



Talent
& Culture
Report
2022

redeia

Valuing the essentials

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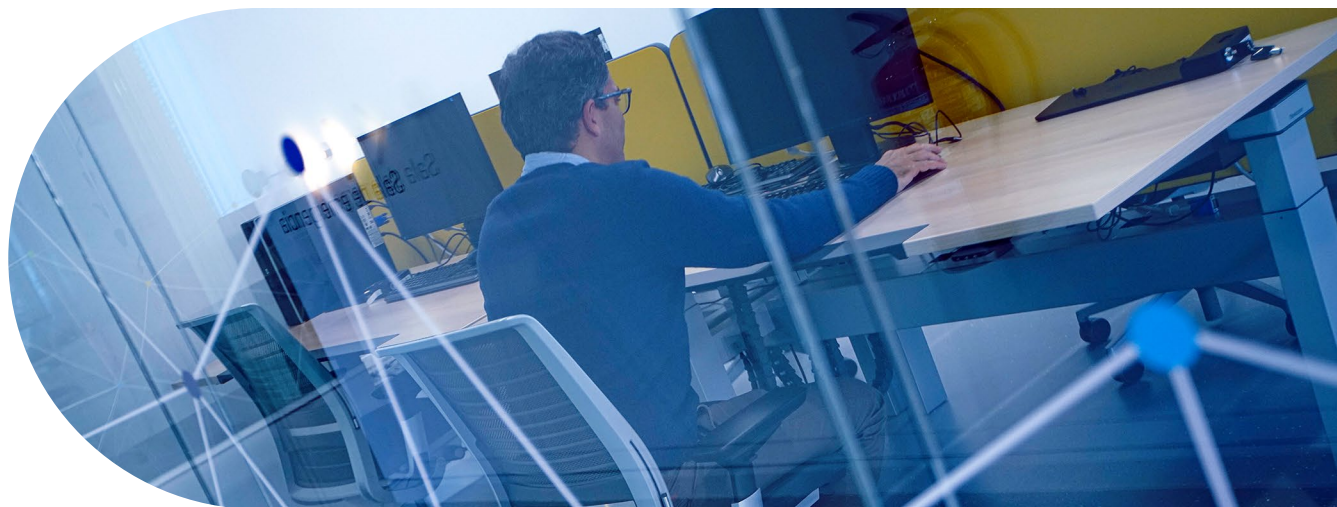
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Introduction

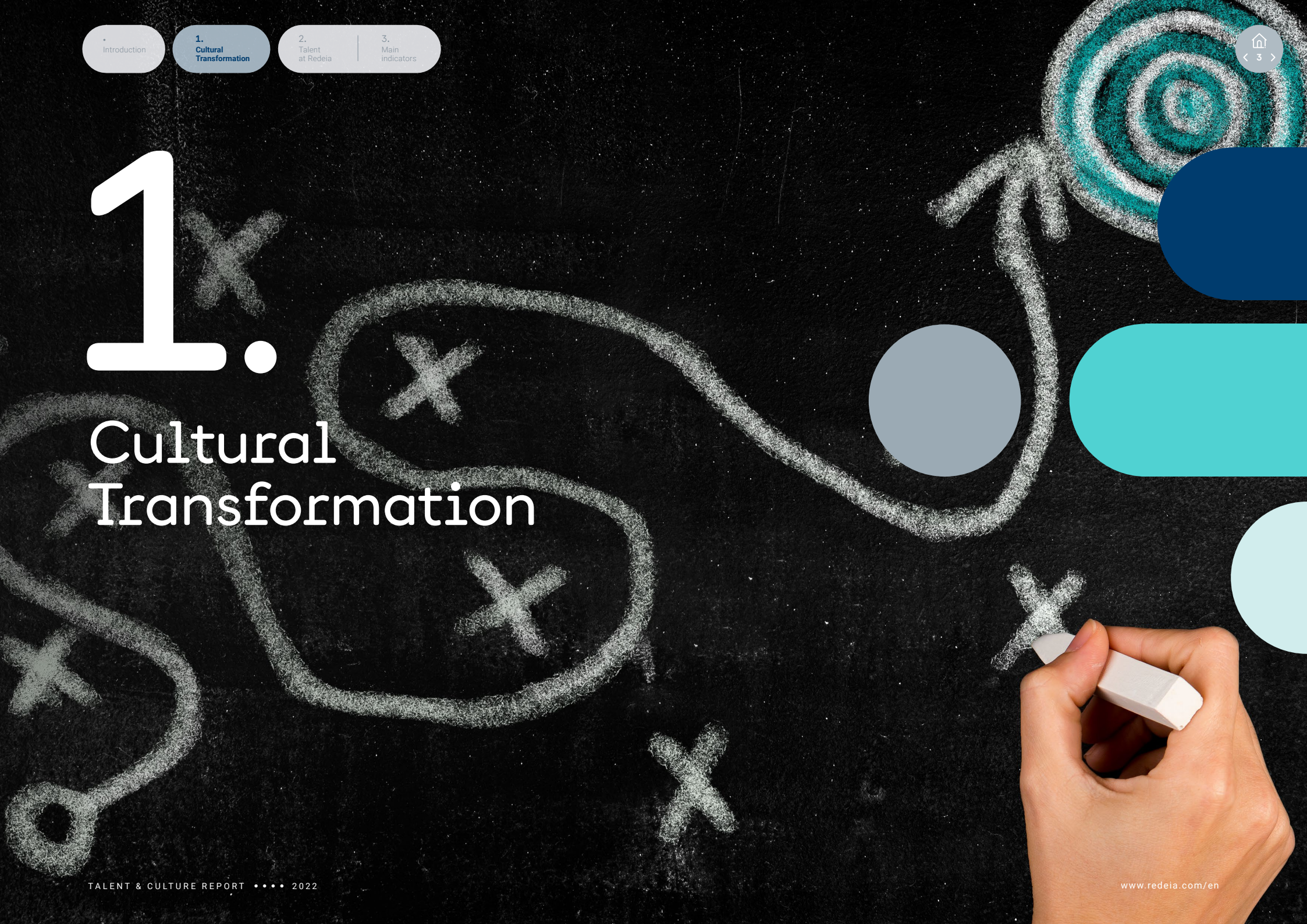
One of the strategic pillars that enables Redeia to fulfil its mission, vision, and purpose is its focus on People. Our objectives include cultural transformation, sustainable management, positioning the organisation as a model for a thriving company, and fostering an innovative, agile, and collaborative culture by promoting talent, anticipating needs, and developing an organisation capable of meeting the challenges outlined in the Strategic Plan within a rapidly changing environment.

The People and Culture Department's 2021-2025 Operational Plan plays a crucial role in implementing Redeia's strategy through various initiatives, including those described in this report.



1.

Cultural Transformation



Redeia is committed to becoming a driving force in the energy transition, ensuring universal access to electricity and digital connectivity for all citizens.

Guided by our values and leadership principles, we are working towards creating our desired culture, which is characterised by agility, flexibility, innovation, disruption, diversity, efficiency, and sustainability. This culture will enable us to shape the future of the company and its people.

The Transformation Model, which encompasses talent, leadership, and the new organisational culture, is instrumental in achieving our objectives as outlined in the Strategic Plan.

Our goal is for Redeia to serve as a benchmark within our sector, actively engaging society in our company's challenges and undertaking initiatives that excite, motivate, and inspire.

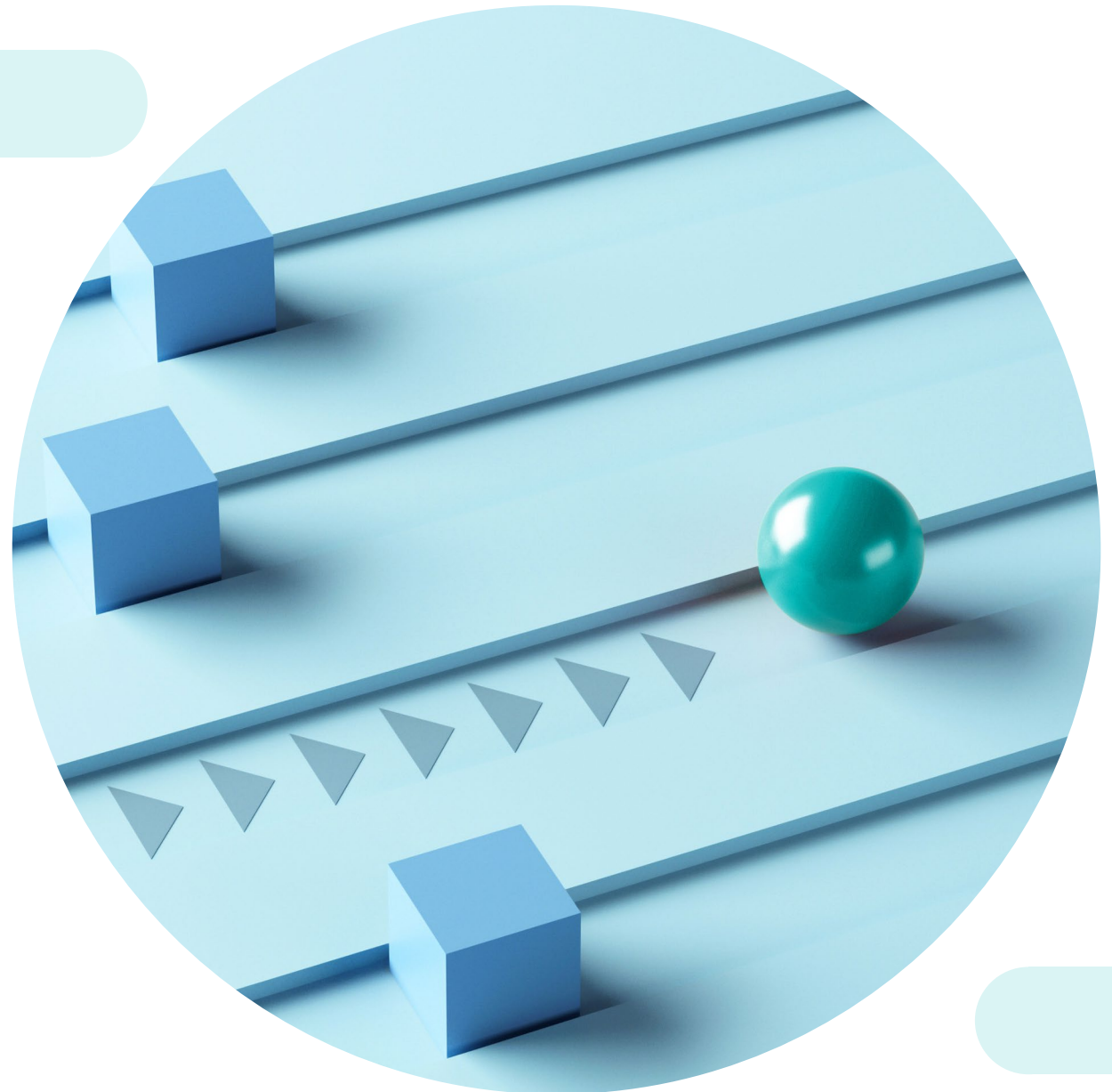
In this regard, the Hispasat transformation project is noteworthy. It involves transitioning from an infrastructure company to a services company, strengthening and adapting our satellite fleet to support growing businesses in an effort to lead satellite communications services in our target geographies. To this end, we have implemented a new organisational Model that involves bringing in new profiles to complement and reinforce different areas of the company.



