

Annual Diversity Report 2025

2025¹

1. Unless another date is expressly stated in this report, its contents will be understood to refer to December 31, 2025.

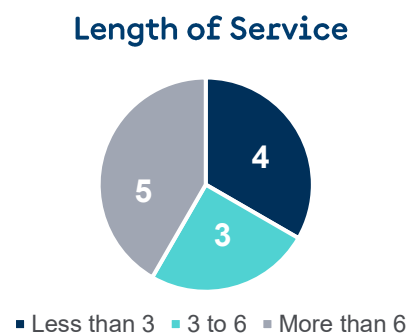
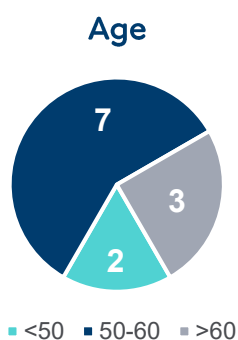
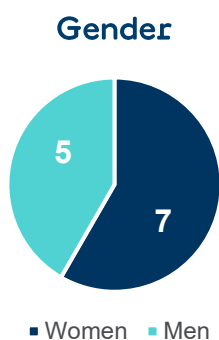
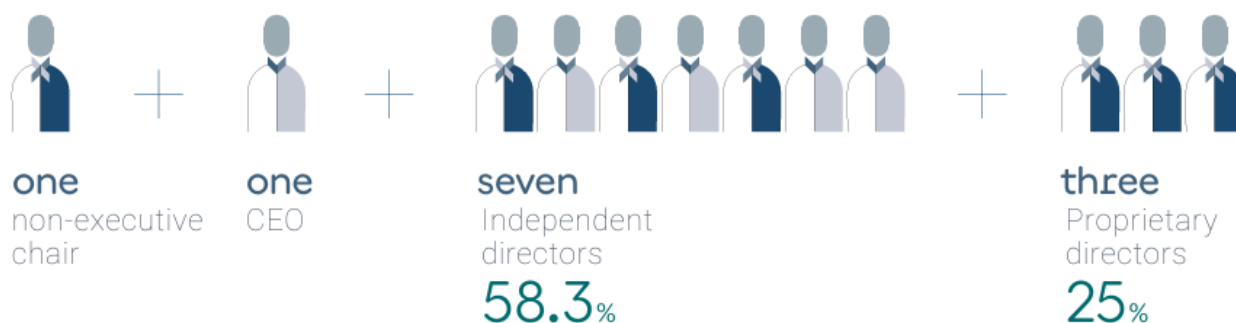


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At a glance: Diversity on the Board of Directors and in Redeia's workforce (at 31.12.2025)

Diversity in the composition of the Board of Directors

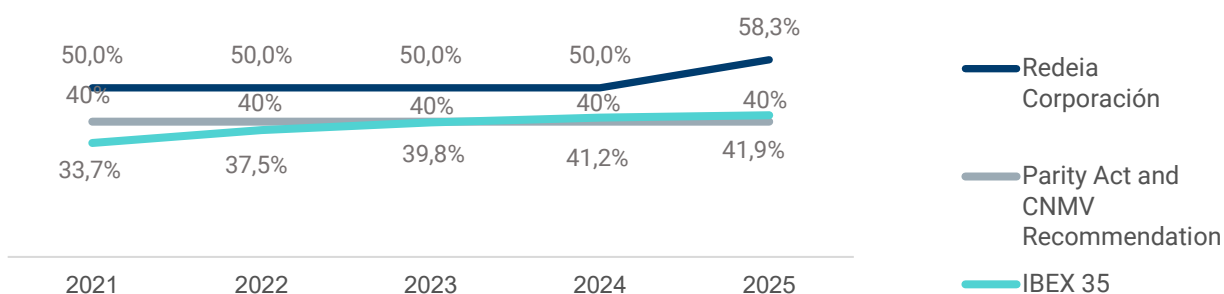


The Committees of the Board of Directors in figures

Appointments and Remuneration Committee (3 members)		Audit Committee (4 members)		Sustainability Committee (3 members)	
Chair	Independent director	Chair	Independent director	Chair	Independent director
Independent directors	66.7% (2)	Independent directors	75% (3)	Independent directors	66.7% (2)
Proprietary directors	33.3% (1)	Proprietary directors	25% (1)	Proprietary directors	33.3% (1)

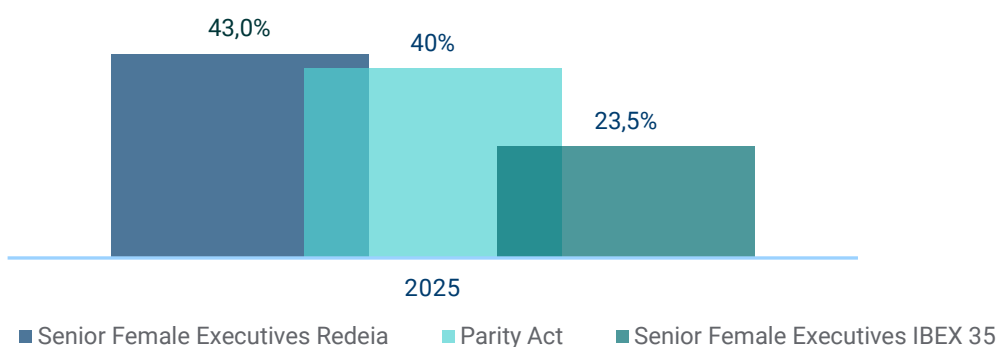
Gender (% women)	100% (3)	Gender (% women)	25% (1)	Gender (% women)	66.7% (2)
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Women on the Board of Directors: Redeia Corporación vs Ibex 35 (%)¹



Redeia's Women Senior Management in 2025

The total number of women in Redeia's senior management is **six (6)**, which represents **43%** of the total. This is a significant number in accordance with **Recommendation 14** of the Corporate Governance Code for Listed Companies and, although not yet in force, it complies in advance with the provisions of the '**Parity Act**' (40%).

