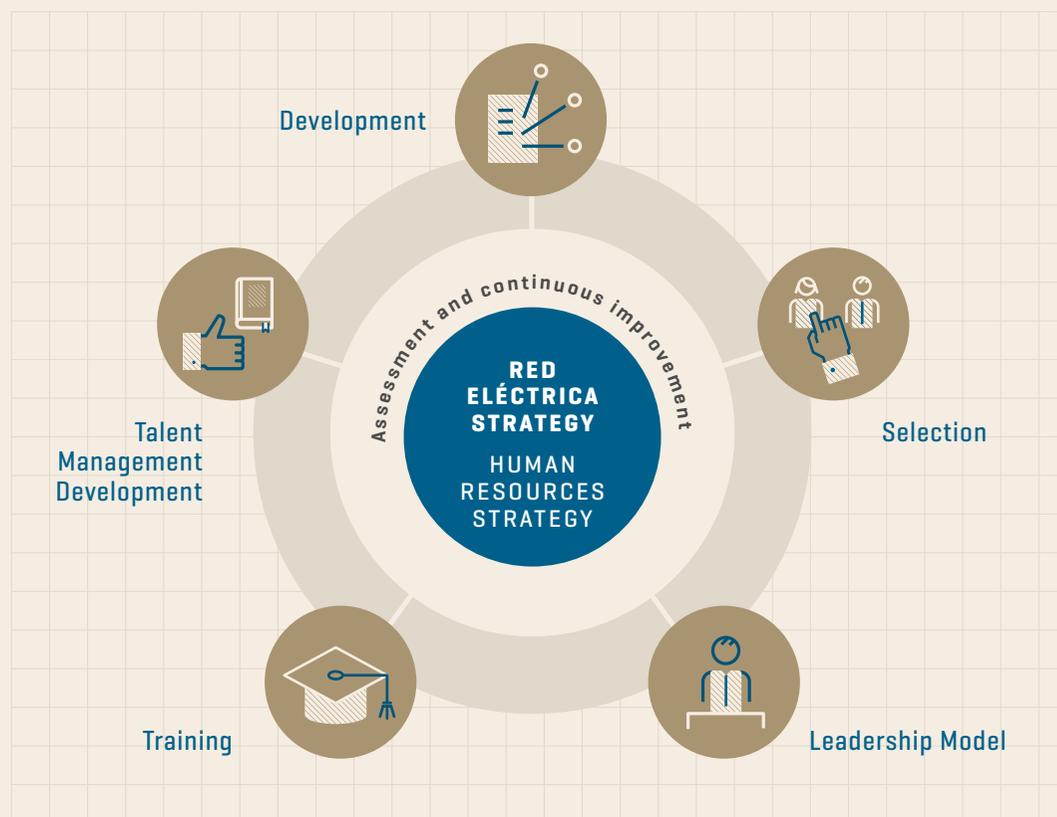


- **The employee:** takes on the responsibility regarding their own learning and professional growth and shall undertake the commitment and show a positive attitude towards self-development.
- **The leader:** is the facilitator and is committed to the learning and development of his/her employees.
- **The Talent Management Area:** guarantor of the Talent Management Model, provides support in the management of employees' learning and professional development.

Talent Management will accompany the employee for the duration of their working life within the organisation.

WHAT ELEMENTS ARE IN PLACE TO MANAGE TALENT?

Talent Management includes the set of processes designed to accompany all employees throughout their working life within the Company. Therefore, our talent management engagement not only accompanies employees in their employment process (recruitment, selection and internal mobility), training process (skills development and technical training), and development process (programmes for professional growth), but also in their performance appraisal processes that will enable continuous improvement to be both refocussed and promoted.





Furthermore, it encompasses the implementation of the Knowledge Management Model and the Leadership Transformation Model. These elements, key for talent management, facilitate the transfer of key knowledge throughout the Company and promote the involvement of the leader in order to achieve a greater commitment from Company employees and also to drive their professional development.

INNOVATING IN TALENT MANAGEMENT

The context of transformation in which we find ourselves requires innovation in the management of talent as a fundamental axis to achieve the sustainable success of the Group and maintain the satisfaction levels of its employees.

Therefore, in 2018 the Human Resources Area began the implementation of 'Impulsate', an initiative geared towards anticipating the needs of talent management in this new environment of transformation in which we find ourselves immersed, and which was conceived with the following goal:

'That all the employees of Red Eléctrica can grow in within the company, maximising their full potential, offering development opportunities according to their profile and interests, with the aim of generating value for our business and successfully take on transformation'

The 'Impulsate' initiative was conceived as an innovative and transformative philosophy of the talent management of the professionals of the Red Eléctrica Group. In 2019 this initiative will be progressively rolled out to 100% of the workforce.

Under this prism, the different processes involved in talent management will progressively evolve over the next two years.

'Impulsate' was conceived as an innovative talent management philosophy of the employees of the Red Eléctrica Group Group. Said philosophy is based on the key areas shown on the right.

During 2018, the 'Impulsate' initiative was launched with a pilot experience of the 'target-based management model' and the culture of continuous improvement through 'feedback'.

Starting in 2019, 100% of the workforce will progressively be incorporated into this new talent management transformation philosophy, adapting the performance appraisal process to a new model that will focus on contribution (through a target-based management model) and skills development (through a culture of feedback).



EMPLOYEE AS AN EMPOWERED PROTAGONIST



GREATER TRANSPARENCY



PEOPLE MANAGEMENT LEADERS



UNIQUE SPACE/PLATFORM TO 'TALK' ABOUT THE TALENT OF ALL EMPLOYEES



CONTINUOUS IMPROVEMENT AND AGILITY



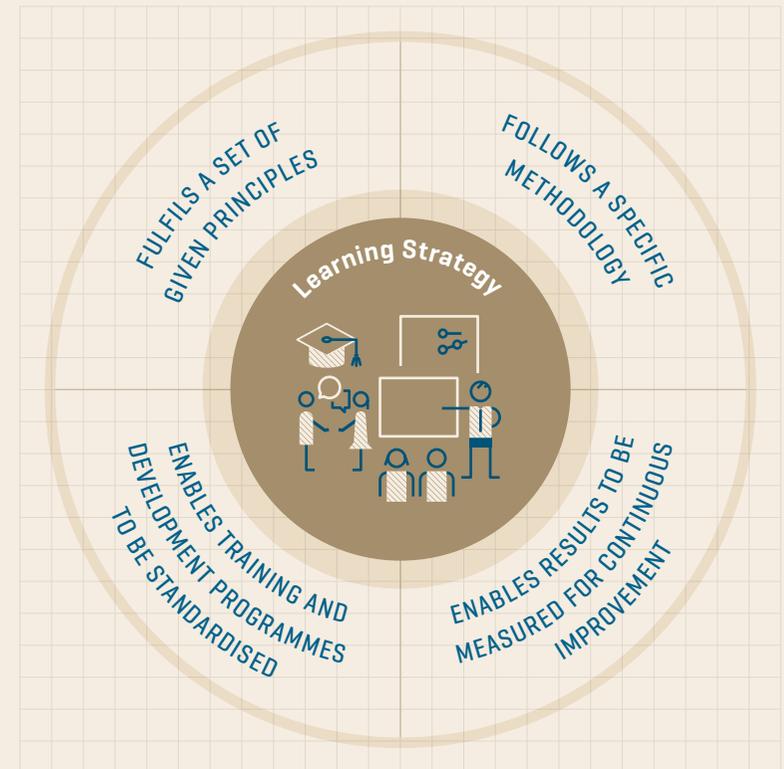
LEARNING STRATEGY

In order to ensure the success of such programmes, we have created a Learning Strategy.



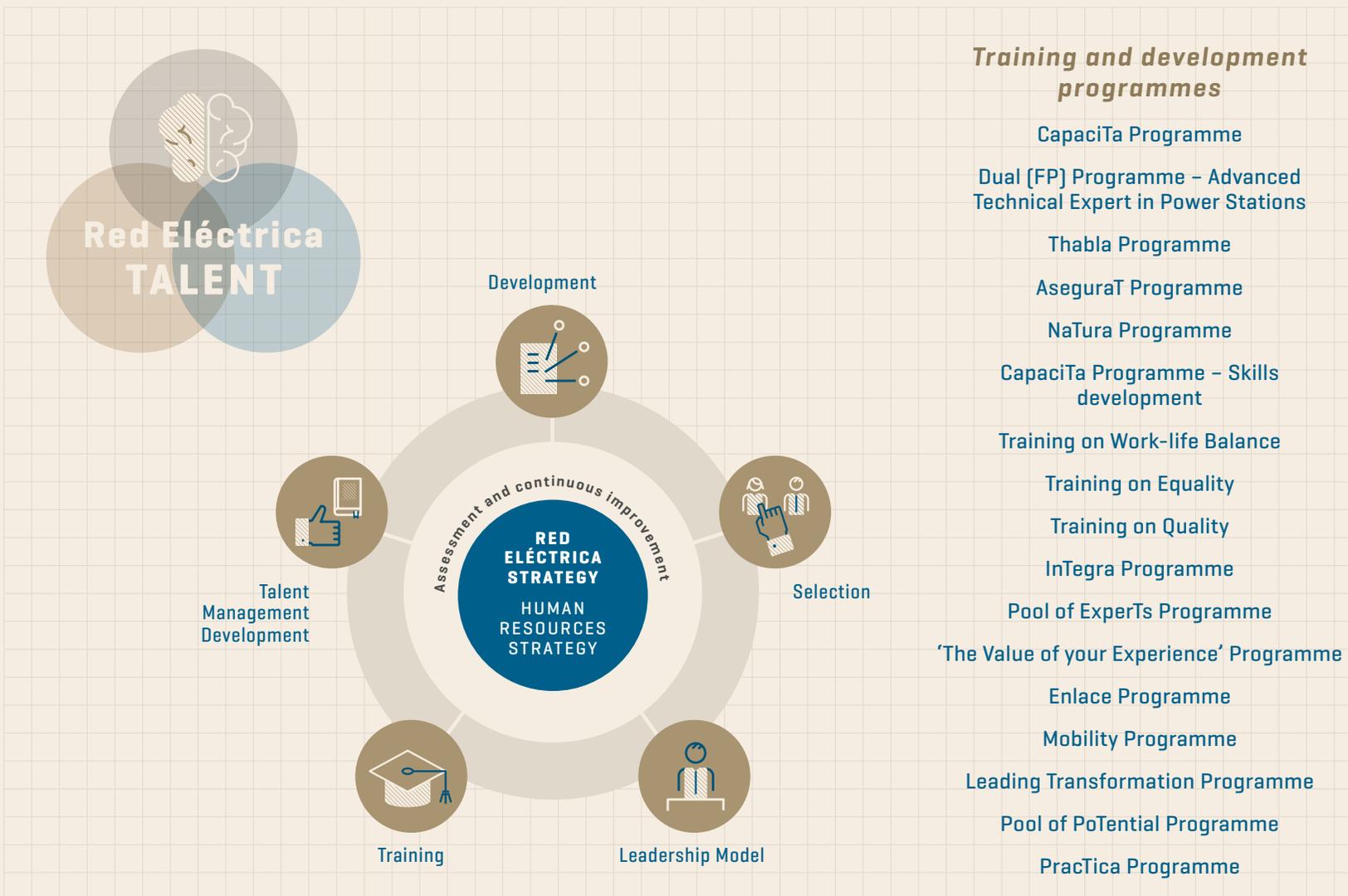
A key element within the Talent Management Model is the Learning Strategy. This is understood as the learning framework itself so that it acts as a reference in the definition and creation of professional development and training programmes.

A Learning Strategy represents the learning style of the Company, thus establishing the features that identify the Company and the elements that differentiate it from other organisations.





Elements that Red Eléctrica has available to manage talent





LEARNING PRINCIPLES

- Employability
- Self- development
- Excellence
- Leader involvement
- Innovation and continuous improvement

Talent Management is a shared responsibility, and therefore the Model is based on the principle of shared responsibility between the Company and its employees. The leader and the employee are key players in the learning and professional growth process of the workforce.

Any training programme or action must follow certain principles and a specific methodology. It must be based on a standardised roadmap (or pedagogical model) and its results must be measurable.

LEARNING PRINCIPLES

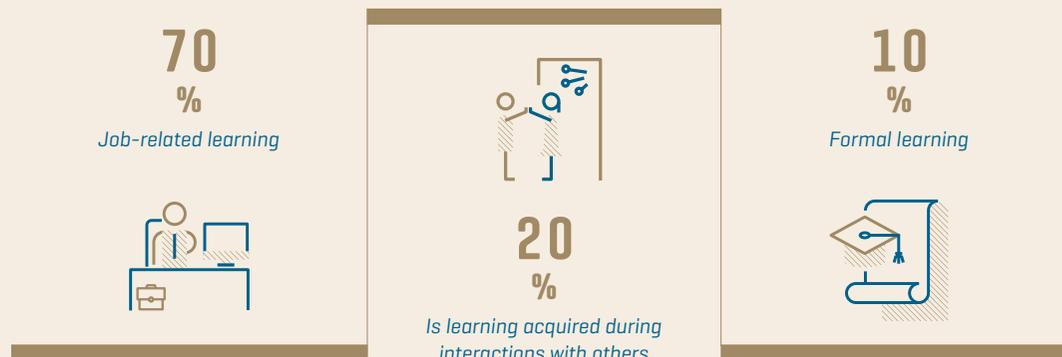
The principles under which Red Eléctrica creates its suite of training and development courses are the following:

- **Self-development:** promotion of actions that encourage the employees themselves to undertake the commitment and take ownership of their own learning journey.
- **Leader involvement:** Fosters the role of the leader as a facilitator and driver of the learning process. As a key figure in the model, the leader will help their teams in the development of the training actions.

METHODOLOGY

The Learning Strategy follows the **70-20-10** methodology. [Michael M. Lombardo and Robert W. Eichinger], based on:

- 70% is job-related learning.
- 20% is learning acquired through interacting with others.
- 10% is formal learning.





The Learning Strategy acts as a reference in the definition and creation of training and development programmes.

In order to develop formal learning, the future trend within the aforementioned '10 % of formal learning' is broken down as shown in the diagram to the left.

STANDARDISING LEARNING

Taking into account the principles and methodological approach, a standardised roadmap is defined. It is the ideal pedagogical model on which training and development programmes must be based, so that the designed training follows the defined structure in as far as possible:

The Standardised Roadmap consists of the following phases:

- Initial communication of the Programme to participants.
- All training programmes will require prior work to be done by the participants.
- The main focus of the programme explores the defined knowledge in depth, or works on the development of the skills that are the goal of the programme.
- All programmes will have a collaborative environment.
- Measurement of the training satisfaction levels, knowledge acquisition, skills transfer to the workplace and even the ROI in certain programmes.



C O M M O N / S T R U C T U R E

Communication



Previous work

Main training focus

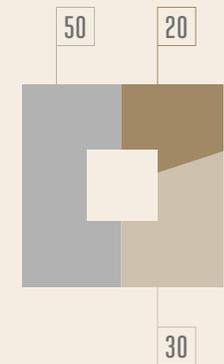


Collaborative environment

Assessment



Training methodology %



- 20 CLASSROOM TRAINING
- 30 ONLINE TRAINING
- 50 SELF-LEARNING



PERFORMANCE MEASUREMENT TO ENABLE ONGOING IMPROVEMENT

During 2018, the Training Evaluation System was consolidated allowed the training given to be evaluated and the return on investment (ROI) to be calculated.

The following diagram establishes the reference framework for the new training evaluation model, that includes both the planning and the evaluation phases.

Initially, taking the section marked 'Planning' as a starting point [see diagram below], the business units and the Talent Management Area become involved, in order to determine training needs and establish a yearly training plan.





The Training Evaluation System includes an estimated ROI, obtained based on the perspectives of: Satisfaction, Real Knowledge and Impact of the training.

For the ROI calculation, different inputs are taken into account, as described in the Talent Management Model: needs analysis, the results of performance appraisals, results of the previous year's training plan and the annual guidelines.

Once the training plan has been established, each training programme will go through the section marked 'Efficiency' (see diagram), consisting of:

- a first level of satisfaction [Satisfaction Perspective], in order to gather the students' feedback from the training, through a Satisfaction survey,
- a second level of real knowledge [Real Knowledge Perspective], consisting of one test before and another after the training, in order to check the level of knowledge increase after the training, and
- a third level of impact [Impact Perspective], aimed at determining how this knowledge



IN 2018 THE CALCULATION OF ROI

has been reformulated so that it is more demanding in terms of satisfaction levels as well as in the period required for the training to have an impact

is used in the student's day-to-day work, by means of an Impact survey.

These three assessment levels confirm the training's efficiency and once these are quantified, they give way the fourth level of the model, the next section in the diagram called 'ROI'.

The ROI calculation [ROI Perspective] is, by itself, an indicator of the current situation of the training. This model will provide an ROI value for each training action, as well as for corporate training as a whole. This calculation represents an innovative analysis.

With this level of analytical detail, the following step, i.e. to disseminate the training results to the different business units, takes on a different dimension, as it enables the corresponding units to be involved in the entire training process.

This process focuses on the training required by the employees in order to perform their roles in the best possible manner.

In 2018, the calculation of ROI was reformulated so that it is more demanding in terms of satisfaction levels as well as in the period required for the training to have an impact. Therefore, the new calculation has had an effect which has resulted in a decrease in the overall ROI with respect to previous years, standing at -0.47 in 2018.



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THE CAMPUS OF THE RED ELÉCTRICA GROUP

AN INNOVATIVE
CORPORATE
UNIVERSITY
MODEL





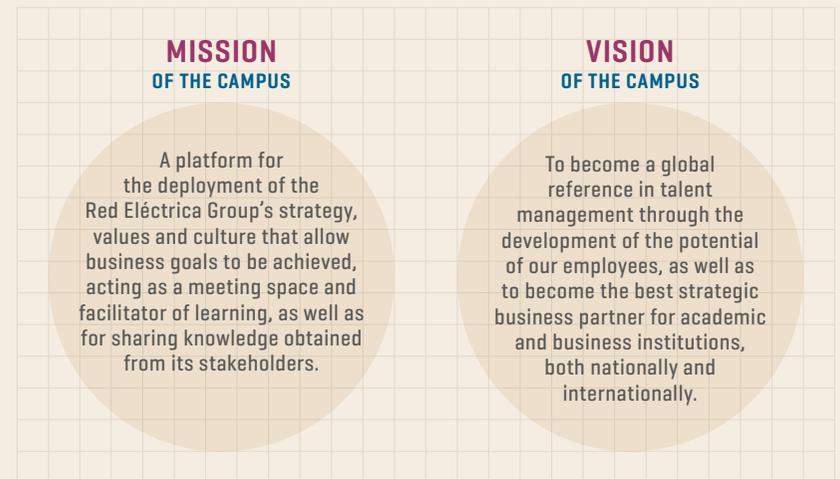
THE CAMPUS OF THE RED ELÉCTRICA GROUP: AN INNOVATIVE CORPORATE UNIVERSITY MODEL

The Campus of the Red Eléctrica Group represents the evolution from a mainly technical approach to a more comprehensive learning approach to training.

The Campus of the Red Eléctrica Group is the natural evolution of our training management towards a new corporate university model. This new Campus represents a major advance with regard to the previous internal training centres, as training will now move from a mainly technical approach to a more comprehensive learning approach.

A prior diagnostic study of the situation was carried out for the design of the Campus, using the Corporate Learning Improvement Process [CLIP] accreditation tool of the European Foundation for Management Development [EFMD].

The results from the initial diagnostic study have allowed the development of the desired framework and the drafting of an action plan which evolves hand in hand with the Strategic Plan of the Group.



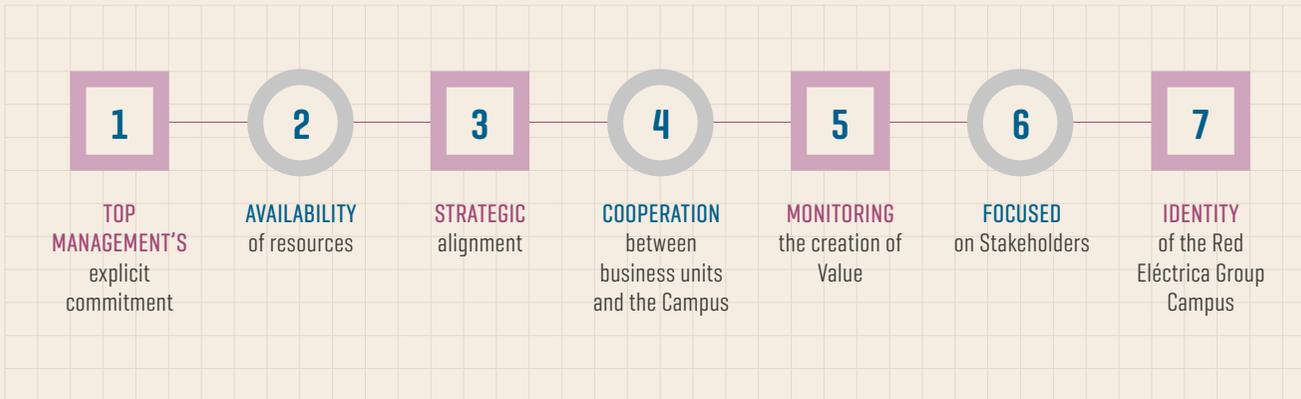


Campus of The Red Eléctrica Group Guiding Principles

- Passion for excellence and specialisation.
- Flexible and quick to adapt to the new trends and new business needs.
- Customer-focused.
- Universal, open and cross-cutting to the Company.
- Influential and maintaining a permanent dialogue with Stakeholders.
- Promotes eagerness to learn.