1.1

Leadership Model

Leadership within Redeia is committed to transforming the organisation by embracing a set of values and attributes that will cultivate the desired culture and bring the company's future, as well as the future of its people, to fruition. Through this leadership, the company evolves into an agile, flexible, innovative, disruptive, efficient, and sustainable organisation, fully aligned with its culture and purpose.



LEADERSHIP Model



Leads the organisation

thinks in terms of global contribution, always placing the general interest before personal interests and organising internal resources with generosity and flexibility to ensure that goals are met.

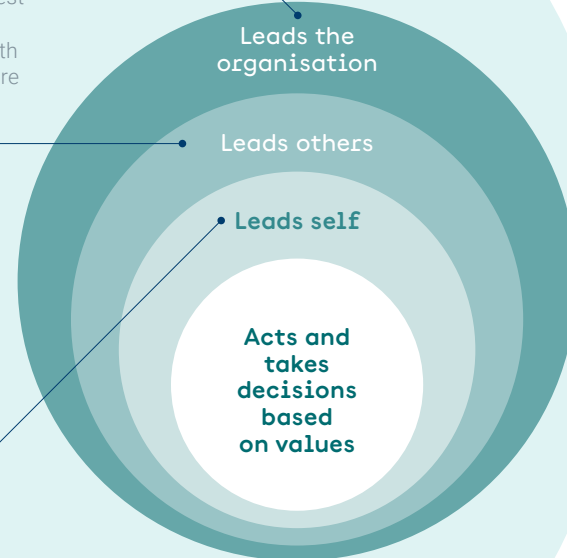
Leads others

motivates through a positive influence, using their role to inspire and contribute to the growth and development of their colleagues, increasing both their commitment and their contributions.



Leads self

maintains a continuous and proactive commitment to self-development, seeking to improve and adapt their leadership skills to different circumstances. Pursues personal and professional growth as a starting point for adding value to others.



The Leadership Model outlines the expectations for managers as leaders in terms of principles, values, and behaviours. Therefore, the leader's contribution lies in applying the attributes of the model to mobilise their teams and achieve the company's desired outcomes.

Assessment of managers' alignment with the Leadership Model is carried out through the following sources:

- **Feedback 360:** This assessment is conducted for the entire management team, including the president and CEO levels. Its objective is to consolidate strengths and identify areas for improvement, allowing leaders to continue to grow as role models within the organisation.
- **Work Climate Survey:** Its focus is to gauge how people perceive the application of the values and attributes outlined

The performance of the Feedback 360 process showed a positive trend, with a 0.26-point improvement compared to previous assessments.

in the leadership model. It, therefore, serves as a crucial tool for directing efforts towards areas where leaders should focus their attention. Notably, in the most recent survey conducted in 2021, the introduction of a new leadership category for assessing the attributes included in the model received a score of 76 out of 100.

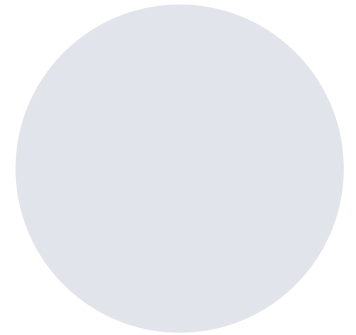
In 2022, 81% of the management team actively participated in the Feedback 360 process, which included creating their Individual Development Improvement Plans.

By gathering this information, an annual evaluation of leadership effectiveness is ensured, as the Feedback 360 and Work Climate Survey are alternately conducted each year.

- Fulfilment of leadership objectives, which in 2022 focused particularly on the attributes outlined in the "Lead Others" and "Lead the Organisation" dimensions.

To support leaders in their roles, the leadership model additionally offers various resources, including:

- Leader's portal: A dedicated space on the internal corporate website NuestraRED, where news and content of general interest to leaders are shared.
- Communication guide: A document that describes the manager's role as a vital "communication channel" within the organisation.
- Digital content library: A platform containing a vast collection of micro-learning resources (with over 27,000 summaries of books, videos, and reports), offering leaders access to a self-learning ecosystem based on the latest trends.
- Based on a 100% flexible model, with no time constraints and in a digital environment, Redeia has made available to all leaders a range of masterclasses and resources from internationally recognised experts who are a benchmark in people management and team leadership.



Four distinct training itineraries have been defined, with content designed to strengthen the skills expected of Redeia's managers as leaders:

- Innovation and Digital Transformation
- Leadership
- Strategy and Change Management
- Talent Management and Development

Notable actions related to transformational leadership in 2022

Management Team Seminar

In 2022, following the pandemic period, the seminar for department heads and directors was once again held.

The primary objective of this face-to-face conference is to share and collaborate on strategic issues related to Redeia's business development, as well as to foster cohesion among the members of the management team by organising activities in a relaxed atmosphere.

Feedback 360 Programme

As a complement to the feedback process, this programme provides individualised support to assist the Redeia management team in evolving and advancing their roles as team leaders.

The goal is to help them understand their growth and key areas of development based on the results of the 2020 and 2022 Feedback 360 assessments by identifying the behaviours they need to focus on and creating a roadmap with specific actions to promote accelerated development as managers and leaders of the company's most valuable asset: our professionals.

Communication Workshops "How to Hold Valuable Conversations"

Within our leadership model, one of the fundamental attributes of our leaders' management is their ability to engage and support the development of their teams, creating an environment where employees can give their best.

Among the crucial processes in people management, the contribution conversation holds significant importance. It is a critical milestone in an employee's life cycle and serves as a moment to specifically reflect on the past year's results and focus on the challenges to be addressed in the upcoming year, with the aim of identifying improvement areas and providing necessary support to achieve the defined objectives.

In order to support our leaders in this process, we have developed specific workshops with the following objectives:

- To reinforce and solidify the message regarding the importance and purpose of conducting this type of conversations.
- To provide training on the essential skills needed for effective communication during valuable conversations.
- To develop consistent messages aligned with our contribution valuation model.



The new Talentia programme aims to provide continuous support for professional development and management career opportunities within Redeia, assisting this group in enhancing their leadership skills.

Digital Coaching

This programme is designed as a developmental tool, consisting of six individual sessions spread over approximately three months that offer participants the opportunity to work on aspects of their leadership style that they have identified as having the greatest potential for growth following the management talent differentiation process.

Based on the information provided by each participant, the platform's algorithm suggests three coaches who best match their specific needs.

Talentia

We are introducing Talentia as a development programme targeting individuals who have been identified as having managerial potential following the differentiation process.

The primary objective of this programme is to continue supporting their professional development and managerial career opportunities within Redeia. It aims to accompany this group in enhancing their leadership skills while fostering collaboration

and cohesion among participants and breaking down silos and functional barriers.

The programme offers flexible development itineraries tailored to each participant's characteristics and profiles.

During 2023, efforts will be made to implement further the behaviours associated with our Leadership Model. This will involve initiatives such as the Leadership Skills Programme, the Cross Mentoring Programme, actions to enhance the cohesion of the management team, and the design of a new Welcome and Integration Programme for new members of the management team.

These initiatives are complemented by an additional range of actions focused on developing Inclusive Leadership, as described in the corresponding section on Diverse Talent.

1.2

Skill Model



The Skill Model, designed explicitly for non-managerial staff, is built upon the values and attributes outlined in the Leadership Model. It ensures continuity and coherence in the organisation's transformation based on the desired culture.

This model describes and shares the skills and behaviours expected of Redeia's employees, enabling the organisation to effectively address the challenges outlined in the strategic plan within a changing environment.

The model is structured into 4 axes and 12 attributes:

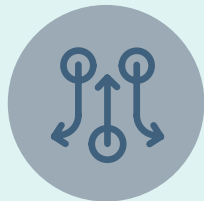
Axes of the skills DEVELOPMENT MODEL



SELF-LEADERSHIP



RELATIONSHIP
MANAGEMENT



RESOURCE
MANAGEMENT



CHANGE
MANAGEMENT

The development model at Redeia places a strong emphasis on each professional's individual responsibility towards their own development.

Additionally, to ensure success in improving the skills of each employee, the organisation adopts a participatory approach, involving not only the employees themselves but also their respective supervisors or managers.

The following tools are available in order to facilitate commitment and support both in personal improvement and that of one's direct team:

Development recommendations: This tool provides guidance on potential initiatives that can be implemented to enhance skills and associated behaviours.

These recommendations are structured based on the axes and attributes of the model, taking into account each professional's level of responsibility within the company. However, it is important

Model attributes

Self-Leadership

- Strives for excellence
- Demonstrates commitment to personal development
- Assumes responsibility

Relationship management


- Communicates effectively
- Collaborates
- Has team building skills

Resource management

- Strives for efficiency
- Is results-oriented
- Plans and organises

Change management

- Is flexible
- Takes initiative
- Innovates



to note that these recommendations serve as guidelines and should not restrict the employee's initiative in terms of personal development.

Some of the recommendations may involve participating in projects or initiatives of greater significance, fostering cross-functional collaboration, or exploring internal mobility opportunities where applicable.

Resource catalogue: This tool comprises a list of courses and training programmes that enable Redeia's employees to acquire knowledge and practical skills related to the areas they seek to improve upon.

Development Plan Form: This tool enables employees to create and track their personal development plans. It also facilitates monitoring of skills improvement programmes associated with their respective positions (e.g., managers' program). The structure of the form aligns with the Skill Model, categorising initiatives based on the four axes and 12 attributes of the model.

Workshops based on Individual **Development Plans:** These workshops are a valuable resource for guiding and supporting Redeia's employees in identifying the axes and attributes to focus on for their personal development. In addition, they provide a straightforward approach to determining the most effective actions for skill enhancement and professional growth. The workshops offer the following benefits:

- Assistance in formulating and defining personal development plan commitments.
- Guidance and advice from professional experts throughout the process.