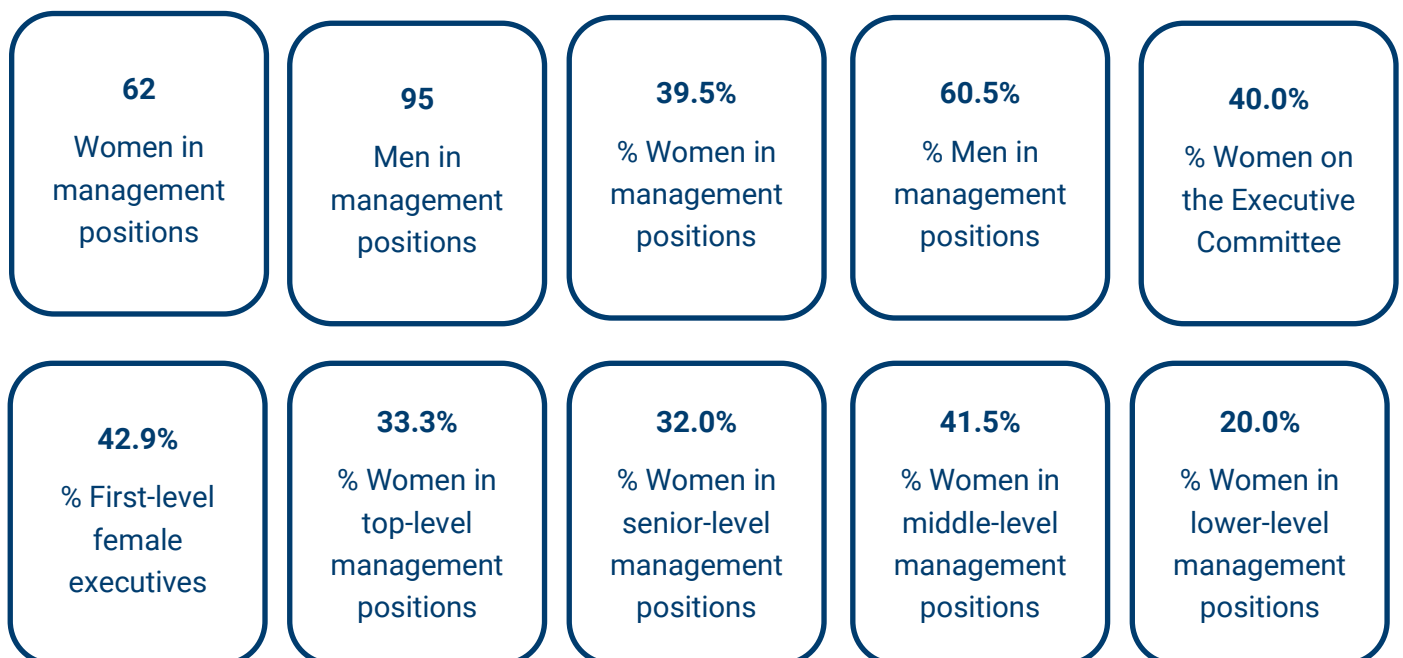


¹ Note on IBEX 35 data source: '14th Report on Women on IBEX 35 Boards and 9th Radiography of the Continuous Market'. ATREVIA IESE, 5 March 2026.

Evolution of % of women in the workforce and in management positions at Redeia 2024–2025

	2025	2024
Women (%)	28.0%	27.6
Women in management positions (%)	39.5%	39.0

Highlights regarding gender equality at Redeia in 2025



Introduction

Diversity is a broad concept of great importance in the business world. In the corporate sphere, diversity refers to the presence within an organisation of professionals of different ages, genders, knowledge, and experience.

The management of diversity within the company as a strategic element is undergoing continuous evolution and attempts to respond to the global vision that applies to the entire organisation, to the way of envisaging the business, and to how the company positions itself in relation to its stakeholders and to society as a whole.

Diversity as a model to be integrated into the identity of companies and diversity inclusion policies become an added value in terms of innovation, growth and competitiveness, and can enable companies to achieve sustainable development.

Raising the importance of diversity as an issue to be considered by boards of directors continues to gain relevance. Companies are looking for **good diversity management as a tool for attracting talent** in order to become organisations that reflect the interests of all stakeholders.

In this regard, among the most relevant commitments in terms of Corporate Governance of Redeia – a term referring to the group of companies that includes the parent company, Redeia Corporación, S.A. (hereinafter 'Redeia Corporación', the 'Company', or the 'Corporation'), and the companies over which it directly or indirectly holds control – is to monitor diversity policies within the Board of Directors and throughout the entire organisation.



Companies seek good diversity management as a tool for attracting talent.

1 Legal and good governance background

1.1 External regulatory framework

1.1.1 Background to the Parity Act in the Spanish legal system

In the field of diversity, in accordance with the Spanish legal system, Articles 9 and 14 of the **Spanish Constitution** apply, which proclaim the right to equality and the obligation of public authorities to promote conditions to ensure that the equality of the individual and of the groups in which they are integrated is real and effective.

These articles were the foundation of **Organic Act 3/2007, of 22 March, for the effective equality of women and men**, known as the 'Equality Act', which focused its attention on the incorporation of women into the governing bodies of commercial companies, establishing that these companies should seek to include a number of women that would allow a balanced presence of men and women to be achieved on these bodies.

Meanwhile, Spanish **Act 31/2014, of 3 December, which amended the Spanish Capital Corporations Law** (hereinafter, the 'LSC') **for the improvement of corporate governance**, incorporated as mandatory law what had previously been configured as a mere recommendation, establishing the obligation of the board of directors to ensure that the procedures for selecting its members favour diversity of gender, age, disability, experience, and knowledge, and do not suffer from implicit biases that could imply any discrimination, and, in particular, that they facilitate the selection of female directors.

Finally, the corporate governance regulatory framework applicable to commercial companies in Spain is completed with the **Corporate Governance Code for Listed Companies** (hereinafter, the 'CBGSC') approved by Resolution of the Spanish Securities Market Commission (CNMV) on February 18, 2015 and updated in June 2020.

Following the update of the aforementioned CBGSC in June 2020 by the CNMV, Recommendations 14 and 15, among others, were modified. These focus mainly on composition and gender diversity on boards of directors, establishing that the board of directors should approve a policy aimed at favouring gender diversity, seeking to reach at least 40% women before the end of 2022. In addition, the importance of having a significant number of senior female executives was highlighted.