RED / ELÉCTRICA / GROUP / CAMPUS SUCCESS / FACTORS



CAMPUS DESIGN

built based on a prior diagnostic study using the

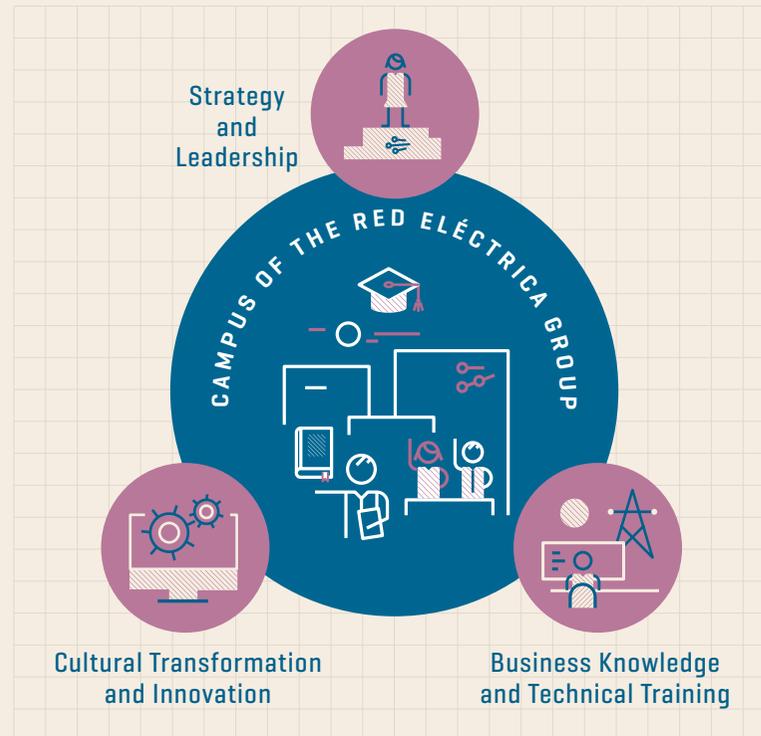
CORPORATE LEARNING IMPROVEMENT PROCESS

[CLIP] accreditation tool of the European Foundation for Management Development [EFMD]



The Campus of the Red Eléctrica Group has been designed from within the organisation itself, with the involvement of the management team and all the business units of the Company and it is based on the best practices applied both at a national and international level.

The Campus is structured around three fundamental pillars called Institutes: Cultural Transformation and Innovation Institute, Strategy and Leadership Institute, and Business Knowledge and Technical Training Institute.



COMMUNICATION PLAN

accompanies the development of the

CAMPUS

and guarantees permanent communication

Red Eléctrica Campus Motto: 'Creer, Crear y Crecer' [C³] (Believe, Create and Grow).

Furthermore, a Communication Plan is kept updated in order to support both the implementation and the development of the Campus which makes it possible to:

- Convey the vision and mission of the Campus in a clear, simple and concise manner.
- Maintain a constant dialogue with the various stakeholders in order to offer the highest level of quality in the services provided.
- Establish a channel that guarantees ongoing communication.

One of the key elements in this Communication Plan is represented by the inspirational motto that represents the Campus of the Red Eléctrica Group.

The Campus of the Red Eléctrica Group represents a comprehensive support tool to implement the Group's strategy, moving beyond mere technical knowledge, and will facilitate, within the Talent Management Model, the achievement of business goals, through learning and knowledge management.



REMOTE-TRAINING

in all the classrooms,

METHODOLOGY

used when the subjects and geographical dispersion of the students deem it necessary

The Red Eléctrica Group also has two further certified training centres created for the purpose of providing certification in the handling of SF₆ Gas, one in San Sebastián de los Reyes and another in Vitoria with a classroom to teach the theory and a workshop for the practical part.

FACILITIES THAT FOSTER TRAINING, PROFESSIONAL DEVELOPMENT AND LEARNING

The Campus space includes modern facilities that are continually improved and optimised with state-of-the-art technologies:

- Twin rooms for the Operator Training Simulator (OTS) in order to provide two independent training courses at the same time. Alternatively, it will allow interaction with different control centres or different companies.
- Protections and Communications Workshop-Classroom, which is focused on training the transmission experts in technologies associated with the ancillary systems of substations.
- Transmission Workshop-Classroom, hosting the equipment related to practical training in high-voltage technology (transformers,

equipment models, SF₆ gas handling, 66-kV switchgear equipment, etc.) and training in occupational health and safety matters (low voltage electricity risk, handling of heavy cargo, etc.).

- Remote Learning is available in all classrooms: This method is best suited to those situations where standard training is less feasible due to the training topics covered and/or the wide-geographical dispersion of students. This option eliminates the expenses related to travel, accommodation and meals as they are not required for students receiving this type of remote learning.
- Training and development classrooms.
- Meeting spaces that foster collaboration and innovation.
- State-of-the-art technology: screens, monitors and technological training tools that respect our 'Paperless' policy.

The Red Eléctrica Group also has two further certified training centres created for the purpose of certifying SF₆ Gas handling.

These centres are located in the San Sebastián de los Reyes and Vitoria substation facilities. They have a classroom to teach theory and one for the practical part, there is a workshop equipped with all the necessary equipment to handle the gas both



in Air-Insulated (AIS) and Gas-Insulated (GIS) Substations, in addition to equipment to measure gas quality.

TRAINING STAFF: A TEAM OF EXPERTS

The Talent Management Model of the Red Eléctrica Group encourages individual development, as well as the acquisition and transfer of knowledge.

Thus, a considerable number of knowledge forums and training actions are delivered by the Group's internal experts.

The 'Pool of ExperTs' programme has been in place since 2017, thus making it possible to increase the network of internal experts and hence facilitate the transfer of knowledge. This programme enables, among other things, the following:

- Identification of the people within the Group who have key knowledge.
- Recycling and updating of the knowledge taught, and materials used, to adapt them to the specific needs of the Group.
- Exchange of knowledge among employees.
- Harmonisation of training.
- Ensuring the dissemination, updating and evolution of internal knowledge.

A team of internal experts who promote 'learning from the experience'.



'THE VALUE OF YOUR EXPERIENCE' TRAINING

and development programme for the transfer of the experience and key knowledge of the people involved onto others

In 2018 a new training and development programme entitled 'The Value of your Experience' was launched, an initiative aimed at generational change, with the aim of transferring the experience and key knowledge of the people involved onto others and thus retain 'the legacy, know-how and experience gained' within the organisation.



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3

T R A I N I N G A N D D E V E L O P M E N T P L A N





TRAINING AND DEVELOPMENT PLAN

S	T	R	A	T	E	G	Y	/	O	F	/	T	H	E				
R	E	D	/	E	L	É	C	T	R	I	C	A	/	G	R	O	U	P

Human Resources Strategy

Needs analysis

Sources for the identification of needs:

- Current and future Corporate needs.
- Requests arising from the Business Units.
- Needs detected through the performance appraisal.
- Needs detected through the measuring of the results of the previous year's Plan.

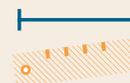


Design of the Training Plan

- Definition of contents.
- Awarding of offers (Outsourcing).
- Selection of Teachers.
 - Methodologies.
 - Programming.
- Financial budget.

Implementation

- Communication of the Plan.
- Open calls for registration.
- Preparation of documentation, equipment and materials.
- Monitoring and management.
- Regular Reports.



Comprehensive assessment of the plan

- Satisfaction and impact assessment.
- Reports and activity assessment.
 - Follow-up communication in Talent Panels.

Ever since the Company was set up, the Red Eléctrica Group has been committed to the training and professional development of its employees, placing special emphasis on excellence and continuous improvement. For this reason, every year a new Training and Development Plan is prepared in order to anticipate and respond to the need of the organisation.

HOW IS THE PLAN DESIGNED?

The Plan combines the definition, scheduling and implementation of training actions that are geared towards professional development and are focused on boosting the skills and training level of employees, thus helping achieve the business goals and contributing to satisfying the professional growth needs of employees.

The Plan is designed ensuring that it is aligned with the strategy of the Group and with the Human Resources strategy. The design stage encompasses the phases shown in the diagram shown on the left.





The Training and Development Plan combines the definition, scheduling and implementation of training actions that will encourage employees to improve their professional training, thus facilitating the achievement of business goals.



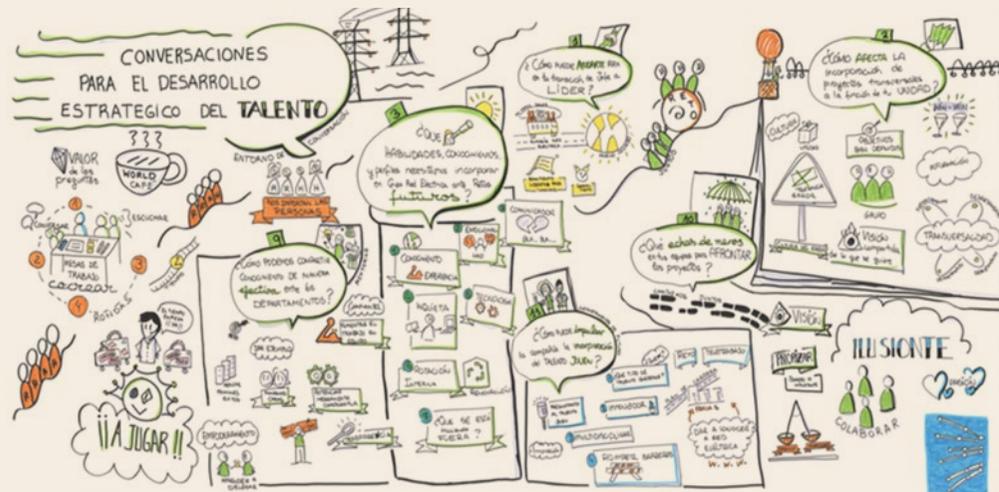
'LISTEN TO GROW': THE WORLD CAFÉ EXPERIENCE

In 2018 we innovated in regard to the needs analysis methodology and in the exploration of opportunities, through 'Conversations for the strategic development of the Talent of the Red Eléctrica Group'.

This is a shared experience with all the people responsible for the units that form part of the

organisation, in order to detect needs and opportunities in terms of talent development.

Through agile methodologies such as Design Thinking, the 'World Café' methodology was developed, as an opportunity to hear first-hand about the contributions of this group on key issues for the transformation of the Red Eléctrica Group by focusing on its people.



WE INNOVATE

IN THE NEEDS ANALYSIS

methodology and in the exploration of opportunities, through 'Conversations for the strategic development of Talent'



CHALLENGES FOR 2019

Explore

NEW WAYS

of learning and for boosting the self-development capacity of employees



The result of this initiative has been to help, with a comprehensive approach, to drive various actions and give meaning to the activities that have been carried out by the management.

One of our challenges for the next year is to explore new ways of learning and boost the capacity of self-development in employees as the lever of transformation necessary for the achievement of our future objectives.

OBJECTIVES OF THE PLAN

The Training and Development Plan aims to:

- Foster the professional development of employees by means of programmes that promote the technical competencies and skills defined by the Red Eléctrica Group.

- Support employees in the performance of their duties, paying particular attention to the needs that help new recruits integrate into the Group, as well as those needs arising from functional changes which make it necessary to define specific training actions.

- Offer innovative training and development alternatives that promote excellence and continuous improvement, in line with the Group's strategy.

- Respond to the needs of the business units, whether planned or unplanned, or those derived from innovation and which require a proactive response on behalf of the Talent Management Area.



The methodology is defined according to each of the actions of the suite of training courses offered, taking into account the Learning Strategy defined in the Talent Management Model, and covers both face-to-face and virtual training as well as blended training.



- Further develop the skills and abilities of the managerial team and employees belonging to high potential groups, establishing behaviours and styles that foster efficient management, following the guidelines defined by the Leadership Model of the Group.
- Facilitate the Occupational Health and Safety training required so that people are able to perform their duties in a safe manner.

METHODOLOGY

A specific methodology is established for each training action included in the Plan and it is defined taking into account the Learning Strategy set out in the Talent Management Model.

In order to determine the most appropriate methodologies for the teaching of course content, both the goal pursued by each

activity and the target group must be taken into account.

The approach to be applied includes face-to-face and virtual training, as well as blended training. The goal is to foster the use of virtual training, as established in the Talent Management Model.

VIRTUAL TRAINING: COMMITTED TO NEW TECHNOLOGIES

We are fully committed to increasing the use of virtual training with the goal of providing employees with alternative methodologies that enhance self-development and collaborative experiences.

Currently, there is a virtual learning platform, **Virtual Campus**, that serves as a meeting space to exchange different learning resources: virtual training, lectures, questionnaires, training pills, bibliographical references, recorded training sessions as well as recommendations from the participants in the various training programmes.

The Talent Management Department is supporting the use of virtual tools as one of the most relevant resources that will not only encompass theoretical concepts, but that will be accessible to all and can be shared throughout the organisation.

A wide-ranging catalogue of virtual training resources has been established and can be found on the Virtual Campus platform.



VIRTUAL TRAINING

We are committed to increasing virtual training with the objective of providing employees with alternative methodologies that foster

SELF-DEVELOPMENT

and collaborative experiences



VIRTUAL CAMPUS

In 2019 the functionalities and features of this virtual platform will continue to be broadened to enhance the user experience

The Virtual Campus provides a wide range of resources, as a firm commitment towards the use of virtual training tools.

The range of virtual training courses offered continues to grow through the addition of new courses and the transformation of existing classroom-based training into virtual format. Below are some examples:

- Construction and maintenance of high-voltage electricity infrastructure.
- C05 High-voltage electricity risk and management of scheduled outages.
- C06 Prevention management.
- C07 Working at heights - Lines (basic).
- C10 Driving off-road vehicles (basic).
- C12 First aid (basic).
- C18 Working places.
- C19 Efficient and safe driving of passenger cars (basic).
- C21 Working in confined spaces (basic).

- Training on Sustainability.
- Disability awareness.
- Equality

Virtual training pills have been created on processes and internal applications such as 'eFactura' or 'Kérberos' and pills with more technical content such as 'Introduction to Urban planning' and 'Introduction to Telecommunications'. Information regarding these training pills, created internally, can be found in the 'Knowledge within RED' section of the Virtual Campus.

It has been planned to transform certain applications such as SIGIMAN, PORTEMAN, MOVIMAN, etc., into a virtual format. Furthermore, video recordings of work procedures of certain activities such as SF₆ gas handling, Local Operation, etc., will be made.

The majority of the training is already open to everyone in the Group, such as: *MS Office* training course, Occupational Health and Safety course and the basic technical courses. The intention is to continue increasing the number and type of 'open-to-all' virtual training courses.

For 2019, new features will be developed and included in the Virtual Campus platform in order to enhance the user's experience.

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4

T R A I N I N G A N D D E V E L O P M E N T P R O G R A M M E S





TRAINING AND DEVELOPMENT PROGRAMMES

The existing range of training courses offered is currently grouped into four thematic areas:

1. TECHNICAL TRAINING

Encompasses technical training programmes and includes the theoretical and practical aspects that are required in order to work in each Business Unit, as well as training on processes and procedures. This thematic area also includes the new Languages programme and Workplace Safety training.

- CapaciTa Programme
- Dual (FP) Programme – Advanced Technical Expert in Power Stations
- Thabla programme
- AseguraT Programme
- NaTura Programme

2. SKILLS DEVELOPMENT

This area consists of the programmes where the necessary skills to carry out each of the functions required by each employee of the Company are addressed.

- CapaciTa Programme – Skills development

3. CORPORATE TRAINING

This area encompasses actions and programmes that are cross-cutting in nature for the Group.

- Training on Sustainability
- Training on Work-life Balance
- Training on Equality
- Training on Quality

4. PROGRAMMES TARGETED AT SPECIFIC GROUPS

Programmes specifically created for the professional development of specific groups, such as new recruits, employees with high potential and the management team.

- InTegra Programme
- Enlace Programme
- Mobility Programme
- ‘The Value of your Experience’ Programme
- Pool of ExperTs Programme
- Pool of PoTential Programme
- Leading Transformation Programme
- PracTica Programme



TECHNICAL TRAINING

The Talent Management Department manages all the technical training of the Group through a specific suite of training programmes for each business area.



TRAINING CATALOGUES

specific for each

BUSINESS AREA

with training actions of interest. It is dynamic and evolves every year in order to keep it up to date and include new courses

The programme that addresses technical training represents a fundamental part of the Red Eléctrica Group's Training and Development Plan, as it includes the necessary knowledge all employees should have in order to carry out their duties and responsibilities.

The management of this training requires that a broad range of knowledge areas be considered and addressed; said areas can be classified into the following three main training areas:

- Training targeted at employees belonging to the area dealing with transmission infrastructure.
- Training targeted at employees belonging to the area dealing with the technical management of the system.
- Training targeted at employees belonging to areas that deal with corporate services, administration, and economic and financial management.

Due to the significant volume of training required, and the high number of experts to whom this training is aimed at, specific training catalogues are designed for the aforementioned business areas and which include relevant training actions.

The training catalogue is a dynamic tool that evolves every year in order to keep it up to date and to include new courses, depending on the needs of the Company's personnel.



CapaciTa PROGRAMME



OBJECTIVES

- Train employees of the Red Eléctrica Group to carry out their duties and functions in their respective job positions.
- Offer a retraining programme in accordance with the Company's changing needs, facilitating the ongoing professional development of employees.
- Disseminate knowledge regarding Red Eléctrica as transmission agent and electricity system operator to other entities in the industry, both at national and international level.

WHO IS IT FOR?

- All employees of the Red Eléctrica Group.
- The CapaciTa programme is organised around three main areas of knowledge:
 - Training targeted at employees belonging to the area dealing with transmission infrastructure.
 - Training targeted at employees belonging to the area dealing with the technical management of the system.
 - Training targeted at employees belonging to the areas dealing with corporate services, administration, and economic and financial management.

WHAT ARE YOU GOING TO LEARN?

The necessary knowledge and skills required to correctly perform your professional activity.

CONTENTS

- Operation and Transmission of Electricity.
- Economic and financial.
- Legal.
- Cross-cutting (dealing with multiple areas of the Company).

In 2018, noteworthy were the following actions:

- Consolidation of practical training on protection systems, in the Protections Workshop-Classroom of the Campus in Tres Cantos.
- Certification in local operation for experts of the Red Eléctrica Group.
- New Programme for Electricity System Operation Specialists.
- Training on handling SF₆ gas, without certification.
- Inclusion into the training plan of all the employees of the subsidiaries of the Red Eléctrica Group.
- Process improvement training using the Lean methodology.
- Technical IT training for the IT Systems and Technological Innovation Area.

Due to the various profiles and specialisation levels, it is necessary to further develop training plans included in the CapaciTa programme:

Theoretical training programmes

Comprising fundamental concepts of all the aforementioned knowledge areas.

Retraining programmes

Noteworthy are those targeted at two major groups:

- Control centre operators. It includes retraining on service restoration plans, as well as the analysis and study of various critical situations concerning system operation.

- Facilities maintenance experts. To ensure their maximum professional qualification and keep their training updated. This training provides that facilities are kept in the best condition possible, therefore ensuring their maximum availability.

- There are no specific retraining plans for those professional groups with fewer employees, but nevertheless they do have access to advanced level courses that include specific objectives to update and recycle training.

Postgraduate training

This type of training is an important element encompassed within the advanced training which is part of the CapaciTa programme. At present, agreements with various universities are in place:

1. *Master's Degree in Project, Construction and Maintenance of High-Voltage Electricity Infrastructures [ICAI - Universidad Pontificia de Comillas].* Geared towards experts, mainly from the Business Units, with a technical bachelor's degree. This involves blended





CapaciTa PROGRAMME



learning that includes virtual classes and tutorials, and classroom-based exams at the university. It is made up of two postgraduate programmes, each of one-year duration:

- Project and Construction of High-Voltage Electricity Infrastructure.
- Maintenance of High-Voltage Electricity Infrastructure.



Its main objective is to provide a global vision of the Transmission business, both for experts belonging to the area associated with transmission infrastructure as well as other experts that need to acquire or improve this global vision. It is an initiative devoted to increasing employability and contributes to internal mobility.



2. Specialisation in the Economy of the Energy Sector (Carlos III University)

Intended for university graduates mainly from the Business Units. It provides a global vision of the functioning of the Spanish Energy Sector within a framework of liberalisation at an international level and raises awareness about the interaction between the main industries within the gas and electricity sector.

This course is entirely classroom-based and taught exclusively in English.

3. System Operation Specialist Course (Red Eléctrica-ICAI)

Postgraduate course by means of which ICAI provides the theory for the course and the academic degree while Red Eléctrica provides the practical element, by means of the Operator Training Simulator.

It is targeted at future electricity control centre operators.

Another essential element regarding employee training is practical training. There are specific practical training programmes, among which noteworthy are the following:

Training on electricity systems operation, by means of the Operator Training Simulator. This training is aimed not only at operators but also at other professional groups.

Operator Training Simulator (OTS):
· The Operator Training Simulator is the benchmark training tool to retrain all the professional groups that work in the control centres.

· This simulator facilitates updated technical training and assesses the response capacity of participants in complex situations and when working under pressure.

· The simulator is updated to mirror the CECOEL and CECORE Electricity Control Centres and the Control Centre of Renewable Energy (CECRE).

Key Features of the OTS:

· It enables the behaviour of an electricity system to be modelled with great precision and exactly mirrors the actual system which the operators will work with going forward.

· It is useful for training how to manage risk situations, as well as service restoration plans.





CapaciTa PROGRAMME



The CapaciTa Programme includes retraining programmes, among which noteworthy are those mainly aimed at two large groups: Control Centre Operators and Facilities Maintenance Technical Specialists.

The CapaciTa Programme also offers:

- Training on systems regarding control, protections and communications, taught at the Workshop-Classroom of the Campus in Tres Cantos, mainly geared towards engineering, construction and maintenance experts.

- Training on specific equipment, organised at the manufacturers' or providers' facilities, when the appropriate conditions are not met at the facilities of the Campus.

- Other courses with a more practical approach:

- Installation of temporary emergency electricity towers.
- Topography and GPS equipment.
- Thermography, etc.

The CapaciTa programme also includes training on all software and IT technology:

- Corporate tools, including office IT software packages and corporate applications, such as SAP, BDI, ADIR, GEORED, etc.
- Technical computing, including more specialised technical software packages, such as PSS-E, Matlab, AutoCAD, PSCAD, Oracle, etc.

Among the retraining programmes, those targeted at two large groups should be highlighted: Control centre operators and facilities maintenance specialists.

In addition, other activities of value to the Company are managed:

- Service restoration simulation drills. The expertise of Red Eléctrica in this field means they take the leading role, guaranteeing the necessary training so that participants know how to act in emergency situations. This activity includes theoretical-practical training through the use of the Operator Training Simulator and includes the participation of Red Eléctrica's operation centre personnel and staff from Spanish and European generation and distribution companies.