In 2022, a total of
182
individuals
have actively participated
in defining their Individual
Development Plans IDPs





Redeia's development model places significant emphasis on the individual responsibility that each professional holds towards their personal growth and it is committed to fostering a participative approach among employees and managers.




Additionally, specific development programmes are implemented to provide tailored support and guidance for particular groups with unique needs and objectives.

Managers Programme: This programme is based on a level of responsibility related to people management and was specifically designed and started for professionals with a Manager role. Its objectives are:

- To acquire and enhance their specific people management skills.
- To foster self-awareness as the basis for professional growth.
- To establish the role of Managers as crucial contributors to the development of their teams.

GEM 3 Programme: This programme targets TAMRIs (Facilities Maintenance Support Technicians) and TODs (Demarcation Operation Technicians) in the districts. Its objective is to enhance the key skills required for their positions and provide a platform for shared experiences among this group.

Personal development actions for specific positions: These initiatives focus on developing communication and task planning and prioritisation skills for newly created positions that are occupied by one or more professionals, which therefore require specialised training to ensure effective performance.

These programmes are described in greater detail in the [Development](#)  section.

1.3

Redeia Campus

Redeia Campus is one of the main driving forces behind cultural transformation in the group.

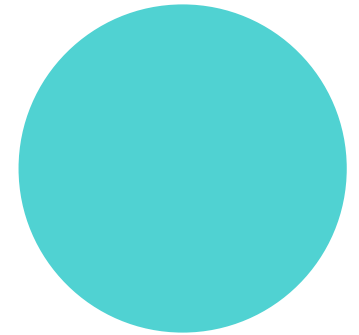
It serves as a hub for talent attraction, enhancement, development, and retention. It facilitates knowledge exchange and ensures that our current and future resources possess the necessary skills.





The campus plays a vital role in driving the cultural transformation of our organisation by fostering and promoting a flexible, agile, efficient, innovative, diverse, disruptive, and sustainable company.

Additionally, it serves as a bridge between Redeia and society. We share our culture and knowledge with various groups and actively focus on the creation, analysis, and promotion of innovative trends and approaches to doing things.



1

Talent

This is where all actions aimed at attracting, enhancing, developing, and retaining talent in our company, as well as to facilitating knowledge exchange among different Redeia companies, are implemented.

2

Culture

Our goal is to inspire, promote, and motivate a more agile, flexible, innovative, efficient, and sustainable company, guiding Redeia's cultural transformation.

3

Society

It serves as a bridge with society, including students, interns, families, educational institutions, companies of interest, forums, congresses, and anyone interested in technology, telecommunications, and the energy transition.

This is how Redeia is working TOWARDS THESE GOALS



To facilitate the achievement of business objectives through TALENT

- Young Talent Programme, Opera Scholarship Programme, FP Dual (Vocational Training Programme), Cybersecurity.
- Training plans for IT roles.
- Skill development plans.
- Nurturing technicians with potential.
- Technical training.
- Safety and environmental training.
- Campus Talks.

To promote CULTURAL transformation through

- Our Leadership Model.
- New Managers Programme.
- Identifying new IT roles.
- Team cohesion.
- Knowledge Transfer.
- Ethics and compliance, data protection, diversity.
- Campus Observatory.

To serve as a bridge with SOCIETY through

- Programmes with universities and educational institutions.
- Forums, events, congresses.
- Agreements with relevant companies and suppliers within the industry.
- Relations with regulators and international organisations.
- Family activities.
- Educational activity with industry companies.
- Campus Talks.



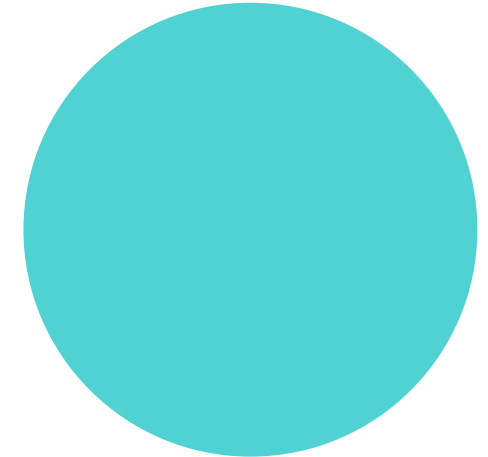
Redeia Campus enables the achievement of business objectives by harnessing each individual's talent for the good of the company, based on internal, external, and educational observatory that allows us to analyse the current context, conducts research to share knowledge, and promotes innovation.

Moreover, it serves as a platform for implementing the organisation's strategy, values, and culture. It acts as a meeting place and catalyst for learning and development, contributing to the management of stakeholder knowledge and covering various learning areas.

2.

Talent at Redeia





Redeia's [Personnel Policy](#) establishes the principles that govern the management of people and their talent, focusing on leadership, efficiency, innovation, cultural transformation, and personal and

professional fulfilment. The employee experience is prioritised at the core of these principles.

Redeia's People Strategy

Vision

- To develop the cultural aspect of the ongoing transformation process within the company.

Global Objectives

- To promote cultural transformation and sustainable management to make the organisation a benchmark for a healthy company.
- To prioritise safety and well-being, creating healthy working environments.
- To foster an innovative, agile, and collaborative culture that promotes talent, anticipates needs, and enables the organisation to meet the challenges outlined in the Strategic Plan in a changing environment.

2022 Achievements

- 50% representation of women on the Board of Directors.
- 35.3% representation of women in the management team.
- 5.8% internal mobility within the non-management team.
- 0,26 point improvement of the average rating in the Feedback 360 assessment compared to the previous year.

2.1

Commitment to quality employment

A STABLE, COMMITTED,
AND HIGHLY SKILLED TEAM

As of December 31, 2022, Redeia had a global workforce of 2,420 employees. Redeia's workforce grew by 14% in 2022, with 77% of the growth attributed to the addition of 233 employees from Axess Networks into Hispasat after the acquisition of this renowned teleport operator and satellite services provider with a presence in Latin America, Europe, the Middle East, and Africa.



99.2% of positions at Redeia are permanent, emphasising employability and functional mobility as drivers of growth and professional development.



Redeia's commitment to stable and quality employment is reflected in two key aspects:

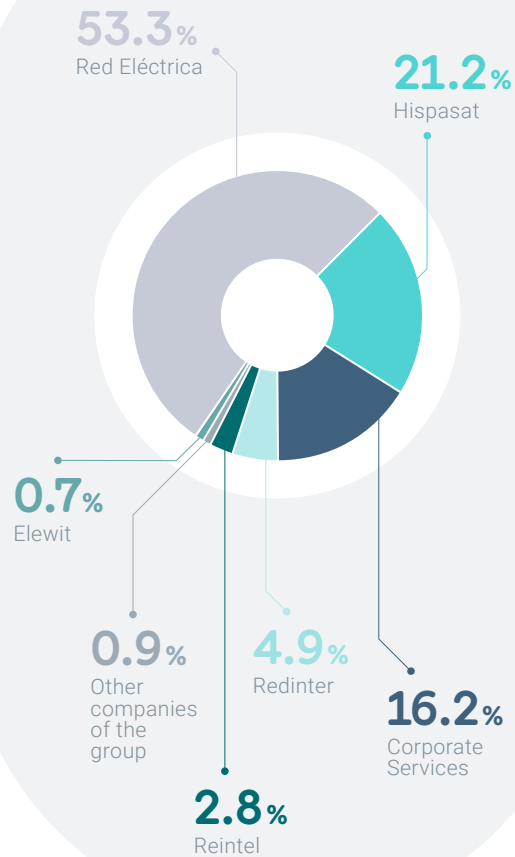
- Limited use of non-permanent contract modalities. In 2022, only 0.8% of contracts were training contracts or were entered into with Temporary Work Agencies. These types of agreements were used exclusively to ensure temporary coverage for projects, maternity/paternity leaves, and long-term temporary incapacity situations.
- The goal is to keep voluntary turnover below 2% (which was 3.1% for 2022). To achieve this, action plans are designed based on information obtained from termination interviews and work climate surveys, which serve as inputs to understand the motivation for change.

In order to prepare the workforce to meet our business needs better and incorporate new skills and competencies required for energy transition and the company's transformation, Redeia completed its Voluntary Departure Plan in 2022, with a participation rate of 76% based on the maximum number of eligible terminations according to the plan's conditions.

Redeia offers its employees stable, quality employment, emphasising employability and functional mobility as drivers of growth and professional development.