1.1.2 European Union Directive

Within the broad concept of diversity, gender diversity had been a key issue in the European Commission's legislative initiatives since 2000, although it was the Member States that established their own policy on the matter in line with the objectives of the Europe 2020 Strategy and the 2030 Agenda, until the European Parliament and the Council approved **Directive (EU) 2022/2381 of the European Parliament and of the Council of November 23, 2022, which aims to achieve a greater gender balance among the directors of listed companies in Member States**.

The aforementioned EU Directive 2022/2381 provides that Member States establish as an objective that individuals of the under-represented gender on the boards of directors of listed companies occupy at least 40% of non-executive director positions. Should Member States choose to apply the new rules to both executive and non-executive directors, the objective would be to reach 33% of all director positions – targets that should be achieved before **30 June 2026**.

Therefore, the aforementioned EU Directive seeks to accelerate progress towards gender balance on the boards of directors of listed companies, envisaging measures to achieve it, such as introducing actions in the selection and appointment processes for board members, or giving preference to the candidate of the under-represented gender among applicants who are equally qualified from the point of view of their suitability, competence, and professional performance.

1.1.3 Parity Act

In 2023, Spain started the process of transposing EU Directive 2022/2381 through the publication, on March 10, 2023, of the preliminary draft of the **Organic Act on equal representation and balanced presence of women and men**, known as the "**Parity Act**", which introduced modifications to various regulations within the Spanish legal system, granting companies staggered deadlines for compliance.

After undergoing several parliamentary amendments, **Organic Act 2/2024, of August 1, on equal representation and balanced presence of women and men**, was finally approved and entered into force on August 22, 2024. It establishes – until June 30, 2026, for IBEX 35 companies and until June 30, 2027, for the rest of the listed companies – the obligation to comply with at least a 40% representation of members of the under-represented gender on boards of directors.

In this way, the aforementioned Organic Act complies with the deadlines set by the EU Directive, and provides companies with sufficient time to meet the requirements of equal representation in their governing bodies.

Highlights of the "Parity Act"

- Ensure that the boards of directors of listed companies have at least 40% of people from the under-represented gender.
- If the target is not reached, adjust the selection processes to ensure its achievement.
- Inform candidates who request it, and who have been assessed in the selection process, about certain aspects of the process (criteria, comparative assessment, reasons for choosing a person who was not of the under-represented gender).
- Provide the General Shareholders' Meeting with information relating to the measures required regarding the balance between women and men on the board of directors.
- Ensure that senior management has a minimum of 40% of individuals from the under-represented gender. If the percentage is not reached, an explanation will be provided regarding the reasons and the measures adopted to reach that minimum percentage in the immediately following and successive financial years.
- Prepare and publish annually, integrated into the sustainability report, information on the representation of the under-represented gender on the board of directors and submit it to the CNMV.
- Non-compliance with these obligations by listed companies regarding the board of directors is established as a serious infringement under Article 292 of Law 6/2023, of 17 March, on Securities Markets and Investment Services.

1.1.4 Spanish Capital Corporations Law

The Parity Act, among other regulations, has amended **Article 529 bis of the Spanish Capital Corporations Law ('LSC')**, establishing that listed companies must ensure that the board of directors guarantees that the selection procedures for its members promote equality between women and men, as well as diversity with respect to issues such as age, disability, or professional training and experience. Furthermore, they must not suffer from implicit biases that could imply any discrimination, and, in particular, they must facilitate the selection of female directors in numbers that allow achieving a balanced presence of women and men.

Likewise, listed companies must ensure that the board of directors has a composition that guarantees the presence of at least forty per cent of individuals from the under-represented gender. If a company does not reach this percentage, it must adjust its selection processes to guarantee the achievement of the established objectives.

1.2 Internal regulatory framework

1.2.1 Code of Ethics and Conduct

With regard to the internal regulatory framework, [Redeia's Code of Ethics and Conduct](#), which was updated in November 2025, formalises Redeia's commitment to ethics and the commitments assumed with the business environment and with the different stakeholder groups affected by Redeia's activities. It provides a deontological guide to identify and facilitate commitment to the ethical values, principles, and guidelines of conduct that must govern professional activity within the organisation.

Redeia considers it essential to promote a working environment based on respect, diversity, and equality. This commitment is integrated in a cross-cutting and strategic way into the corporate culture and internal regulations. Globally, Redeia defines diversity as the **inclusion, non-discrimination and the total elimination of barriers and labels suffered by certain groups in society due to, among others points, gender, ethnic origin, age, sexual orientation, ideology, religion, marital status, disability or vulnerable situation.**

The Code of Ethics and Conduct reflects Redeia's commitment to the promotion and respect of diversity, considering it essential to promote a



quality working environment based on respect, diversity, and equality.

1.2.2 Regulations of the Board of Directors

In December 2024, the Board of Directors of Redeia Corporación approved the latest amendment to the [Regulations of the Board of Directors](#) with the aim of, among other things, adapting it to the Parity Act and to Redeia's specific context regarding gender diversity. This amendment established in Article 7 **the commitment that the composition of the Board of Directors must be fully gender-balanced, thereby going beyond the legal requirement.**

In this regard, the **Board of Directors** will ensure that procedures for selecting its members are based on objective merits and criteria, guarantee the individual and collective suitability and competence of the directors, and promote equality between women and men. These procedures must also foster diversity in terms of age, disability, professional training and experience, be free from implicit biases that could lead to discrimination, and, in particular, facilitate the selection of female directors.

It is also worth highlighting the role of the **Appointments and Remuneration Committee** in promoting diversity on the Board of Directors. In accordance with Article 18 of the Regulations of the Board of Directors, this Committee must ensure the Board has a balanced composition of women and men, under the parity terms established in Article 7 of the Regulations.

Similarly, the role of the **Sustainability Committee** is also noteworthy. Pursuant to Article 24 bis of the Bylaws and Article 18 TER of the Regulations of the Board of Directors, its basic responsibilities include overseeing compliance with the 2030 Sustainability Commitment regarding Redeia's practices and policies. It also oversees the content and compliance of Redeia's sustainability policy and the sustainability aspects of other relevant corporate policies, ensuring they align with the United Nations Sustainable Development Goals (SDGs) – particularly regarding talent, diversity, and equality. Furthermore, it monitors sustainability aspects within corporate governance rules, collaborating with the Appointments and Remuneration Committee by submitting reports when necessary, and oversees sustainability matters within people management policies, also through joint sessions with the Appointments and Remuneration Committee where appropriate.