- Training for SF₆ Gas handling. Upon completion of the training, a certificate for the handling of SF₆ gas is issued; a mandatory certification for all Red Eléctrica's employees in charge of the recovery of said gas, according to Royal Decree 795/2010. This latest training has now been included in the catalogue of courses.

- Additionally, through 'CAMPUS VIRTUAL' platform, employees can find short video recordings on SF₆ handling allowing them to review the tasks that are usually carried out with this gas.

Furthermore, and taking into account the enormous environmental impact SF₆ gas has, training sessions will be provided on technical, safety and environmental aspects, with no associated certification.

- Certification of employees as Local Operators in Substations.

In 2018, the certification of professionals working as Local Operators in Substations continued, by means of providing the training and testing that guarantees the safety of both people and facilities, as well as the ensuring optimal performance of those activities regarding the Local Operation of Substations.

- Certification of subcontracted professionals to carry out local operations without supervision. The purpose is the certification of other companies' staff working in Red Eléctrica facilities.

The purpose of this initiative is to reduce workplace risks arising from this kind of works and increase the quality and efficiency in the maintenance of its lines and substations.



DUAL [FP] PROGRAMME – Advanced Technical Expert in Power Stations



OBJECTIVES

The Dual FP [Formación Profesional – Higher Vocational Training] Programme is based on a blend of both employment and training that aims to provide people with a professional qualification degree through a workplace-based style of learning (in-company) and this is coupled with professional training activities within the framework of the FP system for employment. For information purposes, this qualification is similar to the HND qualification in the UK.

This initiative allows a new way of recruiting technical specialists in the Facilities Maintenance Management Area to be established, which in turn facilitates the incorporation of the necessary qualified staff. Moreover, this system will:

- Help identify the best candidate profiles in the preselection process,
- Reduce the time required by new recruits to adapt to the job position
- Represent an improvement in the educational system and
- Facilitate access for women to these positions.

The Official FP Degree that will be obtained is the 'Advanced Technical Expert in Power Stations', which is approved by the Ministry of Education and is made up of three professional certifications/qualifications:

1. Management of thermoelectric power station operations.
2. Management of hydroelectric power station operations.
3. Management of the assembly, operation and maintenance of electricity substations.

Students will enjoy a traineeship grant during their period studying in our company, they will be registered

The Red Eléctrica Group is a pioneer in Spain in the Dual [FP] Programme - Advanced Technical Expert in Power Stations Degree.

with the Spanish social security system and covered by the relevant student insurance policies.

The first class [2017-2019] began the second phase of their degree programme at the Campus of the Red Eléctrica Group on 4 March 2018 and will receive theoretical-practical training until 31 July 2019. The practical and technical field training will be conducted in the Company's Regional Transmission Facilities on the mainland between 2 September and 29 November 2019. More than 8,000 hours have been invested in the design and delivery of the training for this first group of students. The time invested for successive graduate classes is estimated at 1,800 hours for the delivery of content and 2,800 hours for the tutoring of students during their traineeship. The second class [2018-2020] started the theoretical classes in the Integrated Technological Industrial Training Centre of León in October 2018.

The technical content of the modules has been designed and prepared by Red Eléctrica's Facilities Maintenance Management Area, mainly by the Substation Maintenance Department. 12 practical-field training actions have been designed, students receiving this training will be mentored during their time in the Company's Regional Transmission Facilities on the mainland.

This project requires the proactive collaboration of the Facilities Maintenance Area and the Human Resources Area and will bring about a change in the current

approach, which requires that Dual FP is understood as something more than a channel for recruitment, it provides a new candidate profile with a different career plan.

In accordance with the basic principles of our sustainability model, the Red Eléctrica Group is committed to creating value for all its stakeholders. With this project, the greatest impact will fall on the following groups:

- Educational entities and society in general, through collaboration in this training programme, transferring our knowledge and know-how and promoting employment and job opportunities.
- Employees and interns, ensuring the continuity of the business project and job stability, advancing in equal opportunities, transferring our knowledge and promoting professional development, guaranteeing occupational health and safety and consolidating ethical, responsible, social and environmental behaviour.
- Providers of goods and services and Temporary Employment Agencies, committing ourselves to ensure stable and long-term relationships, by providing them with highly qualified professionals familiar with our processes and procedures.

Benefits that the Red Eléctrica Group brings to society through this initiative:

- Increase in employability by facilitating the process of incorporation into companies.





DUAL [FP] PROGRAMME – Advanced Technical Expert in Power Stations

- Provides the labour market with the best professionals.
- Creates value for educational entities by increasing the number of professional qualifications that have an actual demand for qualified workers. This initiative allows students to gain practical experience through hands-on in-company training and gives them an insight into the working world.
- Professionals with high technical training, ensuring a more sustainable energy model.
- Offers women the opportunity to enter jobs traditionally occupied by men.

As a part of the Company's employer branding, quality jobs will be guaranteed, because:

- It will generate a new professional profile that facilitates generational change and can be developed in different areas: lines, substations and protections and control.
- It will be a fundamental instrument for attracting talent: creation of a highly specialised pool of people with advanced technical training, under our culture and 'How we do things'. Guaranteeing the preservation of the Company's 'know-how' (knowledge management).
- It will accelerate the integration of employees into the Company.
- It will reduce induction and integration times of new employees.
- It will reduce the time and costs related to the task of covering vacancies for technical maintenance specialists carried out by the recruitment area of HR. It will help improve recruitment standards.

- The continuous assessment and monitoring of the progress of the students will facilitate the recruitment of those candidates with the best profiles. This process allows the Company to have a more in-depth knowledge of the candidate profiles prior to recruiting them.
- It will help incorporate women into technical specialist positions
- It will help strengthen relations with the Public Administrations (Education, Employment and Energy).
- It will help reduce the time dedicated to training once the employee is incorporated into the workforce.

Chronology:

- Order EDU/1562/2011, of 1 June, establishes the curriculum for the Advanced Technical Expert in Power Stations Degree.
- Signature of the Agreement between the Red Eléctrica Group and the Regional Ministry for Education of the Government of Castilla y León: 23 January 2018.
- Graduation of the first class is expected in December 2019.
- The second class began their programme in October 2018.

Modules of the curricular roadmap

Module	Course/year	Hours of classroom education	In-company working hours
Electricity system in power stations	1 st	192	40
Electricity substations	1 st	192	192
Telecontrol and automation	1 st	224	120
Electricity risk prevention	1 st	64	90
Electricity generation - power stations	1 st	192	-
Electricity operation - power stations	2 nd	189	-
Power station maintenance	2 nd	210	20
Coordinating teams	2 nd	63	60
Power station projects	2 nd	30	-
Training and orientation in the workplace	1 st	96	15
Business and entrepreneurship	2 nd	63	15
Power station and electricity substation elements	2 nd	105	114
Work centre training	2 nd	-	444
Energy Campus	1 st and 2 nd	-	50
Educational visits to facilities	1 st and 2 nd	-	40
Total hours of training		1,620	1,200
Total hours associated with obtaining the complete degree			2,820



Thabla PROGRAMME

Red Eléctrica maintains a firm commitment to helping all those employees that need to communicate in a foreign language, to reach the appropriate level that will enable them to do so fluently and effectively. For this reason, it has a complete training programme called 'Thabla'.

OBJECTIVES

- Develop communication skills and competencies in the foreign language according to set pedagogical goals.
- Enabling verbal and written communication with institutions, providers and international bodies to be undertaken while, at all times, maintaining the levels of quality and efficiency expected of a Company such as ours.

WHO IS IT FOR?

- Employees who require it to carry out their current or future duties and responsibilities adequately.

WHAT ARE YOU GOING TO LEARN?

- Development of verbal and written skills in English and/or French, necessary to undertake current or future positions within the Company. The language programme will be developed under the Common European Framework of Reference, depending on the individual needs of the employees who participate in the programme.



CONTENTS

- Those specific for each language/knowledge level, according to the Common European Framework of Reference for Languages (CEFR).
- New contents regarding Business Management Skills.
- Official certificates (First Certificate, Advanced, TOEIC, DELF).

NEW CONTENT OF THE PROGRAMME

The new language training programme includes substantial improvements: such as a more in-depth

In 2019 we will continue the experience of official accreditations, according to the Common European Framework of Reference for Languages (CEFR), which recognizes the level of linguistic skills of those who participate in the Thabla programme.

needs analysis, that will aim to determine the needs and opportunities for using the language in the working environment and, in addition, the evolution of the training methodology that will gradually replace the on-site lessons with technology that will support the programme.

The majority of the training will be given through the 'VIRTUAL CAMPUS' platform, a state-of-the-art training platform that will provide a bespoke response to the needs of the employees.



AseguraT PROGRAMME



Red Eléctrica promotes the health and safety of its employees in the workplace, by facilitating the relevant knowledge of risks associated with each job position, taking into account the facilities where each worker carries out their functions and duties and the measures to be taken to prevent said risks.

are exposed to in their job positions. Each group corresponds to a certain professional qualification.

or other voluntary activities, enhancing their knowledge and complying with the legal regulations on workplace risk prevention.

- There are 3 groups related to global risks associated with job positions, 12 specific groups associated to activities and 3 groups associated to people who carry out specific functions.

WHO IS IT FOR?

All employees of the Red Eléctrica Group.



To achieve this, an Occupational Health and Safety Training Plan is defined, thus optimising resources and complying with legal regulations. The activities undertaken in the drafting of said Plan are contained in the AM012 Action Guide.

Identification of the necessary training

- Training needs to be satisfied for each identification group are defined as well as the frequency with which it is to be applied. These needs are transformed into specific training actions through the design of theoretical and practical content, both for the classroom and for virtual learning.

WHAT ARE YOU GOING TO LEARN?

- Risks associated with tasks required to fulfil the duties and responsibilities assigned.
- Safe working processes.
- How to optimise resources provided by the Company.



The purpose of the Guide is to establish a permanent plan for training actions regarding Occupational Health and Safety, optimising resources and complying with the legal regulations established in this field. The improvement and management of knowledge can also be acquired through experience, improved processes and the analysis of the results obtained in Occupational Health and Safety.

Allocation of workers to groups

- When an employee joins an organisational unit, as a new recruit, or through a change of activity, they will automatically be allocated to the identification groups associated with the job position they will hold.

- Legal internal regulations on workplace risk prevention.

- Individual protection equipment available at Red Eléctrica for the various activities associated with the different job positions.



The main activities established in the AM012 Guide are the following:

Planning of training

- This management system and the structure described in the AM012 Guide have been developed in SAP's corporate applications [SIGIFORM, SIGIDEPE and SIGIORG] to obtain the actual situation at a specific date and in this way be able to design the training programme for the new period.

- Aspects related to the Healthy Workplace Model.

Setting up of the groups for risk identification

- In order to plan occupational health and safety activities, identification groups are created, encompassing all Red Eléctrica's employees. A person can be included in more than one group.

CONTENTS

- Risk identification group:
 - Management or administrative work in offices.
 - Shift work.



- These groups are created according to the activities carried out at Red Eléctrica and, as a result of that, according to the risks the workers

OBJECTIVES

Training employees of the Red Eléctrica Group to perform the activities inherent to their job position



AseguraT PROGRAMME



- Planning, verification, preparation and execution of construction and maintenance works of facilities.

- Low-voltage electricity works.

- Working at heights.

- Manual and mechanical cargo handling.

- Working in confined spaces.

- Felling, pruning and clearing of trees.

- Travel in passenger cars and off-road vehicles.

- First aid.

- Fire extinguishing, building evacuation and firefighting first-response teams.

- Risk prevention representatives.

· Health care awareness.

NEW CONTENT OF THE PROGRAMME

Mandatory and other voluntary certifications will be listed on the employee self-service portal.

The Occupational Health and Safety Training Plan in force will pay special attention to:

Outsourced training:

· C07 Working at heights for electricity line personnel.



· C08 Manual and mechanical cargo handling.

· C10 Driving off-road vehicles.

· C11 Basic Firefighting.

· C12 First Aid, with a particular focus on cardio-pulmonary resuscitation (CPR).

· C13 Low-voltage electricity risk, mainly practical and targeted at work carried out within the Company's facilities.

· C19 Driving vehicles in adverse conditions.

· C21 Working in confined spaces.

· Adaptation to a virtual learning format of the basic level contents of C07 Working at heights for electricity

line personnel, C10 Driving off-road vehicles, C11 Fire prevention and evacuation plans, C12 First aid, C19 Efficient and safe driving of passenger cars (basic), and C21 Working in confined spaces.

Internal training:

· Virtual learning - C05 High-voltage electricity risk and management of scheduled outages.

· Virtual learning C06 Prevention management.

· C15 Retraining in safety.

· Updating of Virtual learning - C18 Working places.

· Training actions related to the Healthy Workplace Model.



NaTura PROGRAMME



Environmental awareness helps safeguard and protect the natural environment and is one of the core values of the Company. Red Eléctrica goes to great lengths to make its business requirements compatible with environmentally responsible behaviour.

Within this framework, and complementarily to it, during the term of this plan, training actions targeted at the prevention and reduction of environmental impacts will be carried out, as well as to raise awareness and comply with internal procedures. Also, respect for the environmental regulations and legislation in force is also one of the core values.

OBJECTIVES

Train employees of the Red Eléctrica Group in environmental matters.

WHO IS IT FOR?

Everyone in the Group and, above all, environmental experts.

WHAT ARE YOU GOING TO LEARN?

- Environmental regulation and techniques.
- The impact of our actions on the natural environment.

CONTENTS

- Technical, environmental and regulatory.

NEW CONTENT OF THE PROGRAMME

During 2019, the environmental training plan defined the previous year will be continued in order to enhance knowledge and comply with not only the legal regulations, but also the internal rules established by the Company in this matter. The plan includes the assignment of recommended environmental training needs, compulsory or voluntary, for most of the job positions within the organisation, mainly for those belonging to the area associated with transmission infrastructure.

This plan includes:

- Groups of activities related to the environment, developed by the Company's personnel.
- Job positions that are responsible for the management, supervision or execution of the activities identified for each group.
- Compulsory training for each group. Groups are formed according to the activities carried out in Red Eléctrica, and also depending on the need for knowledge acquisition related to the job position or the activity of employees.





SKILLS DEVELOPMENT PROGRAMME

The Company has implemented a project for the development of key skills based on the Blended Learning methodology (face-to-face and virtual) to achieve the learning objectives and the development of each skill.



MAXIMISING TRAINING

through the use of high-impact technological resources that foster the continuous interactivity of the workforce

In the Red Eléctrica Group, we are committed to the design of innovative development programs that provide professionals with experiential learning, the acquisition of knowledge, the practice of concepts and application to the workplace.

In view of this situation, the Company has implemented a project to develop key skills and competencies, that will:

- Raise awareness among participants and supervisors regarding the importance of their role to ensure their own development and the development of their teams.
- Involve all participants in the importance of developing Red Eléctrica's skills as leverage to achieve their objectives and those of the organisation.
- Teach and practise the techniques and skills necessary to successfully solve real situations in the performance of their duties requiring the use of these skills.
- Ensure that full advantage is taken of the training provided, using high-impact technological resources, fostering the continuous interactivity of the workforce.
- Use various types of methodologies, Online and classroom-based training, facilitating and promoting learning, encouraging efficient working habits and transferring the skills learned to the workplace.



- Promote learning by means of shared experiences (best practices), situation analysis, debates among participants and experts, and the application and implementation of said learning.

In 2018, skills development continued through training roadmaps and these roadmaps propose a blended-learning methodology (face-to-face and virtual) including various resources to achieve learning objectives, and the professional development within the different level of each skill.

Each training roadmap includes:

- **On-line training:** the participant accesses the theoretical training pills to establish a base knowledge, they will perform individual and group activities defined in the learning experiences and will have 3 planned synchronous sessions (video conference).
- **Classroom-based sessions:** The student will participate in 3 classroom-based sessions aimed at sharing practical experiences and clarifying doubts on contents and practices conducted.
- **Applying learning to the workplace:** The participant will generate their Individual Development Plan (IDP) for the corresponding



This programme will have a virtual tutor who will guide, encourage, support and continuously monitor the participant. The participant will be able to consult data regarding their progress and degree of participation at all times.

skills, adapted to their level and focused on the performance of activities to apply the knowledge acquired during the learning phase to the workplace.

This programme will have a virtual mentor who will guide, encourage, support and continuously monitor the participant.

The various activities to be performed will be presented through Red Eléctrica's learning environment and participants will be able to consult data regarding their progress and degree of participation at all times.



OBJECTIVES

- Develop the skills training model so it includes expository learning/ instruction focused on theoretical knowledge acquisition and the application of experiential and social learning techniques, focused on collaborative and practical learning experiences, with a high level of gamification and motivation.





PROGRAMME FOR THE MANAGEMENT

of equipment and maintenance Management skills for a group of

52 EXPERTS

from the Facilities Maintenance Area

- Ensure the transfer of skills and knowledge to the workplace, by means of an Individual Professional Development Plan, focused on individual skills. The IDP is a long-term goal and therefore will remain in force even after a training roadmap has been completed.

Key skills

 Key skills Non-directors	 Key skills Cross-cutting	 Key skills Directors
<ul style="list-style-type: none"> • Knowledge management • Innovation and continuous improvement • Initiative • Communication • People management • Planning and organisation • Customer focused • Problem analysis and making decisions 	<ul style="list-style-type: none"> • Collaboration • Change management 	<ul style="list-style-type: none"> • Leadership development • Impact and influence • Business development • Benchmark regarding the values of the Red Eléctrica • Team development • Transformation and innovation • Stakeholder management • Strategic vision

WHO IS IT FOR?

- All Group employees.

WHAT ARE YOU GOING TO LEARN?

- Acquisition of behaviours constituting key skills of Red Eléctrica, including a learning phase and another regarding transferring it to the workplace, creating Individual Professional Development Plans.

CONTENTS

- Team working.
- Using initiative and problem-solving.
- Efficiency and productivity.
- Innovation and continuous improvement.
- Client orientation.
- Adaptation and change management.
- Comprehensive overview of Red Eléctrica.
- Coordination of teams.

In 2018, the promotion of individual mentoring support continued in order to help participants understand the activities to be undertaken and to define the actions of their Individual Development Plans [IDP], which is the main goal of this programme.

On the other hand, a Training and Development Programme ‘**Management of Maintenance Equipment**’ on managerial skills has been continued for a group of 52 specialists, from the Facilities Maintenance Area, who lead working groups and who



The European Commission has selected the initiative of the Red Eléctrica Group as a success story that will be published in the next version of the e-CF ICT Profiles, based on the European e-Competence Framework.

have management functions assigned. The mentoring has been carried out by experts, belonging to the 'Pool of Potential - Technical Specialists' who have showcased their skills as expert mentors in skills regarding management with this group of work colleagues.

Additionally, in 2018, a training and development programme for all personnel of the Information Systems and Technology Area has been carried out for 66 people, with the following objectives:

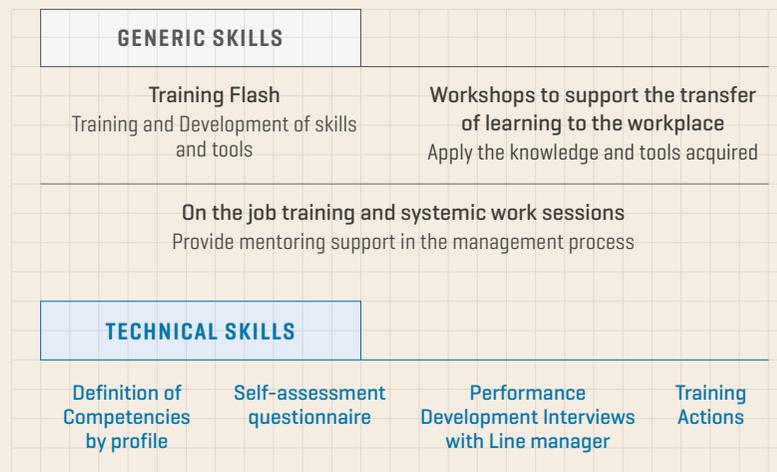
- Facilitate the professional development of the whole of the IT Systems and Technological Innovation Area.
- Promote the development of current and future IT capability requirements.
- Drive cultural change.

This initiative has placed special emphasis on the **transfer of learning to the workplace** and by supporting the management team of the IT Systems and Technological Innovation Area

in its role of leader of the process of cultural transformation of the area.

On the other hand, a new profile of technical competencies has been defined, and we have adapted it to the European Information and Communication Technology (ICT) e-Competence Framework.

Basic structure of the IT Systems and Technological Innovation Area training and development programme



SKILLS DEVELOPMENT PROGRAMME

finalised in 2018, has placed special emphasis on the 'transfer to the workplace' of the training received by the participants



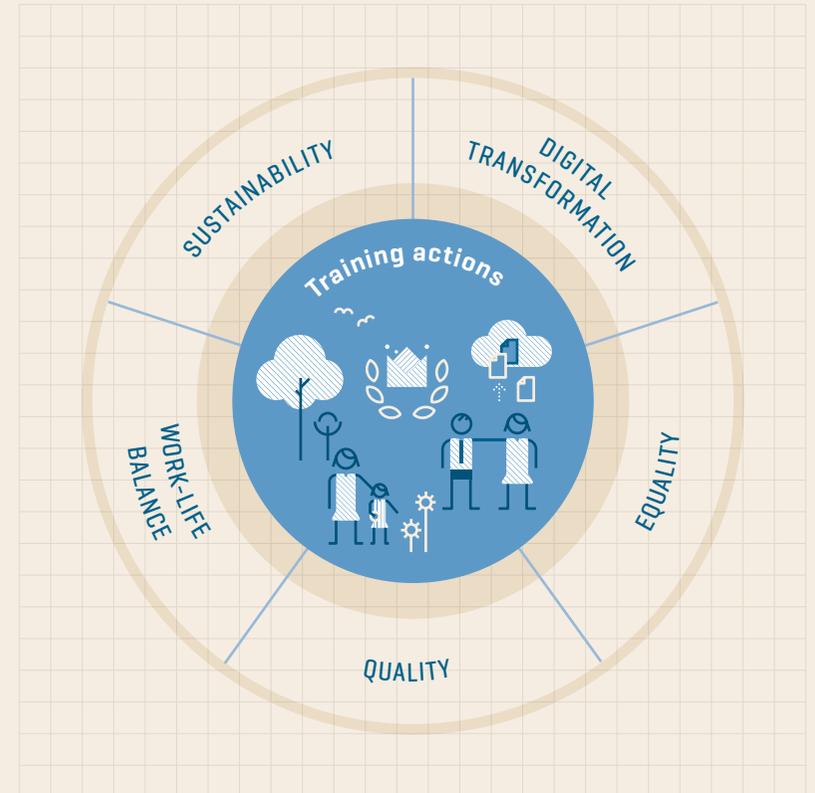
CORPORATE TRAINING PROGRAMMES

The corporate training programmes are aimed at all the employees of the Group and develop concepts and key criteria regarding sustainability in Red Eléctrica and its implementation on a day-to-day basis.