Redeia's Workforce Distribution

Distribution of the workforce by company



2,420
Total headcount

99.2
%

Permanent positions

5.8
%

Mobility

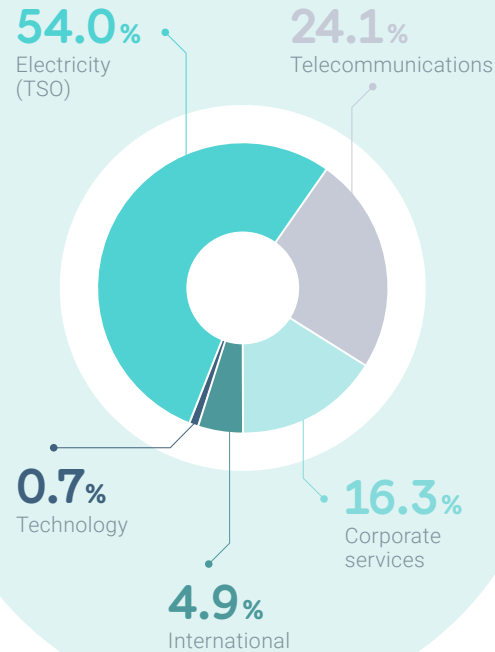
14.5
years

Average length of service

6.0
%

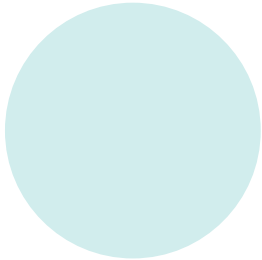
Overall external turnover

Distribution of the workforce by business activity

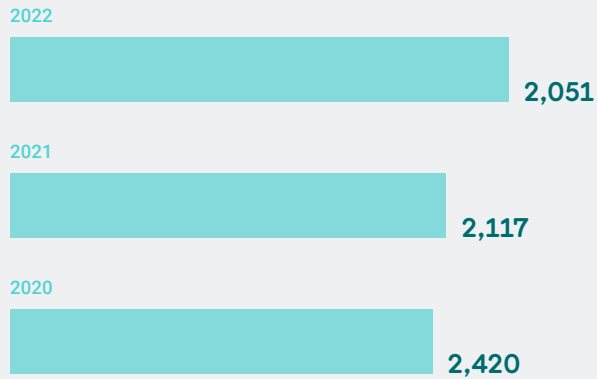


Distribution of the workforce by country

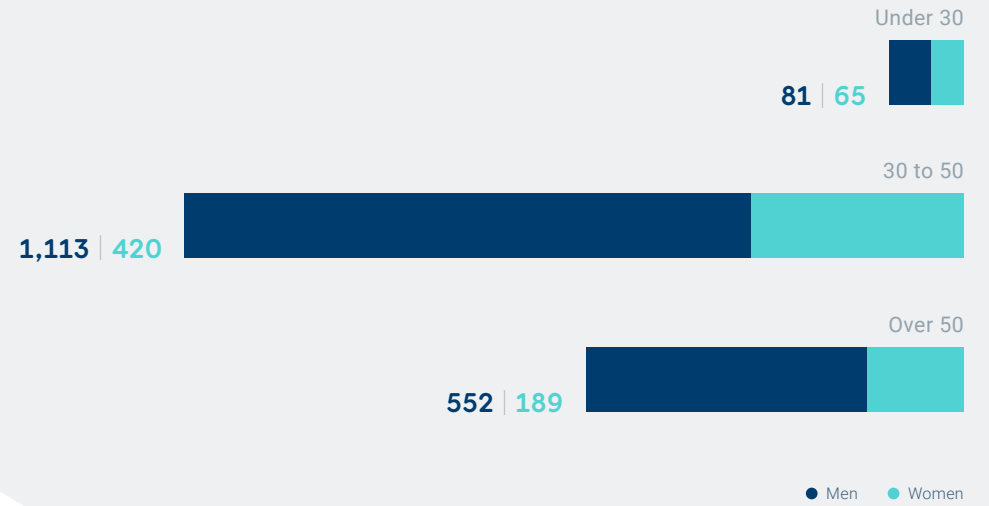




Evolution of Redeia's workforce (no. of employees)



Workforce Distribution by Age and Gender (no. of employees)



2.2

Diverse Talent

Redeia is committed to providing equal opportunities as a way to contribute to well-being at work by creating a space that facilitates work-life balance and actively emphasises diversity of knowledge, experiences, and gender.

During the last quarter of 2022, Redeia has been actively working on developing the new Comprehensive Diversity Plan 2023-2025, which builds upon the previous plan's key axes while incorporating new concepts of diversity, such as equity and the inclusion of employees with their own unique identities, to align with emerging trends in the field.

GENDER EQUALITY AND EQUAL OPPORTUNITIES

This vector of the Comprehensive Diversity Plan refers to the principles of equal employment opportunities, the promotion of women to positions of responsibility, salary equivalence between men and women, the promotion of familial co-responsibility, the prevention of harassment on moral, sexual and gender grounds and the prevention of gender violence.

Redeia boasts a diverse workforce, with employees hailing from 30 different nationalities. 98% of the workforce consists of native employees from the countries where Redeia operates.

Comprehensive Diversity Plan 2018-2022

Mission

- Redeia aspires to inspire and serve as a role model, both within its organisation and in the broader social, professional, and personal contexts through a commitment to diversity of talent, social and labour inclusion, and combating discrimination by actively addressing stereotypes and cultural barriers.

Commitments

- Creating a corporate culture that embraces diversity among employees and stakeholders.
- Integrating diversity into all of the organisation's processes, especially people management.
- Involving, raising awareness, and promoting Redeia's mission and approach to diversity among collaborators and suppliers.
- Participating with official organisations, academic institutions and other social agents in campaigns and projects that enable Redeia to become a leading referent that will contribute to building a more diverse society.

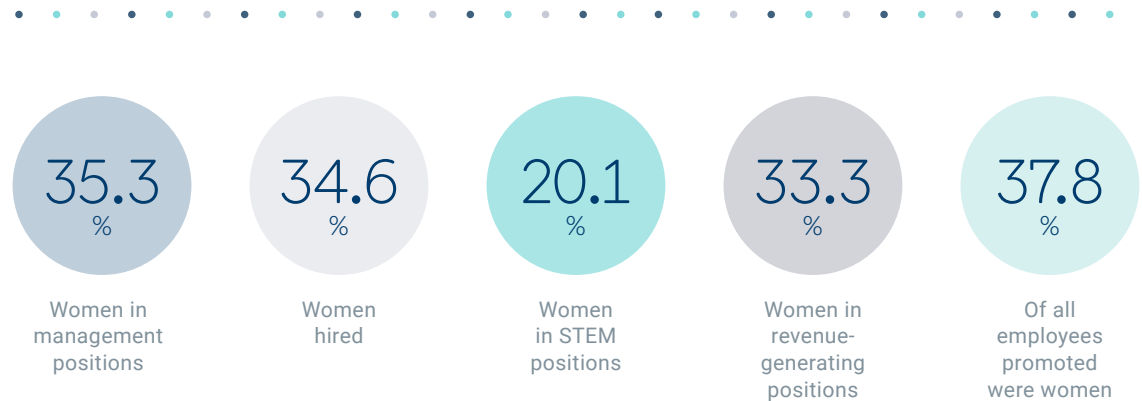
Milestones Achieved in 2022

- 35.3% representation of women on the management team.
- 4.5% increase in the representation of women in Redeia's workforce.
- B+ rating as a Family-Responsible Company (EFR) in terms of work-life balance.

In 2022, the percentage of women in Redeia's workforce rose to 27.9%. Furthermore, for the third consecutive year, the number of women in management positions increased, reaching 35.3% (compared to 34.1% in 2021), surpassing the target of 35% set in the previous Comprehensive Diversity Plan 2018-2022. Of the 35.3% achieved in 2022, 1.8% represent women in senior management positions (e.g., director or chief executive officer), while 6.5% refer to women in junior management positions (e.g., department head or manager). Additionally, there are currently 14 non-managerial female employees identified as having pre-management potential. The significant presence of women on Redeia's Board of Directors is also noteworthy, with 50% female directors.

Redeia remains committed to attracting and incorporating young female talent through initiatives such as the "Descubre" programme, which focused on attracting this type of profile in

Redeia is raising the bar in terms of gender equality and opportunities by setting a new objective in its Sustainability Plan for 2023-2025: to have 38% of women in management positions by 2025.



Women in the Workforce (%)



Women in Management Positions (%)



Note: The data scope refers to Redeia companies in Spain, excluding Hispasat in 2018, and Redeia from 2019.

2022, with six female participants, accounting for 50% of the total number of scholarship recipients. Visit the [Cooperation with the Education Sector](#) section for more information.

The indicator measuring equal opportunities for the internal promotion of women compared to men reached a ratio of 1.32 in 2022, surpassing the target of 1.20 set for the year. Similarly, the indicator measuring equal opportunities for training reached a ratio of 1.05.

Throughout 2022, Redeia continued its Diversity Management and Female Leadership Programme, which aims to train and raise awareness through workshops and focus groups targeted to all groups within the company, with the goal of promoting gender equality and creating diverse environments by:

- Raising awareness of the importance of diversity, promoting inclusion, and reducing unconscious biases.
- Developing self-leadership skills, fostering assertiveness and self-confidence.
- Analysing the impact of appropriate work-life balance.
- Understanding the impact of work on personal image and raising awareness as to how it influences others.

It is worth stressing that the latest work-life balance survey conducted in 2022 revealed that 84% of the workforce believes that their line managers are committed to treating women and men equally.



Key Actions to Promote Diversity in 2022

Awareness-raising and Training

- The IV Women in the Network Week was celebrated, featuring activities focused on promoting STEM careers, emphasising the value of personal branding for visibility and highlighting the contribution of women on Boards of Directors.
- Awareness-raising and communication campaigns were conducted against gender-based violence, in recognition of the international LGBTI day, and on the Day of Persons with Disabilities.
- Each manager held sessions with their teams to communicate the company's Equality Plan (leadership goal), ensuring that the workforce is informed about the agreed-upon measures.
- The promotion of female leadership included an awareness-raising and training project specifically designed for female staff members. This initiative included the "In@lusionte" programme aimed at the management team, featuring activities that raised awareness about inclusive diversity, equality, and unconscious biases. The programme achieved a high participation rate of 90% and received a satisfaction rating of 7.7 out of 10.

Forums and Participation in External Working Groups

- *Promociona* Programme, promoted by the Spanish Confederation of Business organisations (CEOE), for the development of skills for female company executives.
- *Progesa* Programme, also promoted by the CEOE, to support the individual development of female non-managerial employees identified as emerging leaders.
- Women's Leadership Programme organised by the Antonio de Nebrija University.
- Mentoring of five female engineering students, sponsored by the Royal Academy of Engineering.
- Women and Engineering Programme of the Ministry of Education and Vocational Training.
- The CEO and the Director of People and Culture actively participated in meetings of the CEO for Diversity initiative, organised by the Adecco Foundation and the CEOE Foundation.
- Participation in the diversity work group organised by the *Excelencia en Sostenibilidad* (Excellence in Sustainability) Club.
- Participation in the welcome session organised by REDI Business Association.

New Alliances

- Joined ClosinGap to help create reports and studies that highlight the gender gap in different industries.
- Collaborated with Woman Action Sustainability (WAS) to promote the commitment of companies, organisations, and society to sustainability and female talent.
- Participated in the launch of the "Equality platform for the energy sector" to promote diversity within the energy sector.
- Renewed the INTRAMA certificate as a "Top Diversity Company," which recognises Redeia as one of the top 40 companies in Spain with the best practices in diversity and inclusion.

2.3

Recruitment, Selection, and Onboarding of Talent

NEW HIRES

All the companies that make up Redeia join efforts to attract and onboard talent, ensuring the organisation has the best professionals to help achieve its objectives. To this end, staffing needs are anticipated through a methodology that defines specific recruitment and assessment strategies for each position, guaranteeing non-discrimination, diversity, and inclusion for all groups.




In 2022, the company continued to work on the Employer Brand strategy, supported by the hashtag *#TalentoEnRed* on major social networks and the Redeia Careers Portal. This process is completed with feedback from termination interviews and the Work Climate Survey, which contribute valuable insights on talent loss, enabling the design of action plans to mitigate this risk.

In 2022:

- More than 228 new employees were hired across different companies within the group, with 34.6% of them being women and 65.4% men.
- Internal promotions covered 33% of vacancies.
- The visibility of the new brand was improved through the "Careers Portal" area of our website.
- Career opportunity descriptions were modified to promote and ensure non-discrimination on any basis, diversity, and inclusion by representing applicants from minority backgrounds.