Furthermore, the Board of Directors has committed to guaranteeing the principles of equal opportunities and non-discrimination, as established in the aforementioned Equality Act, across all Redeia companies and within the Company's Board itself.

Lastly, it should be noted that years ago, pursuant to Article 18.4 l) of the Regulations of the Board of Directors, the Company **voluntarily undertook the preparation of an annual diversity report, which the Appointments and Remuneration Committee** must submit to the Board of Directors. The first Diversity Report was drafted in 2008 and each year it is voluntarily published in both Spanish and English on the corporate website.

This Diversity Report outlines the measures adopted by Redeia in 2025 to achieve a balanced presence of women and men and foster greater diversity of knowledge and experience, both within the Company's Board of Directors and across Redeia as a whole.



The Company is committed to ensuring that the composition of the Board of Directors is fully gender-balanced, thereby going beyond legal requirements.

1.2.3 Corporate Governance Policy

The [Corporate Governance Policy](#), approved by the Company's Board of Directors on November 25, 2014, and last updated on November 24, 2020, establishes core principles such as ensuring appropriate procedures for selecting directors. These procedures must guarantee a reasonable balance and comprehensive diversity within the Board of Directors to effectively carry out its mission. It also seeks to consolidate a commitment to diversity in a broad sense – encompassing not only gender but also experience, knowledge, age, nationality, and tenure, among other aspects – in the composition of the Board of Directors and its Committees.

Similarly, 'Comprehensive Diversity on the Board' is an intrinsic aspect that is observed as a best practice and that is embedded within the Corporate Governance policy.

1.2.4 Board Diversity and Director Appointment Policy


With regard to the [Board Diversity and Director Appointment Policy](#), on November 29, 2022, the Board approved this Policy to consolidate in a single document the guidelines that ensure diversity in a broad sense on the Board, along with the selection process and the appointment of directors.

The Policy's objectives are to:

- **Promote diversity in a broad sense in the composition of the Board**, among other aspects, in terms of knowledge, training, experience, age, skills and gender. The requirements for the selection of Board members must be aimed at achieving a diverse and balanced composition of the Board as a whole and, equally, as regards its committees, so that it enriches the analysis and debate, provides views and pluralistic positions, promotes decision-making based on the nature and complexity of the business, and the social and environmental context, and allows directors to enjoy due independence in exercising the functions attributed to them by law, the Articles of Association and the other corporate governance rules of the Company.
- **Ensure that proposals for the appointment or re-election of directors are based on a prior analysis of the skills required by the Board**, which sets out the catalogue of principles on which

the selection procedures for the Board members must be based, and based on criteria of capacity and objective merits.

In this regard, the commitment of both the Appointments and Remuneration Committee and the Board itself to diversity in its composition is transparently reflected in the director appointment proposals and reports. The Company publishes these documents on its website in both Spanish and English prior to their submission to the General Shareholders' Meeting, supported by the permanently updated skills matrix approved by the Board.



Redeia's commitment to continuous improvement in diversity applies to the composition of the Board and its Committees, as well as to the entire organisation.

2 Diversity on the Board of Directors of Redeia Corporación in 2025

The Company has a **robust, transparent and cutting-edge corporate governance system** that, through the adoption of best practices and international recommendations, constitutes an essential strategic element to ensure the good governance and sustainability of the Company.

Diversity in the composition of the Board of Directors

- **7 women**, who represent **58.3% of the total number of directors on the Board** and **42.9% of independent directors**.
- **58.3 % of independent directors**.
- **5.13 years average term of office** of directors.
- **56.7 years average age**.
- **1 member of the Board** has a **recognised disability of over 33%**.
- **Diversity of knowledge and professional experience**: professionals with highly diverse educational backgrounds (Law, Economics, Business Studies, Civil Engineering, Physics, etc.), as well as significant professional experience in the public and private sectors, both nationally and internationally.

Regarding **gender diversity**, at December 31, 2025, the **Board of Directors** of Redeia Corporación was comprised of 12 members. Of these, 7 are women (the non-executive chairwoman, 3 proprietary directors, and 3 independent directors), representing **58.3%** of the total Board, 42.9% of independent directors, and 63.6% of external directors.

With **58.3%** of the Board members being women, the Company exceeds the 40% target set in Recommendation 15 of the CBGSC. It also meets the minimum threshold outlined in the "Parity Act" (40%), which stems from Directive (EU) 2022/2381 and raises the quota set in the Directive (33%).

Chairwoman

● **Beatriz Corredor Sierra**

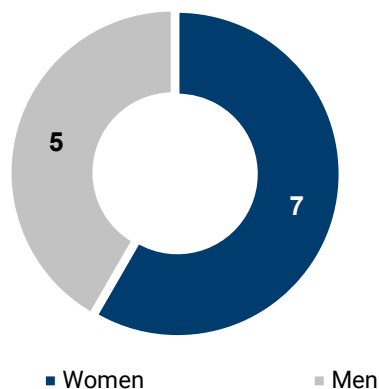
<p>Chief Executive Officer (CEO)</p> <ul style="list-style-type: none"> ● Roberto García Merino 	<p>Board of Directors</p> <ul style="list-style-type: none"> ● Executive Director (1) ● Proprietary External Directors (3) ● Independent External Directors (7) ● "Other External" Director (1) 	<ul style="list-style-type: none"> ● Antonio Gómez Ciria (CIC) ● José Juan Ruíz Gómez ● Guadalupe de la Mata Muñoz ● Natalia Fabra Portela ● Socorro Fernández Larrea ● José María Abad Hernández ● Albert Castellanos Maduell
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Diversity on the Board of Directors of Redeia Corporación and its Committees