The Red Eléctrica Group is committed to achieving excellence in the development of its activities. Aware of this, it must integrate into its training strategy actions fostering quality, sustainability, the promotion of diversity and the quest to find a better work-life balance.

Training actions focused on the following thematic areas will be carried out:





OBJECTIVES

- Facilitate a work-life balance culture, in accordance with the legal framework in force and the Work-life Balance Plan approved by the Company, supporting the implementation of the Work-life Balance Management Model defined by Red Eléctrica, in addition to measures adopted on this matter for the various areas of the Company.
- Foster a leadership style committed to work-life balance and involve the management team as managers of work-life balance and equality.
- Strengthen the corporate culture regarding compliance that the Red Eléctrica Group has had in place for years.
- Become aware of and understand the corporate quality management system of Red Eléctrica, based on the model defined in ISO 9001:2000.
- Understand and manage digital skills as an essential requirement for performing work in an effective and productive manner.

WHO IS IT FOR?

- All Group employees.

WHAT ARE YOU GOING TO LEARN?

- Key concepts and criteria regarding Sustainability in Red Eléctrica and its day-to-day implementation.



Red Eléctrica integrates into its training strategy actions fostering quality, sustainability, the promotion of diversity and the quest to find a better work-life balance.

- Key concepts facilitating the understanding and awareness regarding equality and the work-life balance.
- Quality Management System.

CONTENTS

- The analysis of real situations facilitating the knowledge and business behaviour following the principles defined by Red Eléctrica de España regarding Sustainability matters.
- Training on work-life balance and on equality and its implication in people management.
- International standard ISO 9001:2000.

NEW CONTENT OF THE PROGRAMME

- Digital transformation: a corporate awareness and training programme has been designed for the entire Red Eléctrica Group with the aim of developing digital skills and supporting the process of 'digital transformation' that is being demanded by society and is required for business both now and in the future.



PROGRAMMES TARGETED AT SPECIFIC GROUPS

The Company seeks to provide a response to the needs identified for specific groups through training roadmaps and activities adapted to each employee, with a focus on increasing their commitment, engagement and productivity.



FLEXIBLE AND PERSONALISED TRAINING

through activities and training roadmaps

TAILORED

to each specific group and each professional

The Red Eléctrica Group faces business challenges requiring that their employees are ready to:

- Flexibly adapt to new business situations.
- Anticipate possible future scenarios.
- Perform operations with efficiency and excellence.
- Identify and benefit from new opportunities.
- Lead their teams in the change management process.

As a result of this, and in addition to existing training and development programmes in the Company, there is a commitment to provide a response to the needs of specific groups. In addition, the coexistence of various generations within the Company and the growing concern regarding people management as a key element makes it necessary to manage diversity from an excellence standpoint.

Each person has specific training needs that must be taken into account when designing the development programmes necessary to increase their commitment and productivity.

Thus, the training provided by the Company to its employees must be flexible and seek personalisation through training roadmaps and activities suitable for each specific group and each employee.



InTegra PROGRAMME



The Red Eléctrica Group offers an induction and integration programme aimed at welcoming new recruits and helping them to integrate.

· Develop the skills of the new employee in accordance with the needs of their job position.

· Company culture:
– Mission, vision and values.
– Governance and management bodies.

The programme lasts for 9 months. The structure is as follows:

· Facilitate the professional development of the new employee and adapt their training and development process to their individual specific needs and those of the organisation.

· Knowledge forums with other International TSOs.



· Welcome and adaptation phase aimed at facilitating the integration of new recruits into the team as well as into Red Eléctrica's business culture.

· Identify the potential and personal interests of new employees.

NEW CONTENT OF THE PROGRAMME

The programme continues to foster the role of the mentor: a person with the ability to provide continued support and 'take care' of the new employee during his/her initial stage in the Company.



· Integration phase: helping new recruits to acquire the general technical knowledge needed to carry out their professional duties and functions.

WHO IS IT FOR?

· New recruits.

The mentor shall seek a friendly and smooth relationship with the rest of the team. The department manager assigns the mentor in agreement with the Talent Management Department. Employees with a higher professional progression level will play an important role in this programme.

· Training phase: the stage where skills are developed.

WHAT ARE YOU GOING TO LEARN?

· Focused on knowledge regarding the Company. As part of the process it fosters the exchange of experiences with other participants on the programme, facilitating the analysis of the various business areas and the functions performed in said areas.

The line manager ensures the appropriate integration of the new employee into the team, to this end, with the assistance of the mentor, the manager must verify the employee's integration and collaboration level in the activities of the department.

· Consolidation phase: the stage aimed at fostering a sense of belonging for the new recruit in the Company.

In order to ensure the success of these programmes, a close-knit relationship is necessary between the Talent Management Area and the various Business Units to ensure coordination.

CONTENTS

· General knowledge about the Red Eléctrica Group.
· Red Eléctrica Group facilities.

In the case where integration is not at the expected level, the manager must react by reassigning tasks and conveying to the new employee the way in which they are expected to work

OBJECTIVES

· Positively influence their decision to join Red Eléctrica and, from the outset, foster their sense of job security and trust in the Company.

· Functions of the Business Unit the new recruit belongs to:

· Integrate the employee in Red Eléctrica's culture both swiftly and efficiently.

· Internal functions of the job position.

· Definition of the objectives.

· Acquire the functional knowledge applicable to their job position.

· Business processes.





'The Value of Your Experience' PROGRAMME

The knowledge and know-how of employees is the most important asset that guarantees the future of the Group. This development programme ensures the continuity of this asset within the organisation. This is achieved by ensuring that this knowledge and know-how is passed on internally under any of the following situations: generational change, a change in duties or responsibilities, internal mobility and/or other reasons.

OBJECTIVES

Guarantee the transfer of not only key or critical knowledge, but also the core tasks to their 'recipients', who at the end of the process will take on their duties and responsibilities. Ensure the continuity and the transfer of know-how among our employees

and guarantee a swift and efficient transition in the change-over processes.

WHO IS IT FOR?

The people of the Red Eléctrica Group who have relevant knowledge and experience, regardless of their professional level, and who are close to retirement age, leaving the Company or are being promoted, and who will need to pass on this know-how to others [recipients] in the organisation.

WHAT ARE YOU GOING TO LEARN?

Draft know-how learning plans, transfer knowledge by applying experiential learning methodologies, counselling support and mentoring. Said process

will enable the 'recipient' to obtain the knowledge and know-how required so that in a short time frame they can be fully up to speed in their new job position and take on new responsibilities.

CONTENTS

Learning plans of other people's know-how are used, in which a 'transfer methodology' is applied, which includes:

- Individual interviews to define tasks, key or critical knowledge, experience and key contacts.
- Generation of an Experiential Learning Plan with scheduled actions.
- Day-to-day counselling support and mentoring along with weekly monitoring so that the 'recipient' acquires adequate knowledge related to the job position and associated duties.

The application of these plans will be ongoing in nature and will be prepared depending on the needs detected.

Once the experiential learning is completed, a personalised Training Plan is generated for the 'recipient' with actions that complement the already existing generic action for the job position, to be evaluated by Talent Management and implemented should it be deemed of interest in the future.

Outcomes:

- Experience transferred to the 'recipients'.
- Knowledge managed and accessible to the entire organisation.
- Future personalised training plan for each 'recipient'.





Enlace PROGRAMME



The Enlace Programme started in 2002 in response to a need presented by two groups that interact on a daily basis and that must meet the highest levels of efficiency and quality in the work they jointly carry out.



The functions of control centre operators and technical personnel of the facilities of the Regional Areas are interconnected on a daily basis, whereby it is essential for them to have a mutual understanding of the work each of them carried out, how it is performed, and the various situations and issues they face when carrying out their work. In a second stage, technical specialists from the Electricity Supply Guarantee Department have also been involved, due to the high impact their activity has on the work other groups carry out in the Company.



OBJECTIVES

- Facilitate a greater knowledge and involvement among the people of those groups participating in a project.
- Exchange of information and experiences with a positive impact on their daily work.
- Resolution of incidents and creation of teamwork dynamics that give way to the presentation of improvement proposals.
- Foster a greater knowledge on strategic projects for Red Eléctrica, as well as on areas of the Company whose activity has a direct impact on the work of all employees participating in the Enlace Programme.



WHO IS IT FOR?

- Electricity Control Centres [CECOEL and CECORE].
- Technical specialists in maintenance working at facilities of the various Regional Areas.
- Electricity Supply Guarantee Department.
- Central services' teams belonging to the Facilities Maintenance Area [protections, telecontrol and telecommunications].

WHAT ARE YOU GOING TO LEARN?

- The importance of considering those people we interact with from other departments as valuable assets and as an opportunity for professional growth.

- The importance of creating a climate of ongoing collaboration among various departments.
- Understanding from different perspectives the obstacles we face on a daily basis when performing our work.

CONTENTS

- Presentations from various areas and/or activities of the Company aimed at achieving a greater degree of integration of people participating in the same areas within the Company.
- Technical sessions in Regional Areas which include visits to various facilities and participation in activities and work carried in these facilities.
- Technical sessions which include visits to control centres and practice training on the Operator Training Simulator [OTS].

NEW CONTENT OF THE PROGRAMME

The new approach of the Enlace Programme aims at having the participants reflect on the following:

- The benefits and opportunities of working as a team.
- The way to manage conflict so as to reach agreement.
- The value of constructive criticism as a tool to promote a favourable change that, under certain circumstances, benefits all those involved.





Mobility PROGRAMME



The Red Eléctrica Group considers that the development of internal skills is one of the key factors to undertake business challenges with a greater degree of success. For this reason, since 2014 we have been promoting mobility as a key element to speed up the learning and professional development process for employees, through a Mobility Model.

We define internal mobility as a change which necessarily implies a substantial training and professional development effort in terms of:

- Knowledge.
- Specific/general skills.
- New working environment.

OBJECTIVES

- Promote people's skills increasing their versatility and employability to respond to business needs in the short and medium term.

WHO IS IT FOR?

- All Group employees.

NEW CONTENT OF THE PROGRAMME

In 2018, following the revision of the Internal Mobility Model of the Red Eléctrica Group, new actions were launched. The success of the new actions will require the backing and commitment of the entire Management Team.

The revisions approved encompass the following:



Mobility as an essential element to accelerate the development and learning process of our employees.

- Inclusion of functional mobility in the appointment criteria for the positions of Head of Department and Manager.
- Promotion of internal mobility in the senior levels of the organisation.
- Establishment of quantitative targets in terms of internal mobility: the target value of the functional mobility indicator approved by the Executive Committee for 2019 is 7%.

On the other hand, LinkRED has consolidated itself as the platform by which to showcase the knowledge and experience of all Red Eléctrica Group employees and where the possibility of sharing personal and professional interests is offered.

LinkRED

Offering the possibility of sharing personal and professional interests'

LinkRED can be considered one of the fundamental levers for the transformation and management of internal cultural change.

- Consolidation of the principle for the promotion of internal rotation established in the employment model.
- Promotion of new internal mobility mechanisms: processes for the exchange of personnel.



Mobility PROGRAMME

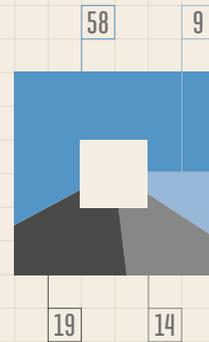


MOBILITY OBJECTIVE

planned for 2019 is

7%

Reasons for interest in mobility %



- 58 PROFESSIONAL DEVELOPMENT
- 19 GEOGRAPHIC
- 14 CHANGE OF PROFESSIONAL GROUP
- 9 WORKING ENVIRONMENT

One of the basic advantages of this tool is that it offers relevant information that enables the necessary actions to be implemented in order to respond to the needs of the business in the short and medium term, enhancing the skills and abilities of professionals and increasing their versatility and employability.

In order to have up-to-date information on the professional interests of the workforce, interviews are conducted with those people who share relevant information about their interests through LinkRED, with the aim of finding out more about their professional interests and concerns.

The diagram on the left provides a breakdown of the reasons for interest in mobility of those interviewed.

On the other hand, noteworthy are the initiatives aimed at the professional group comprised of operators of the Electricity Control Centres. This type of initiative is included in the framework of the Company's Age Management Model.

INTERNATIONAL MOBILITY

Another type of initiative has been geared towards promoting development through participation / collaboration on international projects within the Company or through other organisations of interest.

The 2019 Mobility Action Plan



Internal Mobility Proposals: Exchanges / Projects



Roadmap for the exchange of personnel between the Transmission and Operation Management Divisions



Interviews regarding Employee Interests



International Assignments Programme



Mobility Pool of PoTential



TSO Erasmus Programme



Pool of Experts PROGRAMME



This programme aims to develop employees with a higher level of career advancement regarding digital skills and those skills needed to transform their culture and professional working habits, implementing a new working model that allows them to:

- Increase their experience, knowledge and value contribution.
- Enhance their performance and knowledge transfer.
- Achieve visibility, impact and recognition both internally and externally.

To this end, a programme targeted at improving the technical career of this Pool of Experts is proposed. Innovative learning experiences [digital skills, creation and management of content, creation of knowledge networks, collaborative learning, etc.] to allow them to identify themselves as a group, enable synergies, and provide ways of working to formally foster the exchange of knowledge.

For those participating, it represents an opportunity to take part in a programme that is both differentiating in nature and adapted to their needs. It also brings with it explicit recognition from the Red Eléctrica Group, it raises their profile and allows them to have a greater impact both internally and externally.

OBJECTIVES

- Train employees so that they may acquire differentiating professional skills which are required for their job positions.



- Provide them with the tools they need to continue being a reference in their respective areas.
- Motivate the employee to share their knowledge.

WHO IS IT FOR?

- Employees with a higher level of career advancement.

WHAT ARE YOU GOING TO LEARN?

- Innovative learning experiences [digital skills, screening and managing content, creation of knowledge networks, collaborative learning, etc.].

- Ways of working that help foster the exchange of knowledge.

CONTENTS

- Technical Career Management: Learning experiences associated with developing an employee's technical career.
- Skills: Learning experiences associated with the behaviours demanded from the Pool of Experts and the development required to develop their technical career.



RE AVANZA PROGRAMME



In 2018, a programme was developed that revolves around a set of 'technological forums' with the purpose of sharing knowledge and know-how of different functional areas of the Company in an agile and cross-cutting way. This new programme has been given the name of: RE AVANZA. The motto says everything about this project:

**Know, share,
connect and learn**



Under the framework of Knowledge Management, we also promote the management of cultural change and the understanding that all professionals are key!



RE AVANZA is encompassed within the Knowledge Management strategy, with the objective that experts in each area disseminate and share their knowledge and experience, encourage debate and the exchange of ideas, and create a network of contacts that can generate new shared knowledge.

This initiative is key to promote self-learning, the ongoing update of knowledge, collaboration, innovation and increased efficiency, and for the continuity and enhancement of current and future key knowledge about the organisation.

· How knowledge management ideas are implemented and applied tangibly.

· Ensuring that the awareness, management and enhancement of present and future key knowledge and its dissemination are kept up to date and applied effectively within the organisation, thereby creating a collaborative working environment.



RE AVANZA is focused on the sharing of technical knowledge that allows the Red Eléctrica Group to be considered as a key player at the forefront of technological development in our sector and help fuse together the three fundamental pillars: Technology, Innovation and People in order to successfully address the new challenges arising from the change in the energy model. The initiative is based on:

· The understanding that people will take their professional profile to a new level and will become a reference for the management of core knowledge in the Red Eléctrica Group.

· Transforming culture and professional habits, implementing a new working model.



· The creation of a network of contacts, experts on strategic issues for the Red Eléctrica Group, to streamline our way of working and make it more flexible.





Leading Transformation PROGRAMME

Leading Transformation is an evolution of the previous leadership model that accompanies the transformation process of the Red Eléctrica Group. One of the vectors of the Imagina project for the Cultural Transformation of the Red Eléctrica Group is **Leadership**.

Therefore, in 2018, we have begun to define the 'Transformation Leader Profile' which the Group requires for its sustainable growth. This has been done using the knowledge and suggestions of the senior management of the Red Eléctrica Group and is delivered through the Strategy and Leadership Institute and the Cultural Transformation and Innovation Institute.

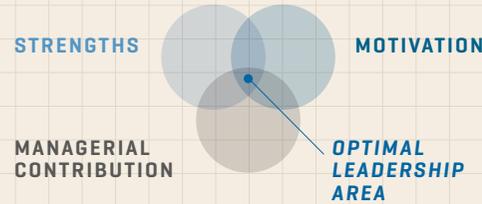
Subsequently, **100 % of the management team has participated in the analysis of their natural leadership profile** and in the analysis of digital skills, as key drivers to best align the most suitable programme for their individual development, enhancing their strengths.

The first action was carried out in 2018 with the participation of more than 50 % of the management team with the aim of working on the concept of **self-knowledge**. This action, which enabled a deep dive into their knowledge regarding their abilities as leaders of transformation, represented the kick-off of a **managerial development programme, based on strengths**, made up of a set of **face-to-face workshops and individual development actions**, which will be carried out throughout 2019 and in upcoming years.

The programme includes '**peer-coaching**' actions among the participants themselves, which constitute a differentiating element from previous programmes, and which strengthens the commitment of the manager regarding his/her own professional development and that of their colleagues.

The plan pursues the development of key management behaviours that impact teams, as a lever for change.

Development efforts are focused on the **Optimal Leadership Area of each manager and individual plans are put together based on:**



The new Leading Transformation programme represents an innovative approach developed with respect to the traditional model of linear skills and competencies development (based on areas of improvement).

This programme is based on a structured methodology and has specific tools to articulate the development of work, based on levers that correlate with the effectiveness of leadership.

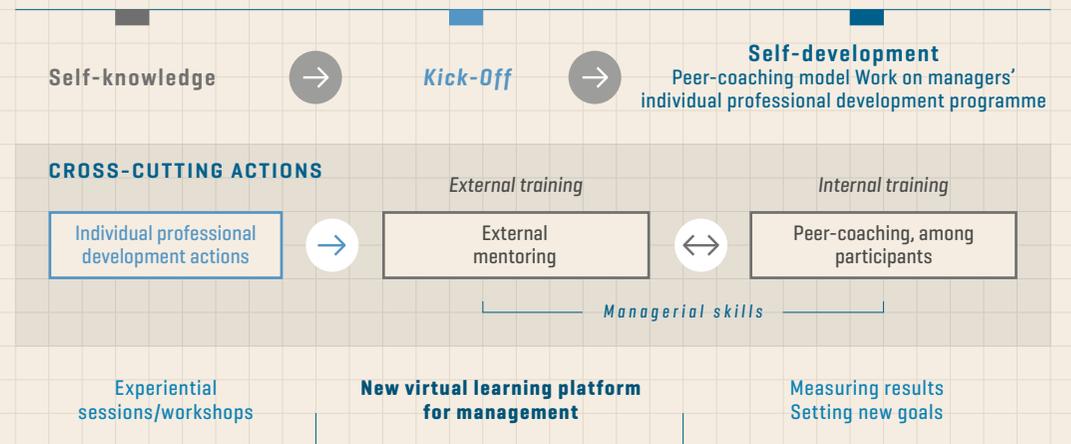
The programme has a new '**Virtual Learning Platform for Management**' which is a knowledge source that is permanently updated with different types of resources, tools and learning experiences at their disposal.

Other actions carried out by the Strategy and Leadership Institute:

- Individualised counselling support/mentoring for the integration of professionals who access the role due to promotion or by joining the Company.
- The development of female leadership continues to be supported through programmes such as the 'Promociona' programme.
- Individual training in business schools of recognised national and international prestige.

NEW CONTENT OF THE PROGRAMME

For 2019, the current programme will be supplemented with specific actions aimed at digital leadership.





Pool of PoTential PROGRAMME



CONTENTS

- Development of managerial skills.
- Leadership development programmes in business schools.
- Intensive English programme.
- Corporate cross-cutting mobility projects.

Collaboration with prestigious national and international business schools has been established for both Pool of PoTential groups:

- For the Pool of PoTential – Technical Specialists, a specific programme has been designed, in collaboration with other companies in the Spanish energy sector.
- For the Pool of PoTential – Heads of Department, a programme has been created, in collaboration with other European TSOs. This training has been held in Madrid, Barcelona and Munich in blocks of one-week residential courses.

In 2018, a third edition of the Pool of PoTential – Technical Specialists and the third meeting of the ALUMNI Programme for the Pool of PoTential – Heads of Department has been completed. Participants in the third edition, have been able to design and execute their own programme.

NEW CONTENT OF THE PROGRAMME

In 2019, the new ALUMNI Programme will be launched which will involve the participants of both Pool of PoTential groups

Red Eléctrica is committed to the development of internal potential. For this reason, and with a view to the development of new leaders for the organisation of tomorrow, two Pools of Talent programmes have been created.

Pool of PoTential – Technical Specialists.

Pool of PoTential – Heads of Department.

OBJECTIVES

- Identify and facilitate the development of employees with high potential.
- Facilitate the availability of managers which the Company is going to need, in accordance with the needs of the business and that of the renewal process of the management team itself.

- Stimulate internal promotion by managing the promotion of specialists/experts and heads of department with potential.
- Increase the engagement of the participant with the corporate project of the Red Eléctrica Group.

WHO IS IT FOR?

- Specialists/experts within the G1 professional group (technical expert).
- Heads of Department.