- The recruitment process was enhanced by leveraging data SEO, analysis and use on major professional recruitment networks.
- A methodology for identifying and filling critical positions to foster talent retention was developed and implemented.

The **"Applicant Portal"**  was redesigned to ensure a positive employee experience. This digital platform facilitates the onboarding process for future professionals, allowing them to learn about the company, its main projects, and initiatives even before joining Redeia.

Once onboarded, new employees embark on the "On board Redeia" welcome and integration plan, which utilises gamification to introduce them to the company's culture. The plan emphasises the role of mentors, who support professionals throughout the process. A major milestone in 2022 was the implementation of the Welcome Plan for 100% of new employees in Redinter (Chile, Peru, and Brasil).



The Candidate Portal simplifies the onboarding process for prospective professionals by enabling them to familiarise themselves with the company and its projects before joining Redeia.



Moreover, Redeia has designed a Company Awareness Plan that includes sessions where high-performing professionals present the organisation's activities. The plan also features networking sessions among colleagues of the same promotion and visits to key areas of the business to foster connections and understanding of the company.

COOPERATION WITH THE EDUCATION SECTOR

Redeia is committed to providing practical training opportunities for recent graduates through various scholarship programmes and/or educational cooperation agreements. The

objectives of these initiatives are to support newly qualified professionals in gaining access to the job market, develop an internal talent pool, and enhance Redeia's employer brand image.

In 2022, over 45% of individuals from the internal talent pool successfully joined the company, filling internal vacancies across the organisation.

• • • • • Notable Collaborations in 2022 • • • • •

DescubRE Young Talent Programme

12 young women participated in the third edition of this programme, which in 2022 aimed at recruiting female talent.

Opera Scholarship Programme

This programme focuses on incorporating young university students into control centres.

Cybersecurity Scholarship

In collaboration with the Universidad Politécnica of Madrid, Redeia established a scholarship dedicated to executing a telecommunications project.

FP DUAL (Vocational Training Programme)

Fifteen young individuals participated in this programme, which aims to provide technical specialists for immediate incorporation into technical specialist positions in the Demarcations.

Collaboration with the Ministry of Defence

Redeia offered internships to students pursuing a master's degree in Management of Information and Communications Systems and Technologies (STIC) and Information Security. These degrees are awarded by the Centro Universitario de la Defensa, which is affiliated with the Universidad de Vigo and located at the Naval Military School.

EFE Agency Scholarship Programme

Internship with the EFE Agency to provide training to a graduate in journalism or communication, focusing on the specialized field of energy.

Curricular and extracurricular internships

Collaboration between Redeia and several universities, such as the Universidad Politécnica of Madrid, Universidad Complutense of Madrid, Universidad Rey Juan Carlos, Universidad Europea or Universidad Carlos III of Madrid, in areas related to Telecommunications Engineering across various disciplines.

2.4

Talent Development

Redeia is dedicated to nurturing talent through a model that allows for anticipating needs and building an organisation capable of addressing the challenges outlined in the Strategic Plan within a changing environment. The objective is to achieve cultural transformation and sustainable management of diverse and dedicated talent. By fostering an innovative, agile, and collaborative culture, Redeia promotes self-leadership to establish a resilient organisation capable of meeting its objectives.



The Skill and Leadership Models define the organisation's culture and frame the courses of action concerning people management.

Our cultural transformation is evident through the Leadership Model and the Skill Model, which establish the desired work approach within Redeia. These models are complemented by the Learning Model, which ensures that employees possess the necessary technical skills to perform their work effectively.

LEARNING

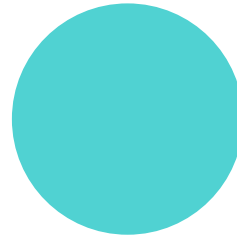
The organisation focuses on developing its talent by providing training to employees to enhance their employability in the current changing environment and by implementing effective talent retention strategies.

The learning model emphasises the leaders' role in supporting their employees and accompanying them in their professional development. Each employee has autonomy in designing their individual Learning Plan, allowing them to request actions that help them achieve their personal challenges and improve their contribution to the organisation. They also participate in activities assigned based on their profile and organisational needs.

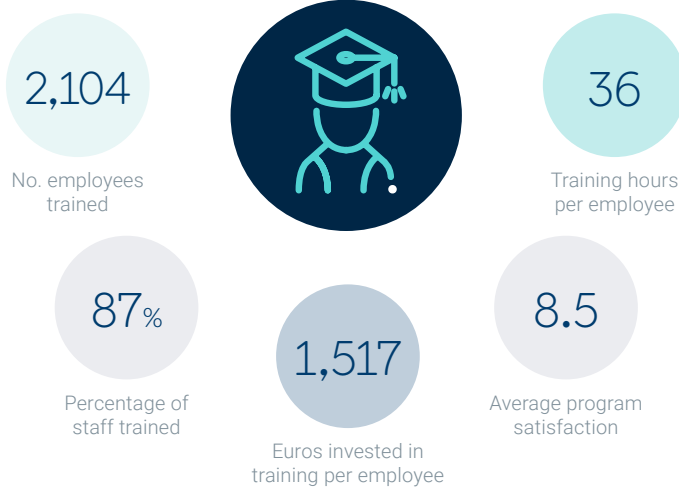


The available training programmes facilitate the achievement of objectives outlined in the Strategic Plan. The impact of learning on these objectives is evaluated through relevant indicators.

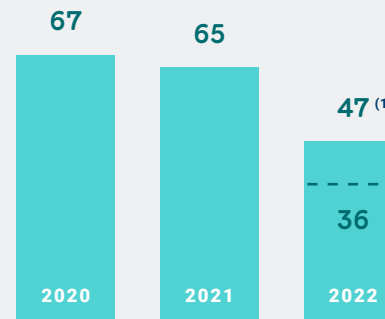
Redeia continually evolves its learning offerings to cater to different learning styles and individuals and use new methodologies, exploring the use of artificial intelligence to improve certain programmes (Digital Coaching Programme), and prioritising digitalisation to deliver more focused, relevant, and impactful content. These efforts have resulted in reduced training hours without compromising the quality of learning experiences.



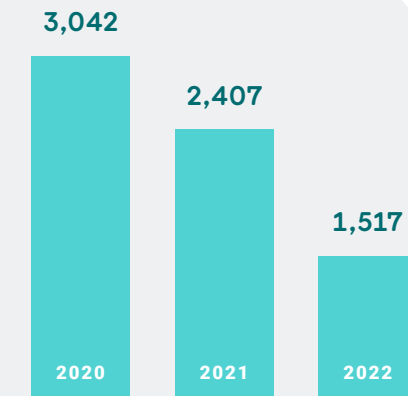
Training in 2022



Hours of training per employee / 404-1



Investment in training per employee (€)



(1) The virtualisation of the training catalogue and the digital training offer have led to an increase in the programmes offered by the Virtual Campus, which went from 661 courses in 2021 to 809 in 2022 (an increase of 22%). Virtualisation has had a great impact on the duration of courses, reaching an efficiency rate of 31%. The average number of hours was reduced from 11 in-person hours to 6 digital hours.

Noteworthy Learning Initiatives in 2022

Professional Qualification for Local Operators

To ensure the safety of personnel who carry out these tasks and optimise facility care and maintenance, ongoing training has been provided for demarcation members to obtain this qualification.

The training follows a new teaching model that combines virtual and face-to-face methodologies using TEAMS. It includes mandatory face-to-face practical sessions conducted at the student's demarcation facilities under the supervision of experts from the same demarcation.

Parameterised Engineering

Parameterised engineering serves as the fundamental and foundational platform for the lifecycle of the Single Digital Asset (BIM). It enables automated checks to achieve error-free engineering, resulting in a significant impact.

This new, fully digital paradigm facilitates truly collaborative work and brings about efficient processes and substantial cost savings.

The training approach for parameterised engineering adopts a "learning by doing" methodology, where teams engage in their day-to-day work and real projects. This approach helps visualise engineering from a value generation and efficiency perspective. It is complemented by facility design, documentation updates, material requirements, and easy visualisation of project status and implementation.

GIS Equipment

The establishment of the San Sebastián de los Reyes centre within the Redeia Campus infrastructure has led to the development of a new training programme with a strong technical focus to equip our technicians with the necessary skills to work on GIS substations. It consists of six practical courses taught by experts from the Facilities Maintenance Department.

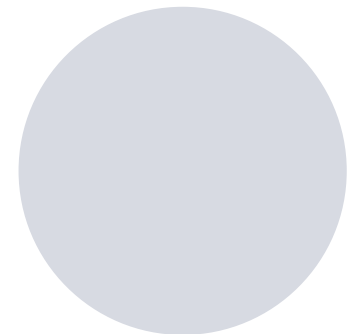
Network Analysis: PSS/E basic level and Python for PSS/E

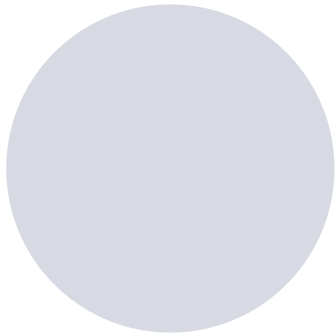
These courses, taught by internal experts from the Electrical Control Centre Department, provide students with the knowledge of PSS/E software's basics for correct usage. Additionally, students learn advanced techniques through programming modules that expand the capabilities that PSS/E offers users. This ensures expertise in utilising these tools to analyse all kinds of real-time contingencies in the transmission grid.

Transformer Protections

This course offers a comprehensive understanding of tools, criteria, methodologies, and operations related to transformer protections. It also covers the new philosophy of multifunctionality in transformer protection schemes.

Continued on next page





• • • • • Noteworthy Learning Initiatives in 2022 • • • • •

Analysis of Electrical Systems

This course empowers technicians in the System Safety Department with in-depth knowledge and analytical skills to handle various types of electrical circuits and their constituent elements.

OTS Operator Training

Following normalisation after the pandemic situation, in 2022, face-to-face training of operators on the training simulator was resumed. The primary objective of this training is to regularly practice the strategy for restoring a national blackout and to conduct exercises focused on handling exceptional operating situations.

Instrument Transformer Technology

This training is designed for Engineering and Construction technicians and aims to provide a comprehensive study of various aspects related to the operation of instrument transformers, design considerations, sizing, and implementation in new projects led by Redeia's engineering departments.

EPLAN

Targeted at Engineering and Construction technicians, the purpose of this training is to assist in the design of electrical diagrams by optimising and automating the development process of electrical projects to save time and reduce costs.