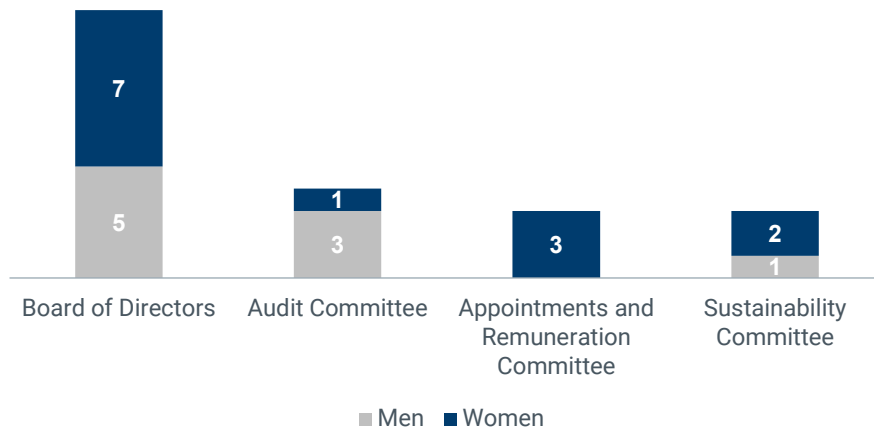
Gender

At 31 December 2025:

- The **Appointments and Remuneration Committee** comprises 3 women among its 3 members, one of whom is its chairwoman, representing 100% of its total members (compared to 66.7% in the previous year).
- The **Sustainability Committee** also has 2 women among its 3 members, representing 66.7% (maintaining the same percentage as the previous year).
- Lastly, 1 of the 4 members of the **Audit Committee** is a woman, which corresponds to 25% (maintaining the same percentage as the previous year).



The Board is currently composed of **7 women** and **5 men**.

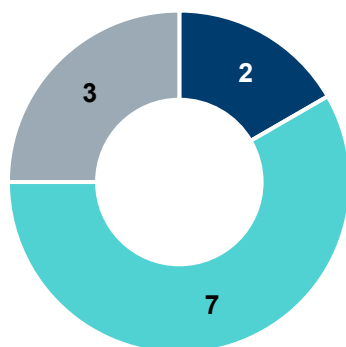


Age

The **average age** of directors at Redeia Corporación at December 31, 2025, was **56.7 years**, showing a decrease compared to previous years (59 years in 2024 and 58.3 in 2023).

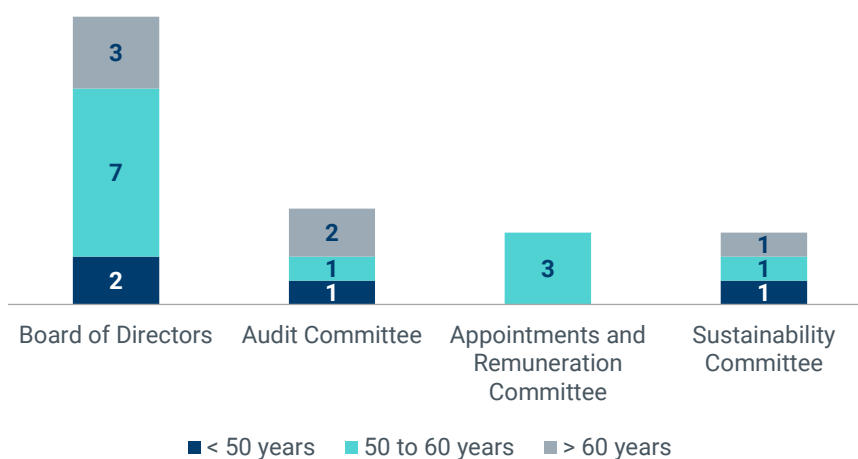
At December 31, 2025, the directors of Redeia Corporación are aged between 43 and 71, reflecting a highly age-diverse Board.

Furthermore, the latest amendment to the Regulations of the Board of Directors, approved on December 17, 2024, removed the 70-year age limit for Company directors. Consequently, neither the Bylaws nor the Regulations establish an age limit for directors.



The average age of Board members is **56.7 years**.

■ < 50 years ■ 50 to 60 years ■ > 60 years



Diversity of knowledge and professional experience

The diverse **knowledge** and **professional experience** of the Board members must also be highlighted; the Company publishes the professional profiles of all directors on its corporate website.

The Board comprises professionals with **diverse educational backgrounds**, including Law, Economics, Business Studies, Civil Engineering, Physics, and more. Additionally, several directors bring notable professional experience from both the **public** and **private sectors**, at both **national and international levels**.

Since 2018, the Company has maintained a **Board skills matrix**, individualised by director. This matrix outlines the competencies, experience, knowledge, professionalism, suitability, independent judgement, qualities, and capabilities of the Board of Directors. Aligned with the Corporate Governance Policy and the Board Diversity and Director Appointment Policy, it facilitates the oversight of comprehensive diversity in its composition, ensuring informed and optimal decision-making.

The matrix consists of three blocks:

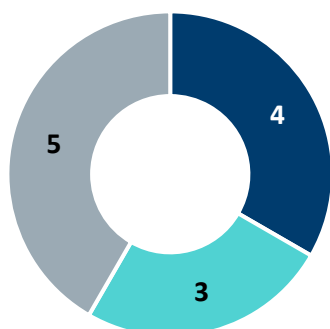
- Specific knowledge/experience.
- Cross-cutting knowledge/experience.
- Diversity.

These comprise a total of twenty-seven categories that reflect the experience and knowledge of the Board members in areas including gender, age, and tenure as a director, among others.

The Board's skills matrix is a good governance tool that facilitates the monitoring of the balance, diversity, and quality of the Board of Directors.

Length of service

In terms of **length of service**, the average term of office of the Company's directors stood at **5.13 years** at December 31, 2025, (compared to 5.17 years in the previous year).



■ Less than 3 ■ Between 3 and 6 ■ More than 6

The average **term of office** of directors is **5.13 years**.

Redeia's Women Senior Management

The total number of women in Redeia's senior management is **six (6)**, which represents **43%** of the total. This is a significant number in accordance with **Recommendation 14** of the Corporate Governance Code for Listed Companies and, although not yet in force, it complies in advance with the provisions of the **'Parity Act'** (40%).

3 Evolution of diversity on the boards of directors of Ibx 35 companies

3.1 Latest information published by the CNMV²

The CNMV includes in its **"Corporate Governance Report on listed companies"**, among other issues, the importance of women's representation on boards of directors. This section outlines the main conclusions drawn from that Report, as well as from the CNMV publication **"Presence of Women on the Board of Directors and in Senior Management"**. Both documents refer to the 2024 financial year, as they are the latest published reports.