WHAT ARE YOU GOING TO LEARN?

- Knowledge and skills necessary to develop and consolidate the managerial potential of the participants.



KNOWLEDGE MANAGEMENT



The Red Eléctrica Group understands Knowledge Management as the set of all activities needed to create an environment in which to detect, create, transfer, use and improve knowledge within the organisation.



KNOWLEDGE MANAGEMENT

PROMOTED

through the Knowledge Management Model the applicable internal White Paper and the Implementation Plan

The Knowledge Management Model

designed by the Red Eléctrica Group in 2015, together with the internal White Paper on Knowledge Management and the Deployment Plan, has the goal of creating a framework that allows the organisation to identify initiatives to boost Knowledge Management.

Any action or project that aims at developing Knowledge Management needs to be focused, from beginning to end, on the following: have a positive impact on the business [what for?], respond to the knowledge needs of the organisation [what?], establish how the project is to be instrumented and which tools to use [how?] and shall establish key performance indicators [how much?].

DEFINITION OF KNOWLEDGE MANAGEMENT

Knowledge Management for the Red Eléctrica Group is the set of all activities needed to create an environment in which to detect, create, transfer, use and improve knowledge within the organisation.

All this will be accomplished with the suitable management of people, processes and technology, showcasing both individual and collective interests in order to satisfy the current and future needs of the business and of the stakeholders.



The general objective of the action plan is: Stimulate and promote the implementation of the Knowledge Management Model of the Red Eléctrica Group.

I) The Knowledge Management Model

The Knowledge Management Model is based on the following principles:

1. Alignment with the Strategic Plan – What for?
2. In order to generate value for the business and employees – Why?
3. To ensure the necessary flexibility – How?
4. To show constant evolution – Sustainability.

The Knowledge Management Model is structured on components that, when deployed in an interconnected way, boost Knowledge Management in different key areas of the Company.

II) Internal White Paper on Knowledge Management

This facilitates the procedures and the practical tools required to apply the Knowledge Management Model by means of:

1. A simplified explanation of the Knowledge Management Model.



THE KNOWLEDGE MANAGEMENT MODEL

is structured into components that, when deployed in an interrelated manner, enhance Knowledge Management in key areas of the Company

2. A guide for the assessment of Knowledge Management actions that help define and allocate the tools and procedures that will optimise results.
3. The description of 20 tools that allow the different initiatives included as Knowledge Management actions to be implemented.
4. Glossary of terms.

ACTION PLAN TO IMPLEMENT THE KNOWLEDGE MANAGEMENT MODEL IN RED ELÉCTRICA

The action plan has, as a general goal:

Boost and encourage the implementation of the Knowledge Management Model of the Red Eléctrica Group, establishing working guidelines that help accelerate the adoption of practices related to collaboration, knowledge transfer and exchange.

The 2016-2018 Knowledge Management Action Plan is based on a 3-tier structure:

Tier 1 - Definition of structural actions

A definition stage for the development of activities and supporting elements for knowledge management, and for establishing the specific courses of action or initiatives, according to the business challenges or needs [Strategic Plan].

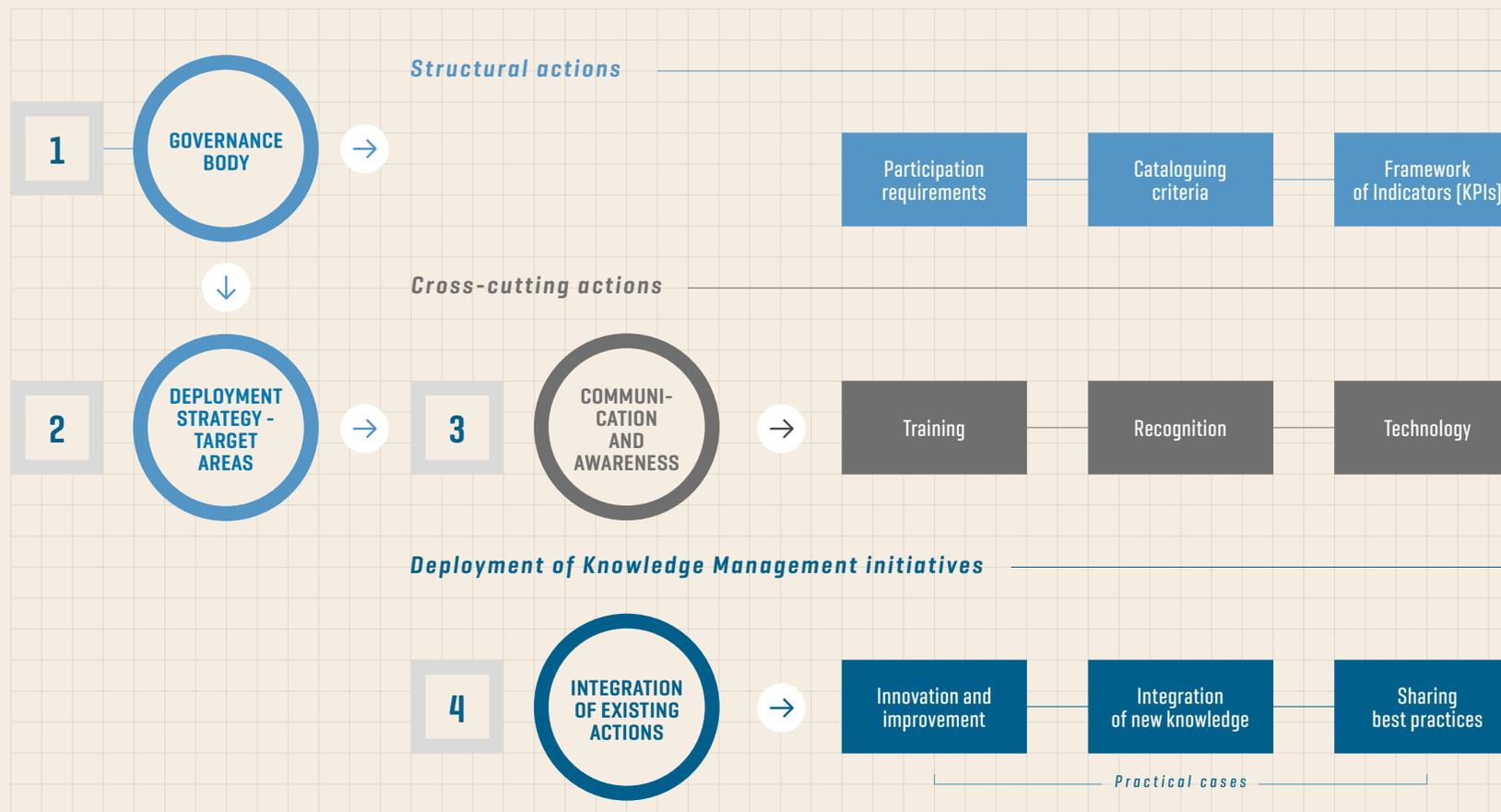


Tier 2 – Launching of cross-cutting actions

Development of the set of priority initiatives that will be the base for generating impacts that highlight the value of knowledge management, and for the incorporation of improvements and adjustments stemming from the deployment experience.

Tier 3 – Deployment of initiatives

Deployment of activities to undertake once the initiatives and supporting elements have been consolidated, in order to increase the scope of knowledge management in the greatest number of areas and sites of the Red Eléctrica Group.





PracTica PROGRAMME

Red Eléctrica is committed to the practical training of recent graduates through the PracTica and PracTica+ Programmes, which as of 2019 will be called the Young Talent Model. The model will respond to the new professional requirements, will be aligned with the Company's strategy and will be an integral part of the Company's transformation process regarding future challenges.

These programmes aim to support access to the labour market for newly qualified professionals and facilitate their future entry into the business world. These programmes, which are launched every year, are implemented through educational collaboration agreements through the following:

- The PracTica+ Programme: Aimed at recent graduates.
- The PracTica+Opera Programme: Aimed at ensuring that knowledge regarding Electricity System Operation is fully understood.

- This programme enables people to work in Electricity Control Centres.
- PracTica Programme: geared towards students in their final years of education.

- Counselling support programmes for final year degree projects.

People who join these programmes receive practical training, which makes it possible for the Company to use the training programmes as an effective source of recruitment for future selection processes. These professional development programmes are focused

on 3 levers for growth: **young talent, learning and technology.**

OBJECTIVES

- To enhance the practical training of young graduates.
- Support access to the labour market for newly qualified professionals.
- Improve their employability for their future professional career.
- Actively and voluntarily contribute towards social improvement, by bringing young recent graduates or those in their final years of education closer to the labour market.
- Strengthen our employer branding.
- Source for selection and recruitment.

WHO IS IT FOR?

- Students or recent university graduates or higher vocational training graduates.

WHAT IS LEARNED?

- Knowledge about the Company.
- Main business processes of the Company.

CONTENTS

- Practical training depending on the target business unit.

RED ELÉCTRICA DE ESPAÑA Programa PRACTICA+

Nos gusta tu energía

Potenciamos la formación práctica de jóvenes titulados

Red Eléctrica mantiene el compromiso con la formación práctica de personas recién tituladas: a través del Programa Práctica+, que contempla la creación de 62 nuevos proyectos formativos para 2017-2018.

Estos proyectos están encaminados a apoyar el acceso al mercado laboral de nuevos profesionales cualificados y a su futura incorporación al mundo empresarial.

El plazo de solicitud está abierto desde el 19 de junio al 29 de agosto de 2017 y pueden enviar su solicitud todas las personas interesadas que cumplan los requisitos de la convocatoria, incluyendo los familiares de empleados/as de la compañía.

Títulos universitarios
Titulación superior: media, grado o postgrado en las siguientes áreas:

- Ingenierías: industriales (eléctrica, energética, electrónica...), telecomunicaciones, informática, minas (recursos energéticos), organización, etc.
- Ciencias: matemáticas, ambientales, etc.
- Ciencias sociales y jurídicas: derecho, economía, administración y dirección de empresas, etc.

Idiomas

- Inglés.
- Francés.

Los candidatos/as encontrarán toda la información en la web de la Fundación SEPI (www.fundacionsepi.es), donde pondrán cumplimentar el formulario de inscripción establecido a tal efecto, conforme a las bases de la convocatoria.

efr **certificado en** **conexión** **e igualdad** **empresas** **021-ESSEI-SM017-AENOR** **agrupada en la empresa**

In 2018, Red Eléctrica had 75 interns, of which 16 belonged to the 8th edition of the PracTica+Opera Programme.

NEW CONTENT OF THE PROGRAMME

For 2019, an innovative programme proposal is being developed that will encourage the professional development of young talent and that will respond to the new training requirements and profiles that the evolution of the labour market will require.

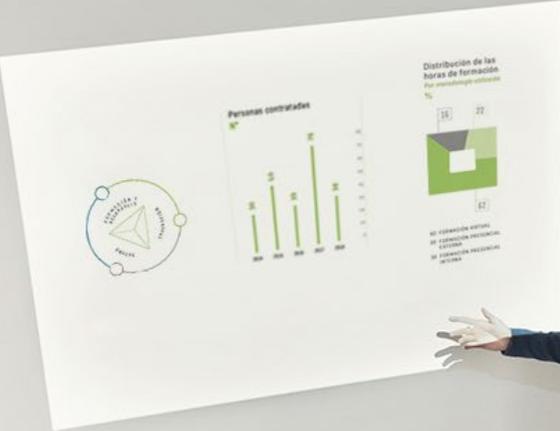
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A1

A P P E N D I X 1

TRAINING AND DEVELOPMENT PLAN





T R A I N I N G / A N D / D E V E L O P M E N T / P L A N

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
AseguraTe	C07 Works at heights (overhead lines)	Classroom-based (F2F)	7.5	Become familiar with the use of fall arrestor Personal Protection Equipment when working at heights on metal structures - following the work model described in technical document AM004.
AseguraTe	C08 Manual and mechanical cargo handling	Classroom-based (F2F)	7.5	Acquire knowledge about the existing risks and the preventive measures that are established to move cargo by manual or mechanical means.
AseguraTe	C10 Driving off-road vehicles	Classroom-based (F2F)	15	Perfecting driving techniques. Be aware of driving tactics and the preventive and maintenance measures for the vehicle, the equipment, passengers and driver. Selection of routes. Learn how to optimise equipment and recognise favourable situations when using all-terrain vehicles for movements to and from worksites.
AseguraTe	C11 Basic Fire-Fighting-Evacuation Plan	Classroom-based (F2F)	5	Make the attendees aware of the importance of carrying out preventive actions. Train the attendees about their functions as members of the Response Teams. Provide more details regarding possible incidents and the consequences of fire. Train attendees on the selection of the appropriate type of fire extinguishers; Learn about the different fire extinguishing equipment available; Understand the most appropriate techniques for the control of different fire situations; Instruct students on the action guidelines in case of fire in their respective job positions; Train the students in the management techniques of the Fire Extinction and Protection Equipment on different projects with real fire situations; Convey information in terms of safety in order to increase personal self-confidence.
AseguraTe	C12 First-Aid. CPR	Classroom-based (F2F)	7.5	Acquire the knowledge and basic techniques necessary in health and first-aid support, to keep an injured person in the best conditions to receive medical help. Learn the role of the first responder in the survival chain. Get to know how to perform cardiopulmonary resuscitation (CPR) and use the automated external defibrillators (AED). Learn to apply and use airway clearance techniques.
AseguraTe	C15 Recycling of Training regarding Workplace Risk Prevention and Electricity	Classroom-based (F2F)	5	Make students aware of the legal modifications introduced in legislation regarding risk prevention. Review the most significant aspects in this field that have occurred in our electricity facilities.
AseguraTe	C16 Felling, Pruning and Clearance Works	Classroom-based (F2F)	15	<ol style="list-style-type: none"> 1. Acquire knowledge about the basic techniques and regulatory safety measures for carrying out clearing works, pruning and felling of trees. 2. To understand the general characteristics and the operation of the different equipment, machinery and materials that are used.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
AseguraTe	C17 Elevating platforms/cherry pickers and working at heights in Substations	Classroom-based (F2F)	15	<p>WORKING AT HEIGHTS - OBJECTIVES: Get to know, understand and learn how to comply with the minimum Health and Safety National and European Regulations for the use of work equipment by workers when working at heights [Royal Decree 2177/04]; Review the minimum occupational health and safety measures to be observed and applied by workers when performing tasks and carrying out duties involving the use of electricity; Analyse and understand work-related accident ratios; Effectively use individual protection equipment; Develop habits to successfully apply the requirements that are required by the legal framework; Promote the importance of staying updated regarding information and training of workers to enhance health and safety at work; Undertake and promote prevention measures as good work habits.</p> <p>ELEVATING PLATFORMS - OBJECTIVES: Know and comply with the Regulations related to the use and operation of elevating platforms and cherry pickers, etc in different work or tasks that can be done in substations; Safeguard the physical integrity of people, equipment and facilities; Promote a safety culture: Promote safety behaviours and professionalise the use of machinery and vehicles; Inform and raise awareness among the participants about the risk associated with the use of Elevating Platforms, and understand the importance of the participants' own behaviour regarding security; Learn more about the different types of Elevating Platforms and their characteristics, how they are built and the security elements they offer, understand the use and operating rules and how they are compatible within the various workplaces; Disseminate a Management Reference guide to help detect risks, anticipate them, gauge them, and implement management techniques that can help prevent accidents.</p>
AseguraTe	C19 Safe and Efficient Driving - Passenger Vehicles	Classroom-based (F2F)	4	Acquire knowledge, habits and responsible and civic attitudes in relation to traffic; Raise awareness about a responsible attitude on the road to avoid accidents and the serious consequences they produce.
AseguraTe	C21 Working in confined spaces	Classroom-based (F2F)	7.5	Learn about and understand the legal regulations regarding confined spaces. Identify the risks associated with the performance of activities in these spaces. Learn how to apply preventive measures that need to be planned. Gain an understanding of the personal protection equipment (PPE), its use and maintenance.
AseguraTe	Raising awareness on disability	Virtual - run by REE	2	Creation of an inclusive business culture in REE that favours equal opportunities for all people.
CapaciTa	ABB Load Changeover Switches	Classroom-based (F2F)	18	Learn and understand how load regulators work, in addition to their operating and maintenance characteristics.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	ABB Power Transformer Maintenance	Classroom-based (F2F)	18	The course carries out an in-depth study of the activities that are required by transformers during their life cycle. The different diagnostic methods are analysed as well as the preventive and corrective maintenance techniques. Finally, an integrated management vision of transformers is provided, based on the analysis of the state of the equipment, the assessment of risks and in the global planning.
CapaciTa	ABB REB670 Busbar Protection	Classroom-based (F2F)	15	Learn more about and understand how it works, the principles of maintenance and the REB670 busbar differential protection test.
CapaciTa	ADIR	Classroom-based (F2F)	2	Understand how the ADIR document management system works. Learn how to use it to search for and upload documents.
CapaciTa	Adjustment Criteria for Protections	Classroom-based (F2F)	12	<ol style="list-style-type: none"> 1. Identify the magnitudes and parameters that are involved in adjustments in relation to protection systems. 2. State the main adjustments to be calculated. 3. Identify the adjustment criteria, associating them with each type of protection. 4. Illustrate the adjustment calculation techniques.
CapaciTa	Adjustments to SIEMENS 7SS (protection circuit-breaker)	Classroom-based (F2F)	26	Obtain detailed knowledge at a theoretical and practical level of the 7SS protection circuit-breaker.
CapaciTa	Adobe Indesign	Classroom-based (F2F)	12	The student will learn how to apply and perfect the use of Indesign.
CapaciTa	Advanced GIS Tech Details and diagnostic	Classroom-based (F2F)	18	Know the main technologies of GIS type substations, as well as the techniques and methodologies to analyse their correct design and operation.
CapaciTa	AGLO1. Agile methodologies for managers	Classroom-based (F2F)	3	Show the principles of agile methodologies, digital transformation and the role of managers as catalysts for the implementation of said methodologies.
CapaciTa	AGLO2. Define projects and user stories	Classroom-based (F2F)	5	Obtain a strategic vision of projects and learn to define a project in a more detailed way, based on user case studies.
CapaciTa	AGLO3. Execution of SCRUM and KANBAN projects	Classroom-based (F2F)	3	The execution dynamics of a project based on Scrum methodology will be explained, as well as the team-building guidelines.
CapaciTa	AGLO4. Advanced aspects - Agile methodologies	Classroom-based (F2F)	3	How to use agile methodologies in large corporations and for large projects, when the development involves several teams that work in different phases.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	ArcGIS	Classroom-based (F2F)	15	<p>Provide the basis for the understanding of what a Geographic Information System based on ESRI technology is.</p> <ul style="list-style-type: none"> - Study the main functions of a Geographical Information System and how geographic databases are integrated into a map. - Analyse the coordinate systems and the main projections, how to design an ArcMap map/layout. - Work with the main data formats: vector, raster, MDT. - Learn how to obtain geographic data and how to manage it with ArcGIS and work with the main query methods available using the ArcGIS Desktop (attributes, spatial and interactive localisation). - Understand the integration of the ArcGIS application in REE. Menus, modifications, queries, integration with REE databases etc. - Add and connect with WMS & WFS Remote Services. - Understand the most important geoprocessing tasks for decision making. - Visualisation of information in 3D.
CapaciTa	ArcGIS	Classroom-based (F2F)	15	<p>Provide the basis for the understanding of what a Geographic Information System based on ESRI technology is.</p> <ul style="list-style-type: none"> - Study the main functions of a Geographical Information System and how geographic databases are integrated into a map. - Analyse the coordinate systems and the main projections, how to design an ArcMap map/layout. - Work with the two main data formats: vector, raster. - Learn how to obtain geographic data and how to manage it with ArcGIS and work with the main query methods available using the ArcGIS Desktop (attributes, spatial and interactive localisation). - Understand the integration of the ArcGIS application in REE. Menus, modifications, queries, integration with REE databases, ...
CapaciTa	Automated Control System - Generation (RCP)	Classroom-based (F2F)	4	Understand how RCP works at a theoretical and practical level.
CapaciTa	Auxiliary services - nuclear power stations	Virtual - run by REE	6	Learn about the power sources of the auxiliary services of the nuclear power plants, to monitor the risks that the loss of any one of the elements that have an impact on the feeding of said auxiliary services.
CapaciTa	Auxiliary services - substations	Classroom-based (F2F)	10	Understand the characteristics and functionalities of the services.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Basic communications. Substation on-call teams	Classroom-based (F2F)	7	Train the personnel of the substation on-call team so they have the practical knowledge necessary to support the telecommunications on-call team in the identification of faults and also for the restoration of critical services, provided that these actions involve the carrying out of basic manoeuvres on the equipment (identification of alarms, resets, replacement of circuit boards if available, etc.); following the indications of the telecommunications on-call team.
CapaciTa	Basic electricity	Virtual - run by REE	8	Provide the basic knowledge of electricity and the main elements that make up an electricity system.
CapaciTa	BDI Web	Classroom-based (F2F)	8	Get users to use the Facilities Database properly. To convey a global and general vision of the contents and features of the tool, so that users can maximise the possibilities it offers them.
CapaciTa	Big Data and Data Science	Classroom-based (F2F)	24	The objective of this training course is to provide knowledge that allows participants to answer questions such as: What is Big Data? When to consider that the problem is Big Data. What does the application of Big Data techniques contribute to the more traditional Automatic Learning. What data sources are available - Which analysis techniques are more appropriate. Establishment of criteria for use - Relationship between data warehouse and Big Data - Relationship between Big Data, prediction, trend identification or patterns - Relevance of traditional analytical algorithms - Appropriateness of using non-SQL Databases - Application examples.
CapaciTa	Bus Differential protection - SEL-487B	Classroom-based (F2F)	25	Know and understand the tools, criteria, methodologies and functioning of bus differential protection SEL-487B of the manufacturer SEL.
CapaciTa	Bus Differential protection - SEL-487B (OSS)	Classroom-based (F2F)	20	Know and understand the tools, criteria, methodologies and their function.
CapaciTa	Comprehensive digital control system. Maintenance	Classroom-based (F2F)	15	Get to know and understand the main techniques and maintenance practices regarding the existing direct current equipment in substations.
CapaciTa	Coordination of insulation for HV lines	Classroom-based (F2F)	17	The objective is to analyse the particular characteristics and actions that ensure the correct coordination for the insulation of an electricity system. Similarly, the actions and the equipment necessary to achieve these objectives are studied, such as the shielding and insulation of lines, as well as the effect of grounding. The programme of the course is aimed at high-voltage lines, both overhead and insulated cable.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Cyber-security specialisation course - Certification	Classroom-based (F2F)	4	This course offers a deep-dive into the fundamentals and governance of cybersecurity, architectures, policies, strategy and standards, risk analysis and management, regulatory and operational framework of cybersecurity, critical infrastructure, cyber-intelligence, management of incidents, best practices and soft skills of the figure of the Information Security Officer.
CapaciTa	Digital Competencies	Virtual - run by REE	12	Know and learn to use the new features of the new Spectrum 3.11 System and its differences with respect to version 3.8;
CapaciTa	DigSILENT - stability small signal	Classroom-based (F2F)	30	The objective of this course is to learn how to use electricity systems simulation software for conducting small signal studies.
CapaciTa	Dynamic PSS/E	Classroom-based (F2F)	18	Generate scenarios for the national electricity system to carry out transient stability studies. Analyse and understand the results and behaviours of the different elements that make up the grid.
CapaciTa	Earthing Operations in Substations	Classroom-based (F2F)	18	Understand the basic design and calculation criteria to take into account in the safe execution of projects for high-voltage facilities, both for staff and equipment. The course is designed in such a way that the theory is supported by practical cases to promote the subsequent application of the course material. In addition to the theoretical aspects, the course has an important practical component through the analysis of several examples following the Spanish Regulation.
CapaciTa	Economic and financial aspects	Virtual - run by REE	4	Get to know and understand the basic economic aspects related to commercialisation of electricity and the current pricing system.
CapaciTa	Economic regulation of the electricity sector	Classroom-based (F2F)	5	Get to know and understand what the regulation is, its evolution in Spain, as well as the cost of the electricity supply and its impact on the electricity bill.
CapaciTa	EIMES. GQ03 Quality	Classroom-based (F2F)	3	Define the fundamental concepts of power measurement. Analyse REE's regulations regarding the management of measurement, inspection and test equipment.
CapaciTa	Electrical Configuration of Substations	Virtual - run by REE	8	Acquire knowledge about the elements that make up a substation and how they are classified. Understand the components used in the configuration of a substation and learn how to design it from an electrical point of view.
CapaciTa	Electrical Equipment - Load Connection	Virtual - run by REE	8	Learn about the equipment of the Transmission grid that is affected by inrush current phenomenon. Understand the physical phenomenon and what causes inrush currents. Analyse the ways to minimise the impact of inrush current on the system.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Electrical machines	Virtual - run by REE	12	Cover and discuss the different electrical machines in the transmission grid. Explain the working principle, as well as their function in the grid, their constitution and the type of protection they offer.
CapaciTa	Electricity substation design. Introduction	Classroom-based (F2F)	24	Understand, at a theoretical-practical level, the fundamentals of design and operation of high-voltage substations and transformer stations.
CapaciTa	Energy Economics (Specialisation Course)	Classroom-based (F2F)	130	Course language: 100% English. First, students should understand a variety of relevant economic issues on energy. However, the purpose is not to cover all of them. Second, students should learn how to use economic tools for dealing with energy problem. The homework assigned will be essential for that purpose. Third, the student should be able to go deeper into any energy topics of their interest. A reading list and a list of papers will be provided for that purpose.
CapaciTa	e-SIOS	Classroom-based (F2F)	5	Get to know and understand the System Operator Information System (SIOS) to perform operational follow-up of the scheduling of the different electricity markets for the management and operation of the Spanish electricity system.
CapaciTa	EU Clean Energy Package	Classroom-based (F2F)	50	Get to know and understand the content, challenges and opportunities that the new EU Clean Energy Package implies, which sets the energy efficiency and renewable energy targets for the 2030 horizon.
CapaciTa	EU Electricity Network Codes	Virtual - run by external provider	64	Get to know and understand the electricity codes, especially the market codes, as well as the interactions of the market codes with the System Operation codes.
CapaciTa	FACTS Devices	Classroom-based (F2F)	15	Learn and understand more about FACTS Electronic Devices used in the Transmission Grid.
CapaciTa	FACTS Maintenance. Torres del Segre	Classroom-based (F2F)	14	Get to know and understand the intervention procedures for the maintenance of FACTS in Torres del Segre.
CapaciTa	Fibre Optic Cables	Classroom-based (F2F)	9.5	Provide the basic theoretical knowledge about fibre optic cables.
CapaciTa	Finance for Non-Financial People	Classroom-based (F2F)	16	To become familiar with the concepts, operations and language of finance (accounting concepts / fundamentals; annual accounts; accounting method). Understanding Financial Statements, and extract the main messages that are obtained from their analysis (balance sheet, profit and loss account, state of cash flows). Get to know the basic areas and tools used for the analysis of Financial Statements (analytical tools, areas of analysis).