DYNAMO

Designed for Engineering and Construction technicians, this training introduces a tool that allows for "programming" through visual elements called "nodes" by replacing traditional lines of code in order to automate repetitive tasks, such as creating drawings. The goal is to minimise errors and enhance the overall efficiency of the process.

Forest Fire Prevention and Extinction

As part of Redeia's commitment to the environment, a new internal regulation for forest fire prevention has been approved. This includes theoretical-practical training for personnel involved in maintenance or construction activities at our facilities.

Ethics and Compliance

To enhance the group's reputation and promote our professionalism both internally and externally, a new learning resource has been launched. It includes videos, activities, and gamification elements to educate employees on the ethical values, principles, and guidelines outlined in the Code of Ethics and Conduct, as

Continued on next page

Noteworthy Learning Initiatives in 2022

well as the principles of Redeia's Compliance Policy. These aspects are crucial for employees to consider in their daily duties and responsibilities.

This training is available in Spanish, Portuguese, and English to cater to all our companies.



Data Protection

Investing in awareness and training in "data protection" is a key factor in the development of a privacy culture in the organisation.

In 2022, the Personal Data Protection awareness training was integrated into the essential training for new recruits and made available to all employees through the Virtual Campus, with the aim of providing the necessary notions to achieve critical awareness in this area.

Additionally, workshops focusing on Redeia's data protection and personal data compliance system were conducted. These initiatives aim to promote and strengthen a culture of compliance in personal data protection within Redeia, in line with the ethical principles and guidelines outlined in its Code of Ethics and Conduct and Compliance Policy.

Thabla programme

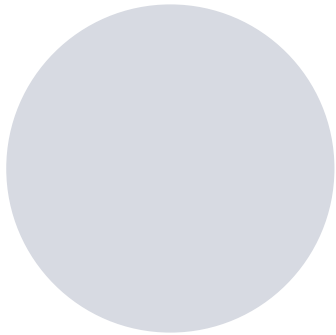
This programme aims to promote language learning (mainly English and French and currently also Brazilian Portuguese) by all members of Redeia's companies, in order to enable them to adequately perform their functions and facilitate effective communication and participation in meetings, forums, conferences, working groups, and negotiations in their area of activity. In 2022, a new tender process was opened for this general language programme based on virtual training to align with the company's digitalisation process.

A Healthy Company – Safety

As part of the strategic objective to establish Redeia as a model for a healthy organisation and ensure the safety and well-being of its employees by creating healthy work environments, occupational health and safety training courses have been implemented as per the company's health and work safety training plan. The plan is available in the internal regulations section, specifically in the action guide block referenced as AM012.

In 2022, face-to-face training resumed after the pandemic hiatus, and e-learning methods were reinforced for delivering theoretical content. New training programmes have been developed and will be progressively included in the AM012 guide. For certain courses, a specific training methodology has been established, which involves delivering the theoretical part through virtual support and dedicating 100% of the face-to-face course to practical work.

Continued on next page



• • • • • Noteworthy Learning Initiatives in 2022 • • • • •

Cybersecurity Plan

Redeia considers incorporating cybersecurity in its operations as a key element and therefore introduces its new "All-encompassing Security" concept (Cybersecurity + Physical Security). To this end, comprehensive training, awareness, and sensitisation plans for 2020-2025 have been developed in these areas: cybersecurity and physical security across Redeia. These plans address the need to professionalise our technicians and mitigate risks posed by both internal and external personnel.

Simultaneously, to acquire professionals with advanced technological expertise and an integrated understanding of industrial automation, information technologies, and communications, an intensive programme has been launched and will be implemented from 2022. This programme revolves around three main pillars: forums, mentoring, and curricular internships within Red Eléctrica.

Basic Training Programme in Digital Skills

This programme is targeted to all Redeia professionals and will make available comprehensive training resources in digital skills and tools to ensure the uniform acquisition of this knowledge throughout the organisation.

Specialised Areas: Business Analyst

2022 saw the design and launch of the first edition of the specialisation programme for the role of "Business Analyst".

The pilot programme involves 12 technicians from various areas of the company and aims to support decision-making and optimise business processes. It focuses on identifying information needs within the business areas and creating scorecards for effective decision-making.

Data Governance

To enhance the organisation's ability to manage knowledge derived from its data, work continued in 2022 to develop technological solutions that foster a data-centric approach: data analysis tools such (PowerBI) and data governance tools (Collibra, data quality).

Continued on next page

Noteworthy Learning Initiatives in 2022

Data Science

Its aim is to provide essential knowledge in advanced analytics and its application to the business. To this end, several pilot projects have been defined to be executed by teams within the Directorate General of Transport, promoting the utilisation of new technologies (development of Machine Learning algorithms) to address the strategic challenge of improving and automating project management in a centralised and unified manner.

The six-month project will be carried out during the first quarter of 2023, providing support and guidance for the development and resolution of specific business cases.

Transformation Programme for IT Managers

The objective of this programme is to ensure that we have profiles that are well-suited to the new needs and demands of a constantly changing world.

The programme consists of training sessions that aim to expand knowledge in database design, enabling the execution of advanced analytics and high-speed transactions, tools for enhancing reporting capabilities (Jasper), developments on the AWS platform, and analytical tools for processing large volumes of data, conducting searches, applying tags, and creating reports (Splunk).

Redeia is adapting its training offer to cater to diverse learning styles and individuals, as well as incorporating new methodologies. This includes exploring the use of artificial intelligence and prioritising digitalisation.



Our commitment to internal mobility has yielded positive results, with a 5.8% mobility rate achieved in the non-managerial workforce of the group in 2022.

CAREER DEVELOPMENT

Redeia ensures that each employee's professional development aligns with the company's needs.

It places particular emphasis on the responsibility each professional holds for their own development and commits our leaders to enhance their teams' skills.

The Skill Model, described above, specifies and shares the skills and behaviours expected of Redeia's employees, enabling the organisation to effectively address the challenges outlined in the Strategic Plan within a changing environment.

Development Recommendations

Among the development recommendations, two initiatives stand out: Internal Mobility and Assignment to Transversal Projects:

- **Internal Mobility Model:** The development of internal skills is one of the key factors in facing business challenges with a greater degree of success. Therefore, Redeia promotes mobility between departments as a critical element to accelerate our professionals' development and learning

processes, enhancing their versatility and employability to meet the short- and medium-term needs of the business.

The management model for internal mobility has evolved to ensure greater agility and efficiency, considering the organisation's needs and our employees' professional growth.

To facilitate this, we have introduced the new Mobility Model, which emphasises mobility as a vital tool for development and offers individuals the opportunity to continue learning and gaining a holistic view of the company that cannot be obtained through other means. Experience-based learning is undoubtedly one of the most effective ways to acquire new knowledge and enhance skills.

As a new development, this year international mobility has solidified as a valuable tool. It can be pursued in the following manners:

- **Temporary stays.** Stays can be conducted between the different companies of the group and are understood as a development measure to enhance understanding of the



company and exposure to different cultures. These temporary stays have a maximum duration of two months and can be conducted either **face-to-face or virtually**. They are implemented in the following cases:

- > **New hires**, in positions that require greater interaction with other Redeia companies.
- > **Talent differentiation**: a temporary stay may be proposed as a development measurement after the talent differentiation process.
- **International and company vacancies**. These vacancies are managed like any other internal vacancy. Employees can apply for them themselves through Impúlsate/Vacantes internas. If the candidate is chosen after the selection process, they will work in the target company with local conditions on an indefinite basis. All group-level vacancies (except Hispasat) are already available for consultation.
- **Expatriation**. As part of our international mobility efforts, we continue to assign individuals from the group to fill specific positions abroad. Anyone interested can choose to participate in these processes or be part of a talent pool for future expatriation opportunities.
- **Assignment to Transversal Projects**
This initiative enables employees to develop new skills and knowledge by participating in projects outside of their regular job scope that allow them to gain exposure to different environments and work approaches.

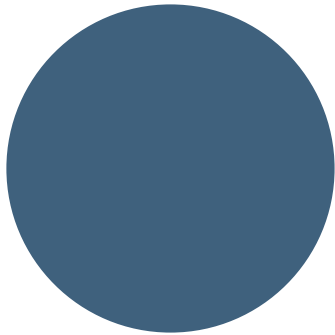
Specific Development Programmes by Groups

• Managers' Programme

In 2021, the Sustainable People Management model (GPS) was established to support the achievement of the group's strategic challenges. This model introduces the role of Manager and aims to establish a consistent organisational structure throughout the entire group. It also provides new development opportunities for individuals within the group.

In 2022, Talent and Culture launched a programme aimed at supporting Managers. The main objective of this programme is to equip managers with the necessary tools and skills to lead and manage their teams of professionals effectively. It directly contributes to their development by involving them in key people management processes and guiding them in achieving results through their team members.





The programme includes self-awareness activities, workshops focused on people management, communication, self-leadership, and other relevant skills. Networking sessions and group cohesion activities are also included, which have a significant impact on the organisation. Additionally, a dedicated communication channel called the **Manager's Portal** has been developed to provide managers with essential resources and tools to excel in their role and make a positive impact on their teams.

- **Programme for Demarcation Specialists (Gem3)**

This programme targeted to demarcation specialists was carried out in 2022, with a special focus on:

- Enhancing their key skills and making their regular work easier.
- Creating an environment where they can share their experiences and learning.

- **Personal Development Actions for Specific Positions**

In addition to all programmes, personalised development programmes have been designed and implemented to support specific roles in the performance of their functions. This is the case of the Territorial Manager role, which has been provided with tools and support in developing skills related to communication, task planning, and prioritisation.

In all these initiatives, a key principle is the ability to **measure their effectiveness in meeting the real needs of employees and assessing their impact on daily contribution and performance**. To facilitate this analysis, specific tools such as skills assessment forms and satisfaction surveys have been developed.