Regarding **gender** diversity, **175 board seats** in the Ibx 35 were held by women in 2024. This represents **41.3%** (up from **40.1%** the previous year) of the total 424 director seats on Ibx 35 boards.

² Source: Latest publication of the report "Presence of Women on the Board of Directors and in Senior Management of Listed Companies" for the 2024 financial year, and the latest "Corporate Governance Report on Listed Companies 2024", published by the CNMV.

The following table shows the evolution of the number of board seats held by women between 2020 and 2024.

Evolution of the presence of women on the boards of directors of Ibex 35 companies

Year	Number of female directors	
	Number of women	% of total
2024	175	41.3%
2023	168	40.1%
2022	160	37.6%
2021	144	34.2%

The following table shows the evolution of female board directors of Ibex 35 companies by category, and the percentage evolution of female presence with respect to the total number of directors in each category:

Evolution of the categories of female directors of Ibex 35 companies

Year	Executive		Proprietary		Independent		Other external	
	Executive female directors	% of total executive directors	Proprietary female directors	% of total proprietary directors	Independent female directors	% of total independent directors	Other external female directors	% of total other external directors
2024	4	7.40%	27	26.21%	139	58.64%	5	18.50%
2023	4	7.14%	23	23.47%	138	57.50%	3	12%
2022	3	5.08%	25	25.51%	127	53.59%	5	15.63%
2021	3	4.92%	21	23.33%	116	48.95%	4	12.12%

In 2024, there was an increase across all categories of female directors compared to 2023, except for female executive directors, which remained at 4.

The highest female representation is found in the **independent directors** category, with a total of 139 female directors (**58.64%**). However, the most significant year-on-year increase in 2024 was among **proprietary directors**, with a total of 27 female directors (up from 23 in the previous year), representing **26.21%** (compared to 23.47%).

Evolution of the length of service of Board members of Ibex 35 companies

The average **length of service** of for board members of Ibex 35 companies was **6.3 years** in 2024 (down from 6.5 years in 2023).

Below is a table showing the average number of years of service for members of the Board of Directors of Ibex 35 companies, broken down **by director category**.

Year	Evolution of Length of Service	Executive Directors	Proprietary Directors	Independent Directors
2024	6.3	10	5.8	4.9
2023	6.5	10.3	6.7	4.7
2022	6.6	10.2	7.4	4.3
2021	6.9	11.6	7.9	4.5

Evolution of the age of Board members of Ibex 35 companies

Finally, with respect to the average **age** of directors in Ibex 35 companies stood at **62** in 2024 (up slightly from 61.8 in the previous year).

3.2 Information relating to the 2025 financial year³

This chapter highlights the key conclusions from reports published at the close of the 2025 financial year. Primarily, it focuses on the "**14th Report on Women on IBEX 35 Boards and 9th Radiography of the Continuous Market**," produced by ATREVIA in collaboration with the IESE business school and published on March 5, 2026, which analyses the evolution of female representation in the governing bodies of listed companies.

³ Source: Ibex 35 data: '14th Report on Women on IBEX 35 Boards and 9th Radiography of the Continuous Market'. ATREVIA and IESE, March 5, 2026.

Key data regarding female presence in Ibex 35 companies

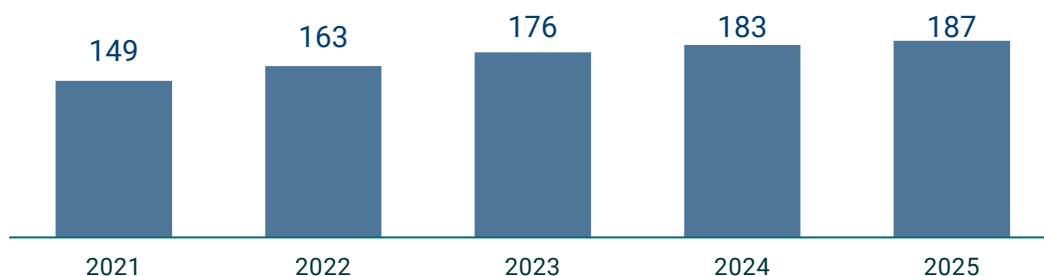
Main key data:

- IBEX 35 companies have achieved an average of **41.93%** female representation on their boards, consolidating the 40% threshold that was surpassed for the first time in the previous year.
- **80%** of IBEX 35 companies meet the established parity target:
 - 28 of the 35 companies reach or exceed the 40% parity requirement for female representation on their boards.
 - 23 companies are between 40% and 50%.
 - 7 companies remain below the 40% threshold. (3 fewer than the previous year). Six of these are above 30%, but one company still has only 16.67% female representation on its board. It should be noted that these companies have until 30 June 2026 to comply with the Parity Act.
 - Three IBEX 35 companies have reached or exceeded 50% female representation on their boards of directors (triple the amount from 2024): Bankinter and **Redeia Corporación**, both at 58.3%, and IAG at 54.5%.
- The average number of female directors in the IBEX 35 continues to rise, reaching **5.34** women per company in 2025 (up from 5.23 in 2024).
- In 2025, five women hold the position of chair at an IBEX 35 company (one more than in 2024): the chairwomen of **Redeia**, Inditex, Santander (who is also the only executive chairwoman), and Bankinter, alongside the newly appointed chairwoman of Grifols. This accounts for 14.49% representation (up from 11.43% in the previous year).
- Bankinter and Acciona Energía are the two IBEX 35 companies with a woman serving as **Chief Executive Officer**.
- The upward trend in female representation in **Senior Management positions** within the IBEX 35 continues, reaching **23.50%** in 2025 (compared to 22.63% in 2024 and 22.06% in 2023), though it remains far from the 40% threshold. Female representation in these executive roles is still limited when compared to the levels achieved on boards.
- Five companies exceed 40% women in **Senior Management in the Ibex 35** (AENA, Enagas, Rovi, **Redeia**, and Inmobiliaria Colonial).
- In a European context, Spain has surpassed the European Union average for the fifth consecutive year. With **41.90%** female representation, it is one of only seven Member States (out of 27) to meet the 40% parity target.