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CapaciTa	Finance for Non-Financial People	Classroom-based (F2F)	11	Provide the essential knowledge of financial fundamentals, tools and practices, as well as how to assess investments.
CapaciTa	Foundations for overhead line towers	Classroom-based (F2F)	10	Get to know and understand the fundamental concepts to be taken into account when calculating the foundations for electricity towers for high-voltage overhead lines. Above ground level foundations will be addressed mainly with emphasis on the foundations of REE's standardised towers.
CapaciTa	Functioning of the electricity market	Classroom-based (F2F)	16	Understand the operation and also how to interpret the rules of the Spanish electricity market.
CapaciTa	GEMAS Algorithm	Classroom-based (F2F)	4	Understand the GEMAS calculation algorithm to be able to review the calculations made and understand their consistency.
CapaciTa	GEMAS. Maximum Admissible Wind Power Generation	Classroom-based (F2F)	5	Get to know the GEMAS application, which allows maximum generation orders to be sent in real time to wind-power generation production control centres.
CapaciTa	General Service Restoration Plans - Peninsular System	Virtual - run by REE	6	Get to know, understand, interpret and execute the General Plans for Service Restoration, in the event of a widespread incident in the Peninsular Transmission Grid (whether of a national or zonal impact), being aware of the actions that must be carried out by the REE Control Centres (CECOEL and CECORE), and the Control Centres of the Generation Agents and those of the Distribution Agents.
CapaciTa	GIS Technology. Gas Insulated Substations	Virtual - run by REE	15	Learn more about gas-insulated technology used in substations. Identify the elements that make up a GIS system, analysing their components and the way they work.
CapaciTa	GPS Trimble GeoXT 2008	Classroom-based (F2F)	6	Provide a general description of the operation of the GPS equipment Trimble GeoXT 2008, including theoretical and practical aspects.
CapaciTa	Grounding of underground lines	Classroom-based (F2F)	21	Design and analyse the different grounding systems for underground lines.
CapaciTa	Grounding Systems	Classroom-based (F2F)	10	Description, necessity and importance of the earthing systems The objective of the course is fundamentally practical, it includes a initial theory session and afterwards measurements will be made in the field. The course is aimed at both line and substation technical specialists.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	GTD® Fundamentals & Implementation Lab	Classroom-based (F2F)	12	Collect data using IT tools (leak-proof) all that which is required to make a decision. - Decide the nature of each data item collected and what needs to be done with it. - Create suitable organisational categories to track projects, actions and reference material. - Develop support processes to stay up to date and maintain clarity on a regular basis. - Confidently decide and execute the chosen options, without delay, and manage priorities in an appropriate way. - Application and practice of all the above.
CapaciTa	Handling of SF ₆ gas - High-Voltage Equipment	Classroom-based (F2F)	20	Acquire the necessary knowledge for the handling of SF ₆ gas in accordance with EC-842/2006 Standard.
CapaciTa	High-voltage grid power electronics	Classroom-based (F2F)	14	Understand and learn about the equipment available, its operating principles and the main applications motivated by the growing implementation in the high voltage grid of different electronic devices which offer various functions such as controlling voltages, power flow, frequency etc.
CapaciTa	High-Voltage Lines	Virtual - run by external provider	75	Study the current and future technologies of overhead lines and insulated high-voltage cables, including the project and construction phases.
CapaciTa	High-Voltage Lines	Virtual - run by REE	75	Study the current and future technologies of high-voltage lines - including the project and construction phases.
CapaciTa	High-Voltage Substations	Virtual - run by external provider	75	Study the current and future technologies of high-voltage substations including the project and construction phases.
CapaciTa	High-voltage switchgear	Virtual - run by REE	8	Get to know and understand the functionality of electricity switchgear used in high-voltage systems, how they are manufactured and which are their operational features.
CapaciTa	HV Circuit-Breakers and Switchgear. Maintenance	Classroom-based (F2F)	18	Know and understand the functionality, constructive and operation characteristics of HV circuit-breakers and switchgear and learn how to perform maintenance on them.
CapaciTa	HV electricity infrastructure projects	Virtual - run by external provider	75	Analyse the legal background that regulates the design and construction of high voltage power infrastructure. Study the basic technical aspects of the Spanish electricity system, including the design parameters of its facilities/infrastructure.
CapaciTa	HV Switches. ABB. Maintenance	Classroom-based (F2F)	18	Get to know and understand the main techniques and maintenance practices to be performed on the switches manufactured by ABB and installed in the transmission grid.
CapaciTa	HVDC I & HVDC-LCC Technology	Virtual - run by REE	4	Cover and discuss the basic aspects of electricity transmission in high-voltage direct current, including a short functional description of the two existing technologies LCC and VSC. Cover the basic aspects of conventional or HVDC-LCC technology.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	IEC61850 Standard	Classroom-based (F2F)	24	Training on the IEC61850 protocol.
CapaciTa	Insulated Cables	Virtual - run by REE	15	Learn about the technology of isolated high-voltage electricity transmission cables, as well as the characteristics of REE's standardised cables. Analyse the phases and stages for the construction of an isolated cable line. Understand the basic design criteria to take into account when undertaking a project regarding isolated cable lines.
CapaciTa	Integrated Control System: NÚCLEO	Classroom-based (F2F)	32	Get to know and understand the creation, modification and management of NÚCLEO databases.
CapaciTa	Integrated Control System: TELVENT	Classroom-based (F2F)	32	Get to know and understand the creation, modification and management of TELVENT/SCHNEIDER databases.
CapaciTa	Integrated control system: INGETEAM.Man	Classroom-based (F2F)	32	Get to know and understand the creation, modification and management of INGETEAM databases.
CapaciTa	Introduction to Protection Systems	Classroom-based (F2F)	20	Learn more about and understand the basics of how REE's protection systems work.
CapaciTa	IP equipment and technology	Classroom-based (F2F)	18	Introduction to IP networks and their implementation in REE.
CapaciTa	ISODEL Mod. HP-500 Switches	Classroom-based (F2F)	22	Get to know and understand the criteria, methodologies and operation of ISODEL switches.
CapaciTa	ISODEL Switches. Multi-purpose Model HFF	Classroom-based (F2F)	21	Get to know and understand the criteria, methodology and functioning of ISODEL switches, Multi-purpose Model HFF-72, so the participant can be qualified for installing and commissioning this type of switch, as well as learning the corrective and predictive maintenance operations associated with it.
CapaciTa	Line protection - 7SL87	Classroom-based (F2F)	25	Know and understand the tools, criteria, methodologies and functioning of the line protection 7SL87 of the manufacturer Siemens.
CapaciTa	Line protection - 7SL87 [DSS]	Classroom-based (F2F)	20	Know and understand the tools, criteria, methodologies and functioning of the line protection 7SL87 of the manufacturer Siemens.
CapaciTa	Line protection - INGEPACK EF-LD	Classroom-based (F2F)	25	Know and understand the tools, criteria, methodologies and functioning of the line protection INGEPACK EF-LD of the manufacturer Ingeteam.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Line protection - INGEPACK EF-LD (DSS)	Classroom-based (F2F)	20	Know and understand the tools, criteria, methodologies and functioning of the line protection INGEPACK EF-LD of the manufacturer Ingeteam.
CapaciTa	Line protection - SEL411-L	Classroom-based (F2F)	25	Know and understand the tools, criteria, methodologies and functioning of the line protection SEL-487B of the manufacturer SEL.
CapaciTa	Line protection - SEL411-L (DSS)	Classroom-based (F2F)	20	Know and understand the tools, criteria, methodologies and functioning of the line protection SEL411-L of the manufacturer Ingeteam.
CapaciTa	Maintenance civil works	Classroom-based (F2F)	13.97	Present the main pathologies related to civil works and construction of facilities, which usually occur and can occur in the construction of industrial facilities and especially in Substations of REE. Describe the different solutions to correct them, with special emphasis on the construction processes for the possible impact on in-service facilities.
CapaciTa	Maintenance Management (HV Electricity Infrastructure)	Virtual - run by REE	75	Address the aspects related to the management of the maintenance of the high-voltage facilities, such as maintenance models and plans, environmental management, safety, etc.
CapaciTa	Maintenance mgmt. of HV electricity infrastructure	Virtual - run by external provider	75	Review and learn about the aspects related to the management of the maintenance of high-voltage facilities, such as the models and plans regarding maintenance, environmental management, safety, etc.
CapaciTa	Maintenance of Direct Current Equipment	Classroom-based (F2F)	10	Acquire the most relevant knowledge to be able to carry out the maintenance tasks for the different systems and technologies of rectifiers and batteries that REE has available. The course is oriented towards preventive maintenance tasks of these systems.
CapaciTa	Maintenance of HV lines	Classroom-based (F2F)	21	Get to know and understand the main techniques and maintenance practices regarding high-voltage lines.
CapaciTa	Maintenance techniques - HV cables	Virtual - run by external provider	75	Get to know and learn the different maintenance techniques of high voltage cables (different types, terminals, earthing systems, etc.).
CapaciTa	Maintenance techniques - HV cables	Virtual - run by REE	75	Learn more about and understand the different maintenance techniques for high-voltage cables, the different types, the terminals, earthing systems, etc.
CapaciTa	Maintenance techniques - HV overhead lines	Virtual - run by external provider	75	Study the different maintenance techniques of high voltage overhead lines, focusing on the care and treatment of the different components.
CapaciTa	Maintenance techniques - HV overhead lines	Virtual - run by REE	75	Study the different maintenance techniques for high-voltage overhead lines, putting special emphasis on the different maintenance applied to the various components that make up a high-voltage overhead line.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Maintenance techniques - primary substation systems	Virtual - run by external provider	75	Analyse the maintenance techniques of the primary substation systems in their different technologies and functions.
CapaciTa	Measurement and test of HV switches	Virtual - run by REE	4	Facilitate the understanding of the tests on HV switches using testing equipment. Properly perform the tests for the maintenance of switches.
CapaciTa	Measurement and test of HV switches	Classroom-based (F2F)	6	Facilitate the understanding of the tests on HV switches using testing equipment. Properly perform the tests for the maintenance of switches.
CapaciTa	Measurements - Optical Fibre	Classroom-based (F2F)	8	Acquire practical knowledge of fibre optic measurements.
CapaciTa	MESA Disconnectors	Classroom-based (F2F)	15	Understand and practice the fundamental concepts of maintenance and commissioning of MESA disconnectors.
CapaciTa	MOVIMAN	Classroom-based (F2F)	7	Explain and discuss the use of the new mobility device in REE.
CapaciTa	Multi-functionality - protection schemes	Classroom-based (F2F)	15	Get to know and understand the new multi-functionality philosophy of protection schemes.
CapaciTa	Negotiation techniques	Classroom-based (F2F)	14	Learn how to negotiate successfully, confidently and following professional ethics (HARVAD method).
CapaciTa	Nuclear power stations	Virtual - run by REE	2	Get to know and understand the specific characteristics of nuclear power stations.
CapaciTa	OMICRON CMC Testing Case	Classroom-based (F2F)	15	<ol style="list-style-type: none"> 1. Identify the components of the equipment. 2. Outline the test modules associated with the OMICRON testing case. 3. Illustrate the testing techniques of each module. 4. Apply the test techniques to the protection test.
CapaciTa	Operational Risks	Virtual - run by external provider	13	Review the most relevant aspects of the risks inherent in the activity in the financial markets. Address all theoretical and practical aspects of operational risk. Review the main ones. Discuss quantitative tools necessary for the analysis of these risks.
CapaciTa	Operator for a day	Classroom-based (F2F)	3	Get a closer look at and learn more about the activity that takes place in the control centre from a practical approach.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Operator of Local Manoeuvre Operation Certification. REE Practical	Classroom-based (F2F)	16.5	Provide the necessary practical training to REE employees for their certification as Local Operators in REE facilities.
CapaciTa	Operator of Local Manoeuvre Operations Certification. REE Theory	Classroom-based (F2F)	19	Provide the necessary theory training to REE employees for their certification as Local Operators in REE facilities.
CapaciTa	Oscillations, PMU and WAMS system	Classroom-based (F2F)	6	Become familiar with the phenomena of small signal oscillations and learn to use the wide area monitoring system (WAMS) and the advanced monitoring functions available in this system.
CapaciTa	Other systems required for HV Electricity Infrastructure	Virtual - run by external provider	75	Review and learn about the systems required for the correct functioning of high-voltage facilities.
CapaciTa	Overhead lines	Virtual - run by REE	12	Discuss the need for electricity lines. Describe the types of lines of the transmission grid. Define the elements of the lines and identify them according to their function, technology, etc. Define the basic electrical constants in transmission lines. Present the electrical phenomena that occur in line conductors.
CapaciTa	P&G Maintenance Management. HV electricity infrastructure	Virtual - run by REE	75	Address all aspects related to the management of the construction of high-voltage transmission infrastructure, such as financing, environmental management, Human Resources, etc.
CapaciTa	P&G Management of HV electricity infrastructure	Virtual - run by external provider	75	Address all aspects related to the management of the construction of high-voltage transmission infrastructure, such as financing, environmental management, Human Resources, etc.
CapaciTa	Physical Security - Fire Detection Installation	Classroom-based (F2F)	10	Provide fire protection training adapted to the unique characteristics of REE's activities, in relation to understanding the Regulation applicable in PCI matters regarding substations and transformer substations. Carry out a risk identification process. Propose equipment separation measures in a substation. Identify compartmentalisation problems and propose corrective actions - Propose fire automatic detection protection systems, extinguishing equipment in facilities; smoke ventilation; - Learn about the operation and design principles of basic fire protection systems.
CapaciTa	Pilots of LAT inspection drones. Recycling course	Classroom-based (F2F)	15	Recycling REE pilots of Remotely Piloted Aircraft for the safe inspection of electricity transmission infrastructure, following low-risk aeronautical operation schemes [Very Light Rotorcraft] as established by AESA, and REE's safety standards.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Post-Construction Projects for HV electricity facilities	Virtual - run by external provider	375	The general objective of the course is to train the student in the different technical and management disciplines that are necessary throughout the project phase and construction phase of high-voltage lines and substations. The methodology is virtual with classroom-based exams.
CapaciTa	Post-maintenance. HV infrastructure	Virtual - run by external provider	375	The overall objective of this course is to teach students the different technical and management competencies that are needed in the design and construction phases of high-voltage lines and substations projects. The methodology is virtual with classroom-based exams.
CapaciTa	Power and Voltage Transformers	Classroom-based (F2F)	18	The objective of the course is to acquire a global vision of power and voltage transformers. Firstly, the physical and electrical concepts needed to understand how they work are addressed, then the technology and components are analysed. Finally, the maintenance techniques applicable to these types of equipment are addressed.
CapaciTa	PowerPivot analysis	Classroom-based (F2F)	12	Use the different PowerPivot tools to analyse information from different perspectives.
CapaciTa	PreDESC	Classroom-based (F2F)	4	To understand the new functionality of the tool used to manage transmission grid work requests (DESC), so that the person making the work request, can also be the person who registers the request.
CapaciTa	Programming in Python	Classroom-based (F2F)	20	Acquire the necessary knowledge about programming with Python (programming language).
CapaciTa	Programming in Python	Classroom-based (F2F)	20	Acquire the necessary knowledge about programming with Python (programming language).
CapaciTa	Programming in Python	Classroom-based (F2F)	20	Acquire the necessary knowledge about programming with Python (programming language).
CapaciTa	Project management. PMI Standard.	Classroom-based (F2F)	10	Establish a JOINT VISION of REE's Projects; Standardise a COMPREHENSIVE and UNIFIED PERSPECTIVE of REE's Projects; Work with a COMMON LANGUAGE for Projects: avoid overlaps, improve efficiency.
CapaciTa	Protection systems	Virtual - run by REE	8	Discuss the need for protection equipment. Understand the role of protection equipment and its features. Demonstrate the use of protection systems. Identify the technology and trends in protection systems.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	PSSE-33 Operation. Operation tools in the event of faults	Classroom-based (F2F)	5	Understand and learn how to manage PSSE-33 when faced with faults of applications of the system operation tools.
CapaciTa	Pumped-Storage Power Stations	Classroom-based (F2F)	25	The objective of the course is to provide an understanding of the fundamental aspects regarding how pumped-storage power stations work, taking water, as a resource, and the consumption of electricity required in the process.
CapaciTa	Purchasing Expert	Blended Learning	430	Provide the employee with technical tools that facilitate their day-to-day decisions. Establish purchasing specifications and planning. Improve stock management. Define relationships with suppliers. Establish the basis of effectiveness in the management of purchases. Negotiate the continuous improvement of suppliers' services. Highlight the concepts and ethical rules related to purchasing/procurement.
CapaciTa	R.C.P. Shared Regulation (Peninsular)	Virtual - run by REE	6	Learn about the functioning of the RCP at a theoretical and practical level.
CapaciTa	Raise awareness on industrial cyber-security	Classroom-based (F2F)	6	Get to know cyber-security criteria for acquisitions, installations, repairs, software renewals and removal of waste from telecommunication, remote control and protection and measurement systems.
CapaciTa	Reading and Interpreting Electrical Diagrams	Classroom-based (F2F)	15	Acquire the necessary knowledge for the reading and interpretation of the drafted substation control and protection layout plans. The course is focused on a practical level, so that the student acquires the necessary skills to use substation documentation properly.
CapaciTa	Recycling of staff responsible local manoeuvre operation	Classroom-based (F2F)	13	Review the most relevant aspects of the activity to be carried out by the personnel responsible for local manoeuvre operation in REE substations.
CapaciTa	Regasification plants	Virtual - run by REE	6	Learn about the characteristics of regasification plants, their location, the electricity substations from which they are fed and the references to regasification plants considered in the documents of REE: PRS and NIO.
CapaciTa	Regulatory aspects of the electricity sector	Virtual - run by REE	4	Get to know and understand the basic aspects of the regulation regarding the operation of the Spanish Electricity Sector.
CapaciTa	Remote Testing of Protections - SEL	Classroom-based (F2F)	15	<ol style="list-style-type: none"> 1. Identify the magnitudes and parameters related to electricity lines. 2. Outline the remote testing techniques for relays. 3. Illustrate the remote testing techniques for relays. 4. Associate testing techniques to remote protections. 5. Apply the points above to the remote relay testing.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Renewable energy	Virtual - run by REE	2	Understand and learn more about the fundamental aspects of renewable energy and the main methods used to maximise "renewable" resources for energy production.
CapaciTa	Resolution of technical constraints	Virtual - run by REE	5	Know and understand the basic principles of the electricity market for the resolution of technical constraints corresponding to scheduled energy resulting from the production markets, as well as those that may appear in real time.
CapaciTa	Royal Decree 337/2014. High-Voltage regulation substations	Classroom-based (F2F)	24	Get to know and understand the contents and modifications of Royal Decree 337/2014 on High Voltages in Substations.
CapaciTa	SCHNEIDER Smart Relays	Classroom-based (F2F)	18	<ol style="list-style-type: none"> 1. Identify Schneider's smart relays. 2. Outline the testing techniques smart relay. 3. Illustrate Schneider's smart relay maintenance techniques. 4. Apply the above points to the equipment.
CapaciTa	SCI XBU de SAC	Classroom-based (F2F)	32	Understand the creation, modification and management of SAC / ARTECHE databases.
CapaciTa	Settlements for Renewable Gen. Facilities	Classroom-based (F2F)	8	Understand how settlement mechanisms work for agents under the Renewable Energy Generation Regime of the Spanish electricity market.
CapaciTa	SIEMENS line protections	Classroom-based (F2F)	24	Get to know and understand the criteria, methodologies and operation of SIEMENS line protections.
CapaciTa	Smart Grids	Virtual - run by REE	20	Understand and learn more about: The fundamentals of why there is a current need to evolve towards a smarter electricity system. What has been the transition from the current passive grids to the more active grids needed to face the challenges of the future. How new distributed energy resources are integrated, among which the following are noteworthy: Distributed generation, electric vehicles, demand-side management and energy storage.
CapaciTa	Stabilise small disturbances in electricity systems	Classroom-based (F2F)	19.5	The objective of the course is to provide REE technical staff the fundamental concepts regarding the stability when faced with small disturbances in electric power systems.
CapaciTa	Statistical Methods using Microsoft Excel	Classroom-based (F2F)	14	Train attendees in the knowledge necessary to work effectively with statistical methods. The participants will practice with real examples that allow them to study in greater depth the statistical problems.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Substation Local Manoeuvre Operations. Theory	Virtual - run by REE	8	Learn the different phases that intervene in the performance of local operation/ manoeuvres (prior analysis, preparation and execution), as well as the degree of responsibility of the people who take part.
CapaciTa	Substation maintenance - civil works	Classroom-based (F2F)	18	The aim of this course is to gain a deeper knowledge on how to resolve issues which arise in civil works at substations as a result of the ageing of the facilities.
CapaciTa	Switch testing equipment	Classroom-based (F2F)	5	Acquire the necessary knowledge to perform diagnostic tests on switches.
CapaciTa	System Operation Markets	Virtual - run by REE	5	Understand the operation and also how to interpret the rules of the Spanish electricity market.
CapaciTa	Telecommunications	Virtual - run by REE	5	Cover and discuss the different terms, elements and technologies used in REE regarding telecommunications, as well as how they are implemented.
CapaciTa	Telecommunications	Classroom-based (F2F)	5	Cover and discuss the different terms, elements and technologies used in REE regarding telecommunications, as well as how they are implemented.
CapaciTa	Telecommunications control and other systems	Virtual - run by external provider	75	Cover the maintenance techniques and practices used for the systems required for the correct functioning of high-voltage facilities/infrastructure.
CapaciTa	Telecommunications control and other systems	Virtual - run by REE	75	Cover the maintenance techniques and practices used for the systems required for the correct functioning of high-voltage facilities/infrastructure.
CapaciTa	Testing HV and Mid-Voltage cable jackets	Classroom-based (F2F)	13	Provide the student with the necessary knowledge to perform tests on high and medium voltage cables, thus providing the ability to analyse the condition of the jacket insulation.
CapaciTa	Thermal power stations	Virtual - run by REE	2	Get to know and understand the main aspects of electricity generation technologies using fossil fuels.
CapaciTa	Thermography	Classroom-based (F2F)	10	Acquire the fundamental physical concepts of infrared thermography. Understand the techniques and good practices for conduct thermography. Learn to interpret the results of thermography properly.
CapaciTa	Topography (for line technical specialists)	Classroom-based (F2F)	15	Explain the basic topography concepts that must be mastered by line maintenance technicians. The course includes a theory part and a practical part to reinforce the concepts expressed with the use of GPS and the total station.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Underground lines	Classroom-based (F2F)	18	Acquire the necessary knowledge about underground lines.
CapaciTa	Visits to Electricity Substations	Classroom-based (F2F)	4	Learn more about the physical topology of a substation and how the different elements that it is comprised of work.
CapaciTa	Visual Basic applied to Microsoft Access	Classroom-based (F2F)	15	Understand Visual Basic programming applied to MS Access. Create and modify macros that allow processes to be automated. Design of advanced queries, forms and related reports through the creation of a management system.
CapaciTa	Visual Basic applied to Microsoft Excel	Classroom-based (F2F)	15	Introduction to object-based programming for the automation of tasks, creation of new functions and procedures in this application. Learn how to connect applications to the internet in order to better optimise work time and achieve a higher level of reliability in how these applications work.
CapaciTa	Visual Basic applied to Microsoft Word	Classroom-based (F2F)	18	Understand object-based programming to automate tasks, creation of new functions and procedures in this application. Strengthen word processing activities and integrate into Word other Office applications such as Microsoft Excel in order to better optimise work time and achieve a higher level of reliability in how these applications can be used.
CapaciTa	Vizimax Relay - switching manoeuvres	Classroom-based (F2F)	30	Know in a theoretical and practical way the equipment of the manufacturer called Vizimax; Controlled switching relay SynchroTeq Plus [SQT Plus] and SynchroTeq Communication Module [STCM]. - Learn how to install, use and maintain the SynchroTeq Plus; - Understand how to eliminate switching transients using the SynchroTeq Plus.
CapaciTa	Voltage transformer. ARTECHE. Maintenance	Classroom-based (F2F)	14	Analyse different diagnostic methods as well as preventive and corrective maintenance techniques. Apply the acquired knowledge when performing equipment maintenance.
CapaciTa	Wind power stations	Virtual - run by REE	3	Get to know and understand the principles regarding wind energy generation and the most important technologies associated with wind power stations.
CapaciTa - Skills	Adaptation and Change Management	Virtual - run by external provider	30	Accept changes and/or decisions, even if they are contrary to one's point of view. Adapt working conditions or rhythm when dealing with unforeseen events, without it affecting performance. Apply the proposed changes demonstrating a constructive attitude when faced with new situations, adapting planning and reorganising resources and priorities. Modify behaviours when adopting different points of view and seeking out and listening to different approaches that expand knowledge and vision about a given situation. Adapt the style of relationship and communication depending on that of your interlocutor.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa - Skills	Coordination of teams	Virtual - run by external provider	50	Foster team spirit, seek group cohesion, encourage cooperation and not competition. Integrate contributions and different points of view among people of one's team.- Publicly acknowledge the merit of the group members who have participated in the work carried out; Promote the ideas and contributions of others, win-win negotiation techniques to reach agreements; Resolve the conflicts that occur in teams; Engage, involve and motivate team members; Proactively cooperate with other teams.
CapaciTa - Skills	Customer orientation	Virtual - run by external provider	30	Fulfil commitments and serve the customer. Provide responses to customer questions, issues or complaints. Meet their needs and expectations. Maintain contact with the customer to learn and understand more about their expectations and satisfaction. Improve the service provided and take care of your person of contact. Get personally involved in solving the client's problems. - Anticipate the needs of the client. Advise the client, above and beyond their expectations. - establish relationships with the client that may have a positive impact on several departments.
CapaciTa - Skills	Global Vision of REE	Virtual - run by external provider	50	Identify the duties and responsibilities of one's job position, understand the goals associated with one's job position and those of its organisational unit. Understand the interests of other organisational units, as well as the objectives and performance indicators of one's business area. Know the contribution of your business unit to the Company and identify opportunities to contribute from your unit, balancing and aligning interests between business units. - Show a strong engagement with respect to the REE's vision, values and strategies from a comprehensive and future vision.
CapaciTa - Skills	Initiative and Problem solving	Classroom-based (F2F)	6	Increase the capabilities and opportunities for the identification of risks/threats, how to proactively ask to solve doubts, etc. - Encourage and foster the proposal of solutions to problems detected and propose ideas for improvement - Apply analysis techniques to break down problems, analyse causes, come up with alternatives, estimate impact and consequences, etc. - Anticipate and resolve situations in the short and medium term. - Encourage the drafting of proposals beyond one's job position, assuming challenges, risks and responsibilities. - Transform one's ideas into added-value projects. - Promote initiative as a style of behaviour and for taking actions. To achieve the aforementioned objectives, the session will follow a Theoretical-practical methodology designed around 3 activities. The activities are basically: - Theoretical talks about the essential concepts of the skill. - Self-evaluation, Discussion and group reflection on critical aspects regarding the skill. - Practices and tests, individual and in group, of pertinent key behaviours.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa - Skills	Innovation and Continuous Improvement	Virtual - run by external provider	50	Adapt the way of working to new procedures and incorporate innovative approaches that improve overall results. Control and ensure the quality of work and information. Identify opportunities and changes in methods and processes to improve one's performance or that of one's unit. Provide new solutions to your unit. Learn and do research in different areas for innovative solutions to provide ideas and solutions when faced with new and complex situations. Monitor the improvements proposed regarding the performance indicators of the organisational unit of the participant.
CapaciTa - Competencies	Efficiency and Productivity	Virtual - run by external provider	50	Learn how to: Organise and programme one's work activities; Identify bad habits and minimise them; Improve time management; Set goals, plans, deadlines and priorities; Prepare contingency plans; Use communication channels properly; Incorporate the programmes and suggest resources.
CapaciTa - Competencies	Initiative and Problem solving	Virtual - run by REE	50	- Increase the capabilities and opportunities for the identification of risks/threats, how to proactively ask to solve doubts, etc. - Encourage and foster the proposal of solutions to problems detected and propose ideas for improvement - Apply analysis techniques to break down problems, analyse causes, come up with alternatives, estimate impact and consequences, etc. - Anticipate and resolve situations in the short and medium term. - Encourage the drafting of proposals beyond one's job position, assuming challenges, risks and responsibilities. - Transform one's ideas into added-value projects. - Promote initiative as a style of behaviour and for taking action.
CapaciTa - Competencies	Working in teams	Classroom-based (F2F)	6	Share experiences and lessons learnt throughout the development roadmap. Review the progress of the group: achievements, progress, difficulties overcome; lessons learnt, next steps. Strengthen and deepen some key content to expand the circle of influence in these skills. Ensure that all attendees have a challenging and attainable IDP and aligned with REE's needs. Recognise and appreciate the work done, effort made, achievements; participation etc. Present diplomas.
CapaciTa - Competencies	Working in teams	Virtual - run by REE	50	Be a team member: participate and give your opinion, share information, perform the tasks entrusted to you and help when requested. Collaborate and cooperate: maintain good relationships, avoid confrontations, show availability and offer your help to other members of the team or to other departments. - Get involved. Show initiative and collaborate with others without the need to ask for it, request and evaluate ideas and experiences of others with an interest in learning to improve.