During 2022,
75 Managers
actively worked
on consolidating
their role as
people managers

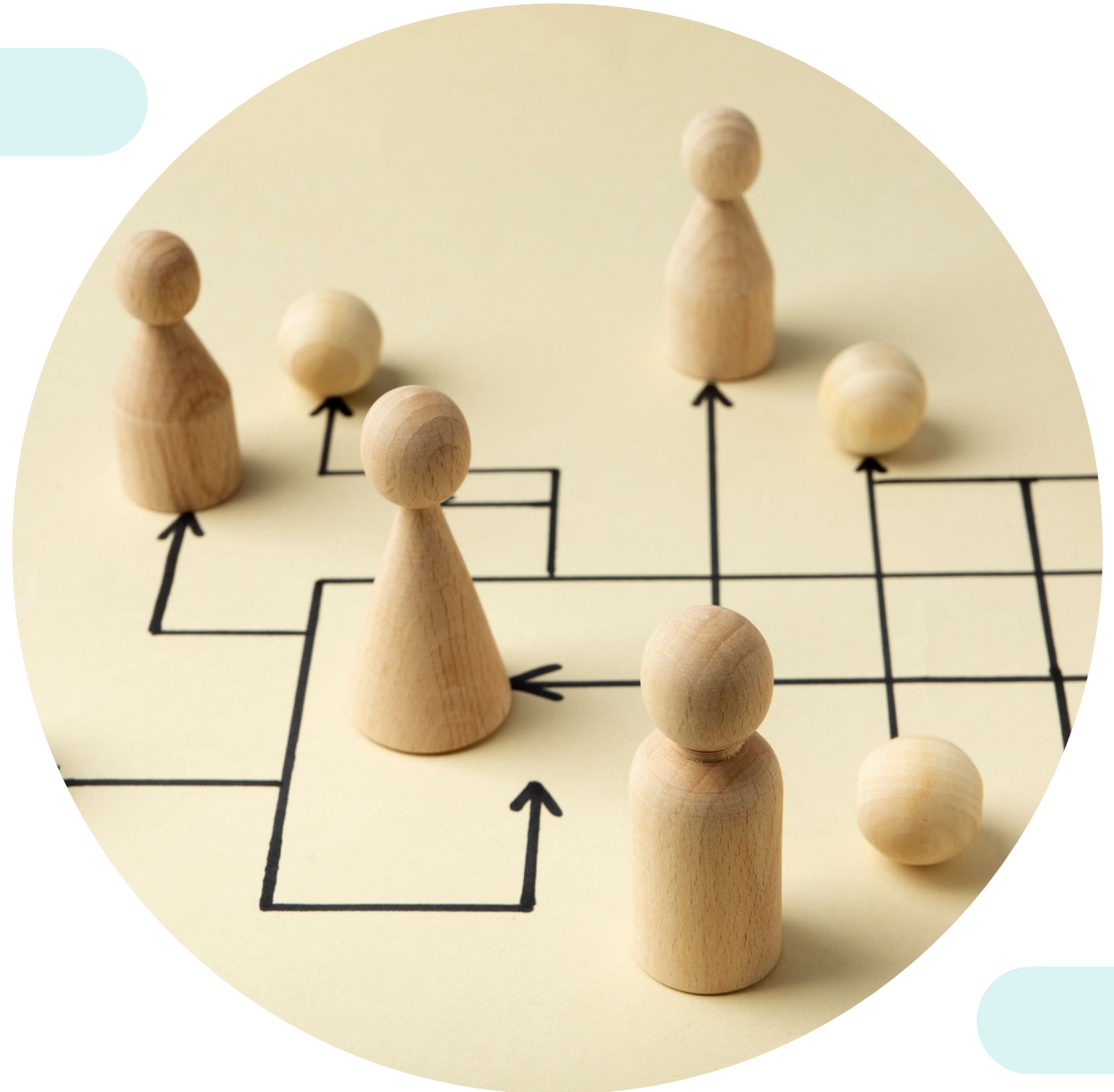
In addition,
14 TADs and
18 TAMRIs
participated
in the Gem3
Programme.

2.5

Talent Differentiation

ENGAGEMENT
AND RECOGNITION

The process of talent differentiation and segmentation effectively separates the assessment of employee contribution from the evaluation and development of key skills. Feedback plays a crucial role in both processes, providing employees with multiple sources of input to understand the evolution of their contribution and skills.



The objectives of this process are to identify individuals who bring unique value to the organisation and possess the skills to further increase this value in the future. It also aims to identify those who are not adequately contributing to the organisation, enabling differential

Variables of the Talent Differentiation Model

Contribution

This refers to how individuals add value through their work and fulfil their responsibilities to achieve the organisation's strategy and long-term sustainability.

Capabilities

It includes the skills, knowledge, motivation, and values necessary to sustain and enhance their contribution, distinguishing between those relevant to their current level and role, and those needed for higher-level positions.



In 2022, various initiatives focused on emotional recognition have been implemented, such as granting additional days off or involving employees in events and work groups.

and fair investment decisions in their development based on their talent and the potential impact on improving results.

As a new initiative in 2022, in addition to financial recognition, other forms of emotional recognition have been implemented. These include granting additional days off and providing opportunities to participate in events or work groups that increase the employee's visibility within the organisation. Furthermore, a satisfaction survey was conducted among the affected employees, revealing that 80.7% of them were fully satisfied with these new measures.

2.6

Knowledge Management

Personalised investment in groups with specific needs and individuals who opt for internal mobility, promotion, or departure from the organisation is linked to plans for the transmission and preservation of critical knowledge.

In 2022, Redeia introduced "**The Value of your Experience**" (EVE) programme to enable experts to share and transmit their knowledge and experience. The programme encourages debate, idea exchange, and the creation of a network of contacts to generate new shared knowledge.



The El Valor de tu Experiencia (EVE) programme, which focuses on knowledge dissemination, was attended by 77% of the employees identified as experts.

77% of employees identified as experts have participated in the programme.

Another notable achievement is the integration progress of the exploratory pilot project conducted in 2021, ZAPIENS-CIRIS. It involves implementing a virtual assistant for health and safety, powered by artificial intelligence, to provide automated responses to queries from Redeia staff via an app on their corporate mobile phone. This initiative enables quick and efficient access to specific and standardised knowledge. When the virtual assistant is unable to provide a satisfactory answer, the query is forwarded to the CIRIS community, a group of current experts, to develop a consensus solution collectively. This solution is then registered in ZAPIENS and sent back to the user. This feedback is then added to the app database, ensuring that all knowledge is consolidated in a single information repository.

Throughout 2023, the project will be gradually expanded, starting with implementation by users of the Red Eléctrica Demarcation Centre. The possibility of extending it to other Demarcations, units, and companies within Redeia will be analysed.



2.7

Listening to Employees


WORK CLIMATE SURVEY

In December 2021, Redeia initiated the Work Climate Survey, which is conducted every two years. This survey serves as a crucial tool to identify the strengths and areas for improvement that affect employees' daily experiences.

The results of the Work Climate Survey, along with the analysis of variations compared to the previous survey, were released in 2022. The survey achieved a participation rate of 87% among the workforce, and its results showed an overall satisfaction index of 87 out of 100, which is approximately 14 points higher than the national average in Spain.



The Emoción Project was launched in 2022 with the objective of enhancing the outcomes of the work climate survey. It aims to integrate emotional management into occupational risk prevention, particularly in activities identified as higher risk.



Redeia's management team made it a leadership objective in 2022 to communicate the survey results to the teams and demonstrate their commitment to improvement. During these sessions, action plans were developed to address areas that needed strengthening.

ACTIONS RELATED TO THE ASSESSMENT OF PSYCHOSOCIAL RISKS

In the 2021 survey, only four out of the 26 dimensions analysed showed areas for improvement. The company was highly valued for providing stability and fair treatment, (with scores above 75 points), whereas over-involvement was identified as an area that needed improvement. As part of the actions derived from the survey results, the management team, as part of their leadership objectives, communicated the overall evaluation results to their teams, including the specific results for each area. In 2022, the Emoción Project was launched as an action to improve the survey results. The project, which will

continue in 2023, aims to incorporate emotional management into occupational risk prevention, particularly in activities identified as posing higher risks.

WORK-LIFE BALANCE SURVEY

Conducted every two years, the 2022 edition of the survey had a participation rate of 51.2% among the workforce.

SURVEY ON THE MANAGEMENT BY CHALLENGES MODEL AND CONTRIBUTION INTERVIEWS

This survey is conducted to gather employees' feedback on the Management by Challenges Model and to assess the progress made in contribution interviews between leaders and their teams to provide greater value in employees' professional development.

2.8

Internal Communication

During 2022, Redeia implemented new communication methods aimed at providing employees with information in an agile and direct manner. As a result, the Company Communicator has been introduced as a new communication channel that complements and strengthens the existing channels.

Additionally, in collaboration with the Corporate Governance Department, a protocol was established to promote the engagement of the Board of Directors with employees. As a result of this initiative, directors actively participated in various events throughout 2022, including Women's Week, Occupational Risk Prevention Week, Innovation Sessions, and Sustainability Workshops. Furthermore, six informal meetings were organised where directors shared their perspectives on company-wide matters with employees. The directors also visited different Redeia work centres and facilities to gain a first-hand understanding of their operations and the employees working there daily.



2.9

Compensation and Remuneration

Redeia is working to consolidate a remuneration model across every company in the organisation, which reflects the following common principles:

- Internal equity and external competitiveness.
- Consistency with the organisational and development model.
- Salary equality between men and women.
- Opportunity for salary progression.
- Differentiating recognition of superior performance.



Redeia continues to advance in the development of the **Total Compensation Model**, which encompasses economic, financial, intangible, and emotional elements, thus facilitating and supporting the company's organisational and cultural transformation, as well as its new ways of working.

The current remuneration framework supports Redeia's goals in energy transition, digital divide reduction, and diversification. In this respect, certain management levels have a long-term incentive to maximise motivation in meeting objectives in these areas. In 2022, the participation rate in this incentive increased to 18.4%.

Annual salary review processes distinguish between the contribution made during the year and the individual's achievements. Remuneration practices and policies ensure, in every case, non-discrimination based on gender, age, origin, sexual orientation and identity, religion, or race.

Throughout 2022, efforts were made to identify critical positions which, either because of their criticality for the organisation or because they are challenging to fill, are key for the company. This enables the development of adjusted remuneration models that positively differentiate these special characteristics to appropriately compensate these positions while maintaining internal equity and external competitiveness.

In 2023, these remuneration models will be implemented for the groups occupying such positions, integrating the defined criteria from a total compensation perspective into operational management.



TOTAL REMUNERATION Model ⁽¹⁾

MASTER PLAN →

STRATEGIC PLAN →

Total remuneration

- Financial remuneration
- Benefits-in-kind
- Personal health and well-being
- Performance and recognition
- Career development and opportunities

↓ ATTRACT AND RETAIN ↓

PROFESSIONAL

BUSINESS

Satisfaction and commitment

Performance and results

(1) Based on WorldatWork's total rewards model.

As a sign of Redeia's commitment to remuneration transparency and adherence to market recommendations and best practices, the gross wage gap calculation includes all compensation items and payments (such as per diems, overtime, and expatriation allowances). In 2022, the methodology for calculating the wage gap was modified to align with international standards.