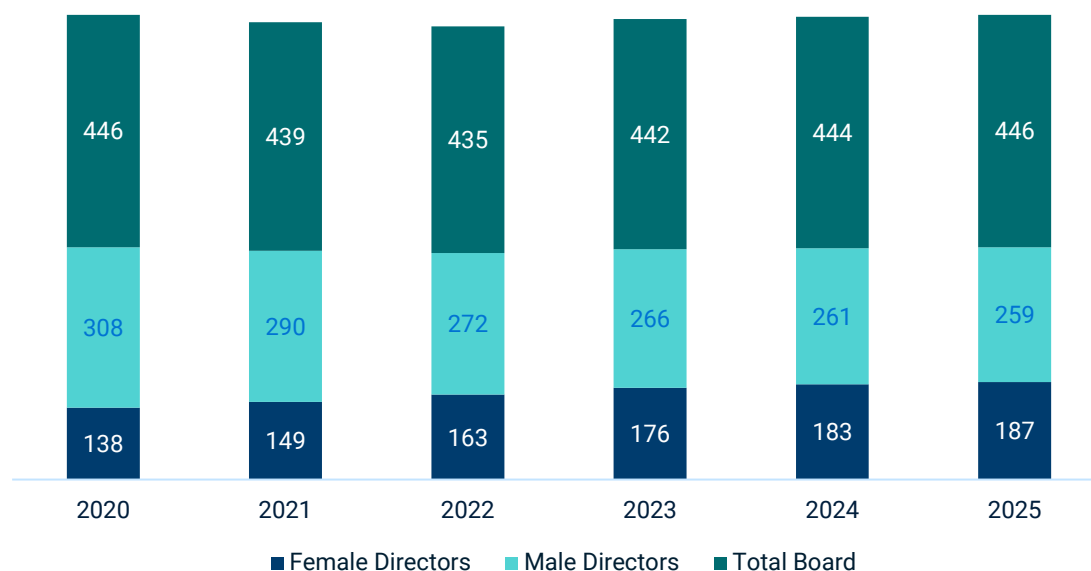
Evolution of the number of female directors in Ibex 35 companies

Regarding **gender diversity**, the number of women on the boards of Ibex 35 companies reached **187** in 2025 (up from 183 in 2024). This represents **41.93%** of the total 446 directors.

Evolution of the number of women on boards in Ibex 35 companies



Gender breakdown of total board members of Ibex 35 companies

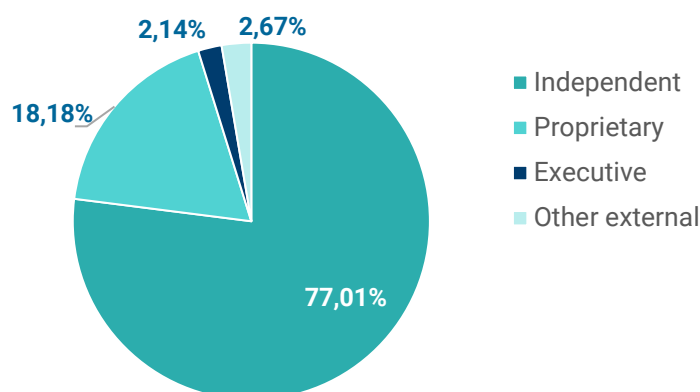


Categories of female directors in Ibex 35 companies

Of the **187** women holding board seats in Ibex 35 companies, **4** are **executive directors** (2.14%), **144** are classified as **independent directors** (77.01%), **34** are **proprietary directors** (18.18%), and **5** are classified as **other external directors** (2.67%).

Year	Executive female directors	Independent female directors	Proprietary female directors	Other external female directors	Total
2025	2.14%	77.01%	18.18%	2.67%	187

2024	1.64%	79.78%	15.85%	2.73%	183
2023	2.27%	81.25%	14.20%	2.27%	176



Profile of female directors in Ibx 35 companies

The **average age** of female directors in Ibx 35 companies is **60** (59.99), slightly higher than the previous year (59.97).

Regarding **academic backgrounds**, **81.93%** of female directors in the Ibx 35 studied Economics or Law. Over half hold degrees in Economics, Business Studies, Business Administration and Management, or Marketing. **Law** is the next most common degree. Female directors with **Engineering** degrees account for nearly 10%. Slightly fewer are the female directors with **Science** degrees (Mathematics, Physics, or Chemistry), representing 8.43%. **Humanities** (Art, Philology, Anthropology, or History) and **Social Sciences** remain the least common degrees among female directors in Ibx 35 companies.

In terms of previous **experience**, 76.19% of women on the boards of Ibx 35 companies have **prior experience in management positions within the corporate sector**. Less common backgrounds include careers in academia, public administration, or politics.

Additionally, **75.90%** of female directors in the Ibx 35 hold **Spanish nationality**. Nearly half of the female directors in listed companies are European. 5% are from Asian countries, and there are currently no female directors from the African continent.

Finally, regarding **business sectors**, **Consumer Services** remains the Ibx 35 sector with the highest female presence on governing bodies – specifically in senior management – and is the only one to reach the 40% parity threshold. The increase in female representation in the **Oil and Energy** sector in 2025 is also noteworthy, reaching **28.72%** (up from 22.55% the previous year). The **Technology** and **Telecommunications** sector continues to have the lowest female representation (12.96%).

3.3 Comparative information of Ibex 35 companies and Redeia Corporación⁴

This section provides a general diversity comparison between the Board of Directors of Redeia Corporación and the published data for Ibex 35 companies.

Board Size

Redeia Corporación's Board consists of **12 members**.

In 2025, all Ibex 35 companies have between 6 and 15 members. The average board size for Ibex 35 companies is **12.8 directors**, according to year-end 2024 data from the CNMV Report.

Gender Diversity

At 31 December 2025, there are 7 women on the Board of Directors of Redeia Corporación, representing **58.3%** of its members. This meets the 40% target established by the Parity Act and Recommendation 15 of the Corporate Governance Code for Listed Companies, significantly exceeding the **41.93%** average for female representation on Ibex 35 boards reported by Atrevia and IESE.

Age

The **average age** of Redeia Corporación's Board members is **56.7 years**. This is lower than the **62-year** average for directors in Ibex 35 companies, based on 2024 financial year data published by the CNMV.

Length of Service

The average term of office for directors at Redeia Corporación is **5.13 years**, compared to the **6.3-year** average length of service for board members of Ibex 35 companies, according to the CNMV's 2024 financial year data.