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TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
NaTura	Calculation of the Carbon Footprint M-34	Classroom-based (F2F)	15	Understand what the Carbon Footprint is and why it is important, identifying the associated risks and opportunities. Learn to estimate the carbon footprint using the different tools available, such as the PAS 2050 and PAS 2060 standards, the ISO 14064:2012, ISO / TS, 14067:2013, ISO / TR 14069:2013 and the GHG Protocol. Develop the strategic framework to manage carbon emissions and integrate carbon management into business practices. Address the analysis of the supply chain with respect to CO ₂ emissions, as well as cost savings. Integrate the Carbon Footprint into the voluntary reduction and offsetting initiatives of GHG emissions: local, state and international. Learn how to communicate the Company's policy in the field of environmental and social sustainability.
NaTura	Environmental Awareness	Virtual - run by REE	2	Provide a specific vision of the possible environmental impact of the modern use of electrical energy, its causes and the possible preventive and corrective measures in the different areas of activity (generation, transmission and distribution of electricity). Provide a specific vision of the impact that the electricity sector activity has on the natural environment (fauna, flora, water...), municipalities & cities (historical heritage, urban development ...), and modern lifestyle in general (socio-economic environment, etc.). Increase awareness of the need for the conservation of different ecosystems affected by the use of electricity in modern society, and become aware of the means available for environmental conservation.
NaTura	Forest Fire Fighting	Classroom-based (F2F)	8	Gain further knowledge about the behaviour of fire and the methods and means necessary for the extinction of forest fires.
NaTura	Waste Management	Classroom-based (F2F)	4	Clarify concepts regarding the new regulation on matters related to the transport of waste.; Royal Decree 180/2015 Transport of Waste.
NaTura	Waste Management	Virtual - run by external provider	50	Name: Waste management studies and plans for construction and demolition works. - Train for proper management of construction and demolition waste (CDW), in compliance with current regulations in this field. - Learn methodologies to quantify the waste generated and to find all the information necessary to make a study of construction and demolition waste management with the adequate quality for each project; To this end, knowledge of the current legislation on waste and CDW will be provided; types of construction and demolition waste and the most appropriate management to be applied will be analysed for each type and this will be supported by practical project cases.
Thabla: English	English- Virtual Platform	Virtual - run by external provider	100	According to level: A1, A1+, A2, A2+, B1, B1+, B2, B2+ C1, C2

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TALENT MANAGEMENT ACTIVITY SUMMARY





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APPENDIX A1 TRAINING AND DEVELOPMENT PLAN



APPENDIX A2 TALENT MANAGEMENT ACTIVITY SUMMARY

TALENT MANAGEMENT ACTIVITY SUMMARY

Number of new employees
No.



TALENT MANAGEMENT ALLOWS

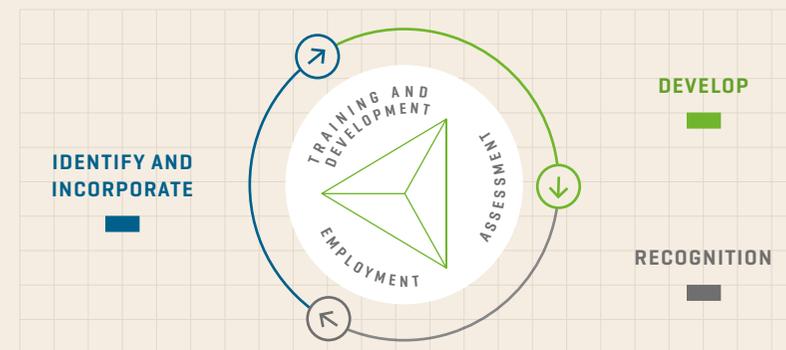
continuous improvement to be boosted in the overall development of the Company

Talent Management includes the set of processes designed to accompany all employees throughout their working life within the Company. Therefore, our talent management engagement not only accompanies employees in their employment process (recruitment, selection and internal mobility), training process (skills development and technical training), and development process (programmes for professional growth), but also in other performance appraisal processes that will enable continuous improvement to be both refocussed and promoted. A summary of the Talent Management activity of the Red Eléctrica Group in 2018 is shown below, including representative indicators that make easier to carry out a follow-up and implement on-going improvement actions.

WE INNOVATE IN TALENT MANAGEMENT

We continue transforming the talent management of our employees.

Breakdown of the Talent Management activity





IDENTIFICATION OF EXTERNAL TALENT

68% of the selection processes managed during 2018 were covered via external hiring.

In 2018, the average duration of the selection processes was optimised to an average of 34 days.

The % of internal coverage of vacancies of personnel linked to the collective bargaining agreement has been of 32% and that of the management team of 44%.

COLLABORATION WITH THE ACADEMIC SECTOR

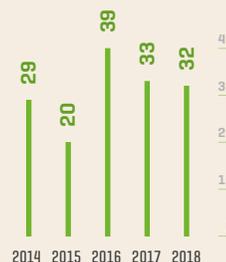
Red Eléctrica maintains the commitment to the practical training of recent graduates through the PracTica+ and Opera Programmes.

People who have joined these programmes have received practical training, which allows the Group to use the programmes as an effective source of recruitment for future selection processes, based on three growth engines: **young talent, learning and technology.**

In 2018, 76 people participated in these programmes, 15 of whom have also been part of a special theoretical-practical programme regarding the position of Electricity Control Centre Operator.



Coverage of internal vacancies %



Selection process Average number of days Days



The Red Eléctrica Group is a pioneer in Spain in the Dual [FP] Programme - Advanced Technical Expert in Power Stations Degree, in which a total of 10 people participated in 2018 and whose degree is approved by the Ministry of Education.

DUAL [FP] PROGRAMME ADVANCED TECHNICAL EXPERT IN POWER STATIONS

The Red Eléctrica Group is a pioneer in Spain in the Dual [FP] Programme - Advanced Technical Expert in Power Stations Degree. In 2018 a total of 10 people took part in this programme.

The Official FP Degree that will be obtained is the 'Advanced Technical Expert in Power Stations', which is approved by the Ministry of Education and is made up of three professional certifications/qualifications:

1. Management of thermoelectric power station operations.
2. Management of hydroelectric power station operations.
3. Management of the assembly, operation and maintenance of electricity substations.



Participating students enjoy a traineeship grant during their period studying in our company, they will be registered with the Spanish social security system and covered by the relevant student insurance policies.

The technical content of the modules has been designed and prepared by Red Eléctrica's Facilities Maintenance Management Area, mainly by the Substation Maintenance Department. 12 practical-field training actions have been designed, students receiving this training will be mentored during their time in the Company's Regional Transmission Facilities on the mainland.

In 2018, various training and development programmes aimed at boosting the talent of the employees of the Red Eléctrica Group were carried out.

A summary table of the programmes conducted, the number of attendees in each course, number of courses given to date and the average evaluation received is included below.

Development programmes

	No. of attendees	No. of courses	No. of Hours	Evaluation (0-10)
CapaciTa - Competencies	660	49	5,488	8.17
CapaciTa - Skills	209	6	1,034	7.64
Mobility: TSOs Knowledge Actions	0	0	0	-
Pool of PoTential - Heads of Department	0	0	0	-
Pool of PoTential - Technical Specialists	23	1	1,771	-
Integra	35	3	230	7.55
Red Experts	0	0	0	-
Leading Transformation	61	2	768	-
Total Development programmes	988	61	9,291	8.07

Training Programmes

	No. of attendees	No. of courses	No. of Hours	Evaluation (0-10)
Thabla: English	878	40	54,366	-
Thabla: French	435	60	11,717	-
Corporate Training	37	6	410	7.99
NaTura Programme	140	7	986	5.33
Asegúrate Programme	904	52	5,605	6.65
Knowledge of the Company and the sector	39	3	354	-
CapaciTa Programme	2,479	329	47,091	7.34
Total training programmes	4,912	497	120,528	7.12
Total training and development	5,927	557	130,227	7.42
PracTica Programme [interns]	137	10	831	-
Total [employees + interns]	6,064	567	131,058	-

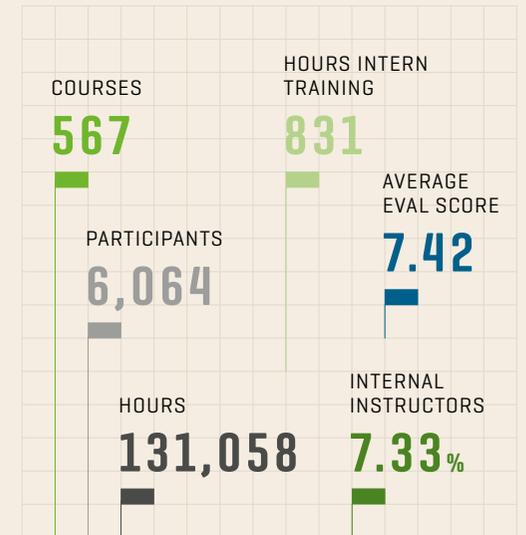




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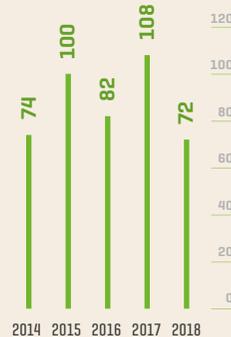
APPENDIX A2 TALENT MANAGEMENT ACTIVITY SUMMARY



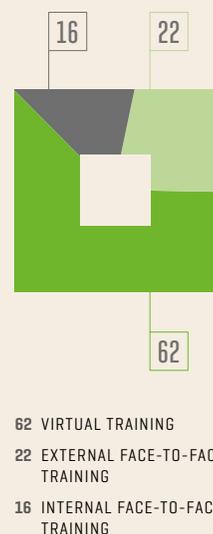
In 2018 the number of training hours amounted to **72 hours per employee**. This figure is the result, among other reasons, of the actions carried out to optimise the design of the training programmes and to make the Training Plan more efficient.

The Red Eléctrica Group is committed to the digitalisation of training content using online methodologies, which have allowed the training resources to be optimised. Due to this fact, online training **represents 62% of the total**.