The gross wage gap has increased by 1.6 points compared to the previous year, primarily due to the higher representation of men in the management staff of Axess Networks, which was acquired by Hispasat in 2022. It is important to note that if the calculations did not include this company, the gross wage gap for this year would be 5.16%, that is, 20.7% lower. This demonstrates the ongoing commitment to monitor and ensure equal pay between men and women actively.

The gross wage gap, also known as "gender pay", considers raw figures and excludes factors such as seniority and other concepts that could contribute to reducing the wage gap, also known as "equal pay" (adjusted wage gap). It is worth noting that organisations like the National Securities Market Commission (CNMV) recommend that the calculation methodology for the wage gap should help promote diversity and eliminate gender bias. The calculation of the gross wage gap, as explained above, aligns with the CNMV's criterion.

Remuneration Model

NON-MANAGEMENT EMPLOYEES

- Fixed remuneration within broad salary ranges to allow for differentiated salary recognition.
- Variable remuneration or bonus payments to acknowledge exceptional contributions.
- Non-monetary elements that enable personalised configuration of remuneration in kind.
- Social benefits.

MANAGEMENT TEAM

- Fixed remuneration.
- Annual variable remuneration is awarded based on the achievement of individual, company-wide, and leadership objectives, and leadership objectives, with the latter being linked to the management team's leadership model.

Wage Gap (%)

Calculation formula

$$\frac{\text{Average male wage} - \text{Average female wage}}{\text{Average male wage}}$$

Average male wage

8.96

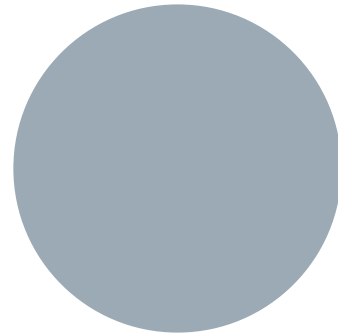
6.51

8.11

2020

2021

2022



The slight differences observed in salaries between men and women in various professional groups can be primarily attributed to factors such as seniority in the job.

Furthermore, Redeia complies with the regulations outlined in Royal Decree 902/2020 on equal pay for men and women. As a result, Redeia prepares an annual remuneration register that breaks down the average total salary of men and women by professional group. The differences have been analysed and found to be justified, indicating that, according to current legislation, there are no salary differences due to gender discrimination in Redeia. The differences observed (8.11%) are mainly attributable to factors such as seniority, contributions, and the influence of different values, as explained above.

However, in order to maintain Redeia's commitment to reducing the wage gap, several actions will be implemented throughout 2023.

At Redeia, there are no salary discrepancies between genders stemming from gender discrimination. The differences in salaries (8.11%) are due to factors such as seniority, individual contributions, and the value added by each employee.



3.

Main indicators



Key indicators

Key indicators

	2020	2021	2022
Total workforce	2,051	2,117	2,420
Women (%)	26.6	26.7	27.9
Men (%)	73.4	73.3	72.1
Women in management positions (%)	32.7	34.1	35.3
People with a disability (%)	1.0	0.9	0.9
Creation of net employment (Nº of job positions)	-5	66	70
Average age	45.0	45.9	45.3
Average length of service (years)	15.6	15.8	14.5
Total turnover (%) (1)	0.5	4.9	6.0
Permanent contracts (%)	98.0	98.6	99.2

(1) Scope of the data for 2020: Red Eléctrica and Corporate Services - Scope of the data 2021 and 2022: Redeia.

Workforce distribution by age, gender and professional group (%) / 405-1

	2020						2021						2022					
	Under 30		30 to 50		Over 50		Under 30		30 to 50		Over 50		Under 30		30 to 50		Over 50	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Management team	0.0	0.0	62.5	37.5	72.9	27.1	0.0	0.0	58.8	41.2	73.4	26.6	0.0	0.0	56.1	43.9	74.4	25.6
Specialist/technical experts	55.3	44.7	76.9	23.2	85.7	14.3	55.6	44.4	76.5	23.5	84.1	15.9	60.7	39.3	76.6	23.4	82.1	17.9
Administrative personnel	33.3	66.7	0.2	84.9	28.6	71.4	70.0	30.0	20.5	79.5	27.5	72.5	34.5	65.5	37.7	62.3	30.9	69.1
Total	53.6	46.4	73.5	26.5	76.7	23.3	57.0	43.0	73.6	26.4	75.2	24.8	55.5	44.5	72.6	27.4	74.5	25.5

Workforce distribution by generational group and gender (%) / 405-1

	2020		2021		2022	
	Men	Women	Men	Women	Men	Women
Traditional	80.0	20.0	90.7	9.3	60.0	40.0
Baby Boomers	76.6	23.4	96.5	3.5	75.7	24.3
Generation X	73.9	26.1	74.8	25.2	73.6	26.4
Generation Y	71.1	28.9	55.6	44.4	71.3	28.7
Generation Z	52.6	47.4	79.3	20.7	57.1	42.9
Total	73.4	26.6	64.3	35.7	72.1	27.9

Workforce distribution by type of business and gender (%) / 405-1

	2020		2021		2022	
	Men	Women	Men	Women	Men	Women
Corporate Services	47.4	52.6	47.6	52.4	46.4	53.6
Electricity	82.1	17.9	81.6	18.4	81.4	18.6
International	73.3	26.7	75.2	24.8	72.9	27.1
Technology	66.7	33.3	77.8	22.2	70.6	29.4
Telecommunications	69.9	39.1	70.5	29.5	68.7	31.3
Total	73.4	26.6	73.3	26.7	72.1	27.9

Workforce distribution by nationality and gender (%) / 405-1

	2021		2022	
	Men	Women	Men	Women
Spanish	73.6	26.4	73.3	26.7
Colombian	100.0	0.0	65.3	34.7
Peruvian	70.1	29.9	71.8	28.2
Brazilian	63.3	36.7	61.8	38.2
Other	78.8	21.2	67.7	32.3

Note: The Company does not have this information for years prior to 2021.

Number of employees broken down by age group and gender / 405-1

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Under 30	60	52	112	57	43	100	81	65	146
30 to 50	961	347	1,308	989	355	1,344	1,113	420	1,533
Over 50	484	147	631	506	167	673	552	189	741
Total	1,505	546	2051	1,552	565	2,117	1,746	674	2,420

New hires by age group and gender / 401-1

	2020						2021						2022					
	N° of new hires			Recruitment rate (%)			N° of new hires			Recruitment rate (%)			N° of new hires			Recruitment rate (%)		
	M	W	Total	M	W	Total	M	W	Total	M	W	Total	M	W	Total	M	W	Total
Under 30	14	13	27	23.3%	25.0%	24.1%	11	11	22	19.3	25.6	22.0	34	18	52	42.0	27.7	35.6
30 to 50	39	22	61	4.1%	6.3%	4.7%	48	18	64	4.7	5.1	4.8	102	55	157	9.2	13.1	10.2
Over 50	1	3	4	0.2%	2.0%	0.6%	4	5	9	0.8	3.0	1.3	13	6	19	2.4	3.2	2.6
Total recruitment	54	38	92	3.6%	7.0%	4.5%	61	34	95	3.9	6.0	4.5	149	79	228	8.5	11.7	9.4

New hires by nationality and management level 2022

	Nationality	Management type	No. of hires	Hiring rate (%)
Managerial	Spanish	Junior	2	1
	Colombian	Junior	1	0
Non-Managerial	Spanish		123	54
	Colombian		37	16
	Peruvian		25	11
	Brazilian		11	5
	Others		29	13

Employee turnover broken down by age group and gender / 401-1

	2020				2021				2022			
	N° of people leaving		Turnover rate (%)		N° of people leaving		Turnover rate (%)		N° of people leaving		Turnover rate (%)	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Under 30	3	8	5.0	15.4	4	8	7.0	18.6	14	5	17.3	7.7
30 to 50	22	3	2.3	0.9	25	18	2.4	5.4	45	30	4.0	7.1
Over 50	50	15	10.3	10.2	41	6	8.1	3.6	38	13	6.9	6.9
Total turnover	75	26	5.0	4.8	70	32	4.4	5.8	97	48	5.6	7.2

Employee turnover by nationality and management level 2022

	Nationality	Management type	No. of departures	Turnover rate (%)
Managerial	Spanish	Junior	6	4
	Colombian	Junior	2	1
	Spanish	Senior	2	1
	British	Junior	1	1
Non-Managerial	Spanish		64	44
	Colombian		26	18
	Chilean		11	8
	Others		33	23

Employees with the possibility of retirement in the next 5 or 10 years / 405-1

	In the next 5 years (2023-2027)	In the following 5 years (2028-2032)
Management team	14	36
Specialist/technical experts	162	208
Administrative personnel	34	35
Total	210	279

Note: considering retirement age as a sole requirement and estimating this as 65 years of age.

Average hours of training broken down by professional group and gender / 404-1

	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management team	87	102	92	74	87	78	96	109	100
Specialist/technical experts	69	60	67	71	51	66	32	33	32
Administrative personnel	57	34	39	43	26	31	27	20	22
Total	70	59	67	70	50	65	36	37	36

Average hours of training broken down by nationality and gender / 404-1

	2022		
	Men	Women	Total
Spanish	35	41	37
Colombian	21	12	18
Peruvian	63	46	58
Brazilian	67	49	60
Other	33	22	29
Total	36	37	36

Note: The Company does not have this information for years prior to 2022.

Average hours of training broken down by type of business and gender / 404-1

	2022		
	Men	Women	Total
Corporate Services	47	38	42
Electricity	34	40	35
International	61	54	59
Technology	51	105	67
Telecommunications	31	28	30
Total	36	37	36

Note: The Company does not have this information for years prior to 2022.

Average hours of training broken down by generational group and gender / 404-1

	2022		
	Men	Women	Total
Baby Boomers	30	31	30
Generation X	36	40	37
Generation Y	39	39	39
Generation Z	49	37	44
Traditional	2	0	1
Total	36	37	36

Note: The Company does not have this information for years prior to 2022.

Percentage of employees whose work performance and professional development is appraised periodically (%) / 404-3

	2020		2021		2022	
	Men	Women	Men	Women	Men	Women
Employees with a performance appraisal (%)	97	91	97	97	95	93

Employees covered by a collective bargaining agreement by country (%) / 2-30

	2020	2021	2022
Employees in Spain	91	90	86
Employees in Brazil	98	94	91

Distribution of nationalities in the management team 2022 (%)

	% of total management staff
Spanish	84.2
Colombian	7.1
German	2.2
Peruvian	1.6
Other nationalities	4.9



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Valuing the essentials