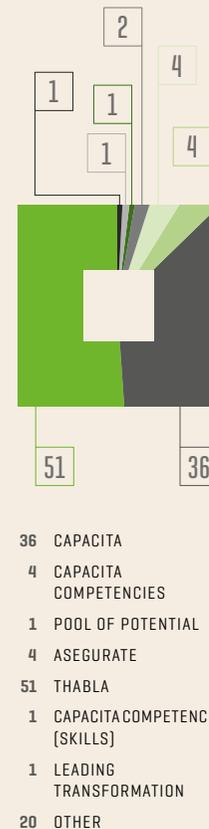
Average hours of training per employee hours



Distribution of training hours Per method used %



Distribution of training hours Per programme %



62% of the training is virtual, showcasing the Company's commitment to the digitalization of training contents using online methodologies.

Internal training has increased from the previous year, from 53 to 62%, which demonstrates the Company's ability to manage expert knowledge using in-house resources.

Only 38% of the training is face-to-face/ classroom-based [of which 16% is external and 22% is internal].

The percentage of employees who acted as instructors during 2018 was: 7.33%.



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All age groups within the Company receive training to stay updated in expert knowledge.



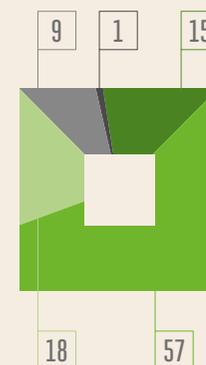
Training is concentrated within the '36 to 45-year-old age group'. A significant training effort (57% of training) was carried out within this age group.

The total volume of training in the 'up to 35-year-old age group' continues to be high and the over 46, up to 55, age group continues to receive training focused on the performance of their duties and responsibilities.

EQUALITY IN TRAINING

The Equal Opportunities ratio in training during 2018 stood at 0.90. [1]

Training breakdown by age %



- 1 UP TO 25 YEARS OLD
- 15 26 TO 35 YEARS OLD
- 57 36 TO 45 YEARS OLD
- 18 46 TO 55 YEARS OLD
- 9 OVER 55 YEARS OLD

Equal Opportunities ratio in training



IN 2018

the Equal Opportunities ratio in training stood at

0.90

[1] This data is obtained as follows: Ratio between the annual average (weighted by professional groups) of training received by women with respect to the overall training average. The equality range is between 0.95 and 1.05.



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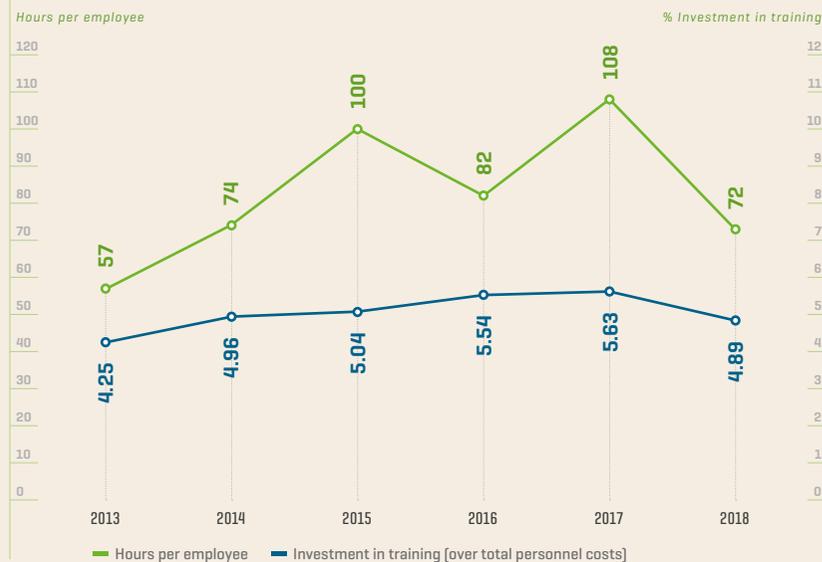


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INVESTMENT IN TRAINING

Investment in training shows a slight decrease of 0.74% year-on-year due mainly to the reduction in training hours of some programmes, such as technical training programmes and the conclusion of other programmes during the year, such as the Pool of Potential – Technical Specialists. The percentage of investment in training over total cost of personnel stands at 4.89%.

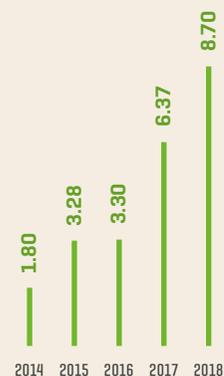
Investment in training



MOBILITY

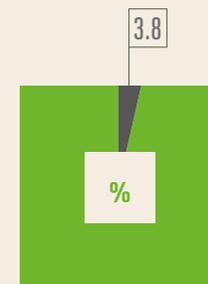
In 2018, internal mobility continued to be promoted. The percentage of internal mobility in 2018 increased by 2.33%, resulting in 8.7%.

Internal mobility %

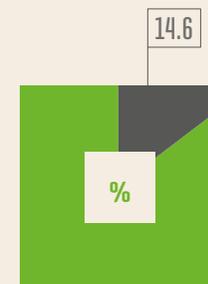


INTERNAL MOBILITY MANAGEMENT TEAM:

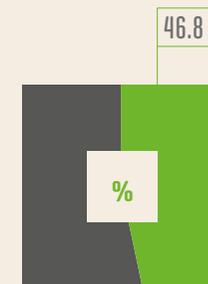
7%



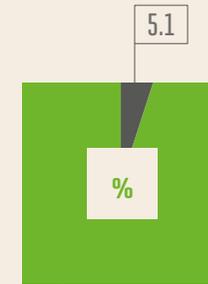
3.8 GEOGRAPHIC MOBILITY
96.2 FUNCTIONAL MOBILITY



14.6 PROMOTION TO A NEW PROFESSIONAL GROUP
84.2 REMAINING IN THE SAME PROFESSIONAL GROUP



46.8 MOBILITY DUE TO COMPANY DECISION
53.2 MOBILITY DUE TO PERSONAL CHOICE



5.1 DIRECTORS
94.9 COLLECTIVE AGREEMENT



The 2018 mobility action plan considers the following initiatives:

2018 Mobility Action Plan



entsoe

2

PEOPLE

RED ELÉCTRICA internacional

1

PERSON

corefo

3

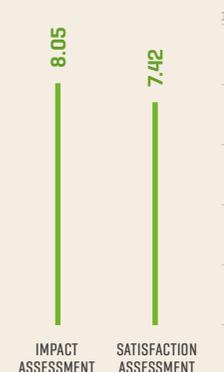
PEOPLE

Mobility actions 2018 No.

TEMPORARY MOBILITY 11

FUNCTIONAL MOBILITY 22

Average evaluation score of courses given



Regarding other types of specific actions carried out in terms of mobility, noteworthy are the initiatives aimed at the group of System Operators and that have been launched under the age management model.

Other types of initiatives have been oriented towards promoting development through participation/collaboration in international projects within the company or through other organizations of interest [ENTSO-E, REI (Chile/ Peru/CORES0).

The internal mobility target for 2019 is set at 7%.

EVALUATION OF THE TRAINING

The training evaluation satisfaction level takes into account the scores and feedback received from attendees after the course has finished. An impact assessment is performed only for specific courses in order to measure whether students have directly applied what they have learned during the course and if it is helpful in the performance of their duties and responsibilities in their job position.

The average satisfaction level for the courses given stands at 7.42 and the impact assessment score of those courses assessed stands at 8.05.

In 2018, the training evaluation and measuring system has continued, and includes the Return of Investment (ROI) calculation. The system



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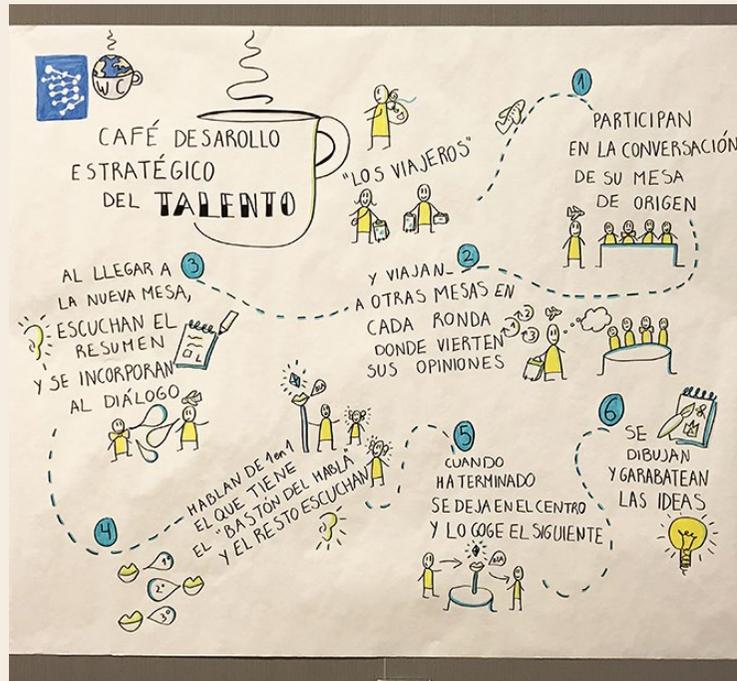
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SATISFACTION LEVEL

The average satisfaction score of the courses held was

7.42
OUT OF 10



considers different parameters: satisfaction with the training, acquired knowledge and its applicability, and the impact of the training. This allows the overall ROI and the ROI per programme to be calculated.

In 2018, the calculation of ROI was reformulated so that it is more demanding in terms of satisfaction levels as well as in the period required for the training to have an impact. Therefore, the new calculation has had an impact which has resulted in a decrease in the overall ROI with respect to previous years, standing at -0.47 in 2018.

MAIN TRAINING AND DEVELOPMENT ACTIONS IN 2018

- 2018 has seen the consolidation of the 'Campus of the Red Eléctrica Group' corporate university model as a platform for the deployment of the strategy, values and culture of the Group.
- The Campus has been equipped with switchgear/equipment from the grid and scale models showing technical features for carrying out practical training within the facilities.
- In addition, it has also been hallmarked with a corporate image whose design goes hand in hand with the Group's transformation process.
- Red Eléctrica has innovated in regard to the needs analysis methodology and in the exploration of opportunities, through 'Conversations for the strategic development of the Talent of the Red Eléctrica Group' – applying the World Café methodology. This has been performed together with managers of the organisation, to detect needs and opportunities with regard to talent development, using agile methodologies such as Design Thinking.
- Practical training courses have continued in electricity substations using actual equipment that is temporarily offline.
- Actual hands-on training has been carried out in Company facilities, between control centre operators and operators who in the future will manage local operation in substations.



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2018 has seen the consolidation of the 'Campus of the Red Eléctrica Group' corporate university model as a platform for the deployment of the strategy, values and culture of the Red Eléctrica Group.



- For the first time, internal dissemination actions have been carried out [4 actions and 26 participants from 18 business units] through the initiative called **'Operator for a day'** aimed at raising awareness regarding the activity carried out in the Control Centre, for colleagues from other units of the organisation and this is done through a practical approach.
- Training and technical support has been provided to ensure that the mock system

- service restoration drill, conducted on 7 November 2018, in the Balearic Islands electricity system was executed maintaining the established safety, quality and efficiency criteria.
- Two editions of the RE Avanza programme have been carried out regarding:
 - 'The fibre-optic world and the IEC 61850 within the electricity sector' between employees of the Red Eléctrica Group and



INTERNAL DISSEMINATION

The 'Operator for a day' initiative has enabled colleagues from other units to learn about the activity that takes place in the Control Centre



technological business partners to share professional experiences and interests.

- 'HVDC Technologies', with presentations by universities of the latest studies and innovative developments on high voltage direct current (HVDC) transmission technology.

- The language training platform has been consolidated and moved to an online/virtual format using 2.0 technology, replacing almost the entirety of the classroom-based training of the language programme.
- The new Induction and Integration programme has been consolidated, thereby significantly raising the profile of the 'mentor' role.
- The development of skills for the IT Systems and Technological Innovation Area has been completed. The technical training plan obtained as a result of the analysis of IT skills and competencies has been initiated, in accordance with the European ICT e-Competence framework. The European Commission has published the implementation of the framework, carried out by the Red Eléctrica Group, as a success story.
- We have continued with the 'Practica' and 'Practica+' programmes with a total of 75 interns, of which 16 belonged to the 8th edition of the PracTica+Opera programme.



TRAINING AND DEVELOPMENT

The third edition of the Pool of PoTential - Technical Specialists programme was concluded with a total of

23 PARTICIPANTS

New facilities have been commissioned dedicated to training and learning and an innovative corporate image has been launched to accompany the transformation process led by the Red Eléctrica Group.

- In 2018, 100% of the management team took part in the definition of the 'Transformation Leader Profile' as the starting point for the design of the Leading Transformation Programme.
- The third edition of the Pool of PoTential - Technical Specialists programme was completed. 23 participants took part in this edition.
- The deployment of the Knowledge Management Model has been continued with actions and tools proposed in the internal White Paper on Knowledge Management.
- Skills roadmap structures have continued to be developed based on the improvement in the results obtained through the performance appraisals of employees conducted the previous year.
- Work has continued to promote mobility as a basic element to accelerate the development and learning process of employees.



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MOVING TOWARDS A RESULTS-BASED AND SKILLS-ORIENTED CULTURE



Key aspects of 'Impulsate'



EMPLOYEE AS AN EMPOWERED PROTAGONIST



GREATER TRANSPARENCY



PEOPLE MANAGEMENT LEADERS



UNIQUE SPACE/PLATFORM TO 'TALK' ABOUT THE TALENT OF ALL EMPLOYEES



CONTINUOUS IMPROVEMENT AND AGILITY

In 2018 the implementation of 'Impulsate' began, an initiative geared towards anticipating the needs of talent management in this new environment of transformation in which we find ourselves immersed.

The objective of 'Impulsate' is the following:

'Ensure that all professionals of Red Eléctrica can grow within the Company, maximising their full potential, offering development opportunities according to their profile and interests, with the aim of generating value for our business and successfully take on transformation'

Under this prism, the different processes involved in talent management will progressively evolve over the next two years.

In order to facilitate the implementation of 'Impulsate' in the organisation, a group of 150 employees, who were experienced representatives from different areas of the Group, took part in a pilot programme in 2018. The programme was regarding:

- The new **'target-based management'** model: which guides the contribution of employees to clear results and specific **'targets'** that will facilitate alignment with the strategy and the overall objective of the Group.



This model will also answer key questions, as:

- It is focused so that each employee can **have a clear orientation of their work in order to provide greater value** and can work with greater autonomy and flexibility when, where, how and with whom they consider appropriate.
- It generates a **clear vision of the progress of the work**, based on the established targets and the employee is responsible for its fulfilment.
- It clarifies aspects for improvement and the most efficient way to do the job.

What are 'targets' in Red Eléctrica?

These are the **goals to be achieved** at an individual and collective level, which facilitate the achievement of the priorities of the Red Eléctrica Group, based on certain resources, with adaptation to the job-position and within a specific time frame.

- On the other hand, a **culture of continuous improvement based on 'Feedback'** has been promoted as a powerful tool that facilitates professional growth, which creates a space for communication and interaction to reinforce business conducts and behaviours.

2018 was a year of transition in terms of the assessment of the contribution of people and the definition of challenges for 2019.

Starting in 2019, 100% of the workforce will progressively be incorporated, adapting the performance appraisal process to a new model that separates **contribution** (through a target-based management model) and **skills development** (through a culture of **feedback**).

Key skills

 Key skills Non-directors	 Key skills Cross-cutting	 Key skills Directors
<ul style="list-style-type: none"> • Knowledge management • Innovation and continuous improvement • Initiative • Communication • People management • Planning and organisation • Customer focused • Problem analysis and making decisions 	<ul style="list-style-type: none"> • Collaboration • Change management 	<ul style="list-style-type: none"> • Leadership development • Impact and influence • Business development • Benchmark regarding the values of the Red Eléctrica • Team development • Transformation and innovation • Stakeholder management • Strategic vision



'IMPÚLSATE'

Started in 2018 with a pilot group of

150
PROFES-
SIONALS

from different areas of the Company



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PERFORMANCE APPRAISAL

Starting in 2019,

100
%

of the workforce will progressively be incorporated into a new performance appraisal model that focuses on contribution and skills development

'Impúlsate' has an agile and dynamic technological platform (based on Success Factors) to support talent management. This tool will continue to grow in the coming years by anticipating change and accompanying the transformation of the employees of the Group.

COUNSELLING SUPPORT AND MENTORING OF TEAMS AND INDIVIDUALS

Counselling support and mentoring of teams and individuals, as well as in the resolution of conflicts, are defined as key points that require action.

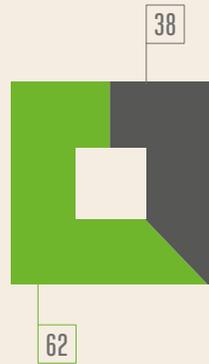
The objective is to provide the following types support within the working environment:

- Advice as an expert in HR and/or the development of management skills that can assist in the: assimilation of the role, deployment of skills, communication etc.
- Mediation regarding relationship difficulties: hierarchical, between areas, among the team, between individuals etc.
- The need to manage negative emotions and promote self-leadership: loss of motivation and engagement, resistance to change etc.
- Counselling support for people leaving the business and ensuring the continuity of their know-how.
- Succession plans that require counselling support/mentoring.
- Critical integrations.



Support actions - Coaching/Mentoring

%



38 TEAMS

62 INDIVIDUALS

Counselling and mentoring actions for Teams and Individuals include the following:

For Teams:

1. Workshops on the Development of High-Performance Teams, Team Transformation Workshops, accompanying the transformation of processes.
2. Actions that are anticipated and can be programmed to serve strategic needs: Workshops on new ways of working, Fast Track development coaching workshops, Confidence workshops.

For Individuals:

Support actions in processes of change regarding duties and responsibilities, roles, working environments, employment situation: coaching and mentoring workshops, counselling, facilitators etc.

Other:

Co-creation of blended programmes [counselling support/mentoring and skills development] for individuals and teams.

For supporting the business in transformation processes:

Co-creation of and participation in actions regarding counselling, team coaching, guidance and mentoring in the management of new ways of working [e.g. meetings, feedback, delegation, etc.].

Actions carried out in 2018

The Mentoring Programme has a business, human and social purpose, which can be expressed in goals such as: well-being, health, quality of life, the full development of individuals and teams, in different areas of individual and social life, as these all have a direct impact on the results of the Group.

Actions carried out in 2018

Improvement of the working climate

[7 actions for teams, involving 200 people]. Development of High-Performance Teams workshops and Team Transformation workshops



Psychosocial well-being

[1 action involving 10 people]. Emotional Fitness. Emotional Management of the Leader. Stress Control

Transformation

[23 actions for teams, involving 345 people]



Individual coaching/mentoring actions

for 40 members of staff affected by changes/transitions in their job positions

Conflict management

Specific individual support [coaching/mentoring for 12 members of staff]





Within the Leading Transformation Programme, in 2018, 25 personalised actions have been launched to support the integration and transition of employees who have taken on new or different managerial positions in Red Eléctrica.

INTERNAL PROMOTION

In 2018, 44% of the appointments in the Company to managerial positions were through internal promotion.

33% of the appointments to managerial positions came from the Pool of PoTential.

67% of new appointments to managerial positions were covered with women.

Within the Leading Transformation Programme, in 2018, 25 personalised actions have been launched to support the integration and transition of people who have taken on new or different managerial positions in Red Eléctrica. These actions have made it easier to implement changes in the organisational structure of the Company.

Noteworthy is the mentoring process carried out with the managers according to their individual needs.

Support for the integration and transition of employees



INDIVIDUAL MENTORING

Process

AGENDA OF SCHEDULED MEETINGS

during the first three months in the new position, between 8 and 10 meetings, for the socialisation of the manager and the knowledge of internal procedures that affect them from their managerial role



INTERNAL PROMOTION

67

%

of the new appointments to managerial positions were awarded to women



TALENT MANAGEMENT: 'OUR PRIORITY'

We are committed to innovative Talent Management, with challenging objectives that accompany the deployment of the strategy, the transformation process and the satisfaction of the employees that make up the Company.



OUR MAIN CHALLENGE

Continue to develop the

TALENT OF THE PROFESSIONALS

of the Red Eléctrica Group

MAIN CHALLENGES 2019

- Continue the consolidation of the 'Campus of the Red Eléctrica Group' Corporate University model with the incorporation of disused switchgear/equipment taken from the grid and adapted for training purposes.
- Finalise the design of content that will constitute the training materials in the Dual FP programme. Furthermore, design and define the practical training that the members of the programme will carry out at the Campus.
- Deploy the technical training plan designed for the IT Systems and Technological Innovation Area to support the cultural transformation process of the business unit.
- Consolidate the mobility model as a lever for professional development.
- Measure the level of Digitalisation of the Red Eléctrica Group.
- Define and implement the training and development actions that accompany the digital transformation process of the Red Eléctrica Group.
- Promote the development of the key skills needed to deploy the leadership model according to the new strategic challenges and the transformation of the Group.
- Design a new digital leadership roadmap for the management team.



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OUR CHALLENGES ENCOMPASS

the design of programmes to develop the potential of employees and their training, as well as actions focused on fostering technological innovation



- Redesign the Alumni Programme of the Pool of PoTential -Technical Specialists and the Pool of PoTential - Heads of Department].
- Deploy the Knowledge Management Model.
- Implement a new training management module in the 'Impulsate' innovation framework [Success Factors].

- Support the implementation of the new 'Impulsate' philosophy with training and communication actions for those training modules that will be implemented in 2019.
- Consolidate the new innovative collaboration programme with the academic sector, vocational training [FP] centres, universities and schools.
- Encourage technological innovation to serve as a tool for learning and professional development: new cases to be used in simulators and new virtual courses.
- Design the training programme and complete the Campus facilities to be able to carry out the practical training of Operators responsible for Local substation operations using 66-kV switchgear equipment.
- Conduct a comprehensive review of the Occupational Health and Safety Training Plan with the collaboration of the staff of the Regional Areas and the Healthy Company area.
- Implement the new training and development programme entitled 'TransformarRE' in the Regional Areas.



Grupo Red Eléctrica

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RED ELÉCTRICA
Paseo del Conde de los Gaitanes, 177
28109 Alcobendas (Madrid)

www.ree.es/en

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dis_ñ
estudio@dis-n.es

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www.waymanenglish.com

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