⁴ Source: Ibex 35 data: '14th Report on Women on IBEX 35 Boards and 9th Radiography of the Continuous Market'. ATREVIA and IESE, 5 March 2026. Latest publication of the report "Presence of Women on the Board of Directors and in Senior Management of Listed Companies" for the 2024 financial year, and the latest "Corporate Governance Report on Listed Companies. Financial Year 2024", published by the CNMV.

4 Diversity at Redeia

Diversity is a defining trait of Redeia's identity and shapes how the company understands its role in society. It is a core conviction that drives equal opportunities, reinforces social sustainability, stimulates innovation, and strengthens adaptability in a constantly evolving environment.

At Redeia, diversity is a key element of the business strategy, firmly championed by both the Board of Directors and the management team. This shared vision recognises the value of each individual's uniqueness and translates into an inclusive culture that fosters participation, respect, and holistic well-being at all levels of the organisation, generating fairer, more cohesive, and highly committed work environments.

Diversity management is coordinated through the Comprehensive Diversity Plan (PID), implemented in 2013 and currently in its third edition (2023–2025). Aligned with the 2021–2025 Strategic Plan, the PID has a global scope and covers all activities and regions where Redeia operates. This framework establishes a clear mission, commitments, and objectives aimed at consolidating an inclusive and equitable corporate culture, integrating diversity into talent management, and extending these principles to the value chain and society at large.

2023–2025 Comprehensive Diversity Plan

Redeia's 2023-2025 Comprehensive Diversity Plan is designed as an **integrated, cross-cutting strategic framework** structured around eight vectors that embed diversity into the organisation structurally. Two cross-cutting vectors – Strategy and Culture, and Work-life Balance – ensure global alignment, consistency, and shared responsibility. Meanwhile, specific vectors address key areas such as gender equality, disability, and +Diversity, treating social plurality as a strategic asset. Deployed through dynamic annual programmes, it guarantees flexible execution, sustained impact, and continuous adaptation to current and future challenges.



2023–2025 Comprehensive Diversity Plan	
Mission	Inspire and be a reference, both within Redeia and in the social, work, and personal spheres, through a commitment to talent diversity, socio-labour inclusion, and non-discrimination, confronting stereotypes and cultural barriers.
Aims	<ul style="list-style-type: none"> • To promote diversity in the management of Redeia's people, consolidating a culture of diversity, equal opportunities, equity, inclusion, and non-discrimination. • To extend the strategy of diversity, inclusion, and equity to the value chain. • To participate with official organisations, academic institutions and other social agents in campaigns and projects that enable Redeia to become a leading social agent that will contribute to building a more diverse, equitable, and inclusive society. • To reduce inequalities if they occur (corporate gaps such as wage or digital). • To implement mechanisms to avoid discrimination biases. • To support the employment inclusion of excluded and/or socially vulnerable individuals.
Objectives for 2025	<ul style="list-style-type: none"> • Gender equality: 38.96% women in the Group's management team and 27.57% women in the workforce. • Disability: Fulfil at least 40% of the mandatory legal quota (2%) through the direct hiring of people with disabilities, and increase the volume of services managed through Special Employment Centres at Redeia by 20%.
2025 Achievements	<ul style="list-style-type: none"> • 62 women in the management team (39.5%), compared to 95 men (the remaining 60.5% of the management team), and 28% in the workforce. • A 4.6% increase in women in STEAM positions. • A 4.1% increase in women in revenue-generating positions. • A 25% increase in the number of nationalities present in the workforce.

Key diversity initiatives in 2025

<p>Awareness and Training</p>	<ul style="list-style-type: none"> • Celebration of the 7th edition of Women's Week. • Celebration of 'Diversity Month' • Commemoration of International Women's Day featuring a video starring the daughters of our employees. • Commemoration of anniversaries related to diversity. • Conference on age and generations: monologue and roundtable. • Disability conference and awareness campaign. • Aflora Plan campaign to provide support in the process of raising the profile and normalising disability. • Launch of a Diversity Pulse survey for our workforce to measure and improve inclusion, yielding highly positive results. • Corporate volunteering as a tool to drive diversity and inclusion.
<p>Forums and participation in external working groups</p>	<ul style="list-style-type: none"> • Sponsorship of INTRAMA's Diversity & Inclusion Summit. • Collaboration with the annual assembly of the Association of Women in Research and Technology (AMIT). • Participation in the 7th meeting of the Equality Platform for the Energy Sector. • 10th Meeting on Best Practices in Generational Diversity by the Generation & Talent Observatory.

<p>Partnerships and agreements on diversity</p>	<ul style="list-style-type: none"> • Collaboration with ClostinGap on mentoring programmes. • Participation in the STEAM alliance for female talent 'Girls in science' promoted by the Ministry of Education and Vocational Training • Collaboration with Woman Action Sustainability (WAS) to promote commitment to sustainability and female talent • Partnership with 50&50GL: '<i>Chicas imparables</i>' (Unstoppable girls) TECH programme • Framework agreement with AEMENER, collaborating with the association of professional women from different areas of the energy sector • Agreement with the Royal Academy of Engineering (RAI) for the 'Excellence Programme for the development of female STEM talent'. • Agreement with AMIT (Association of Women in Research and Technology) to collaborate on the 'An engineer in every school' programme. • Joined WomenCEO as a corporate partner. • Collaboration with the Generación y Talento (Generation and Talent) observatory, focused on researching, analysing, and training on generational diversity and its socio-economic impact on organisations. • 'CEO for Diversity' alliance with the Adecco Foundation and the CEOE Foundation. • Collaboration agreements for the inclusion of professionals with disabilities through scholarships and/or internship contracts with the following Foundations: PRODIS, ONCE INSERTA, ADECCO and DOWN Madrid. • Ongoing meetings with Carlos III, Complutense, Politécnica, and Comillas Universities to establish collaborative pathways for recruiting young talent with disabilities. • Agreement with DisJob, the only employment portal specialising in disability and talent.
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4.1 Gender equality

Gender equality has been a sustained strategic priority for over a decade. Redeia continuously monitors key indicators and activates corrective measures when necessary, ensuring that management decisions are grounded in objectivity and equal opportunities.

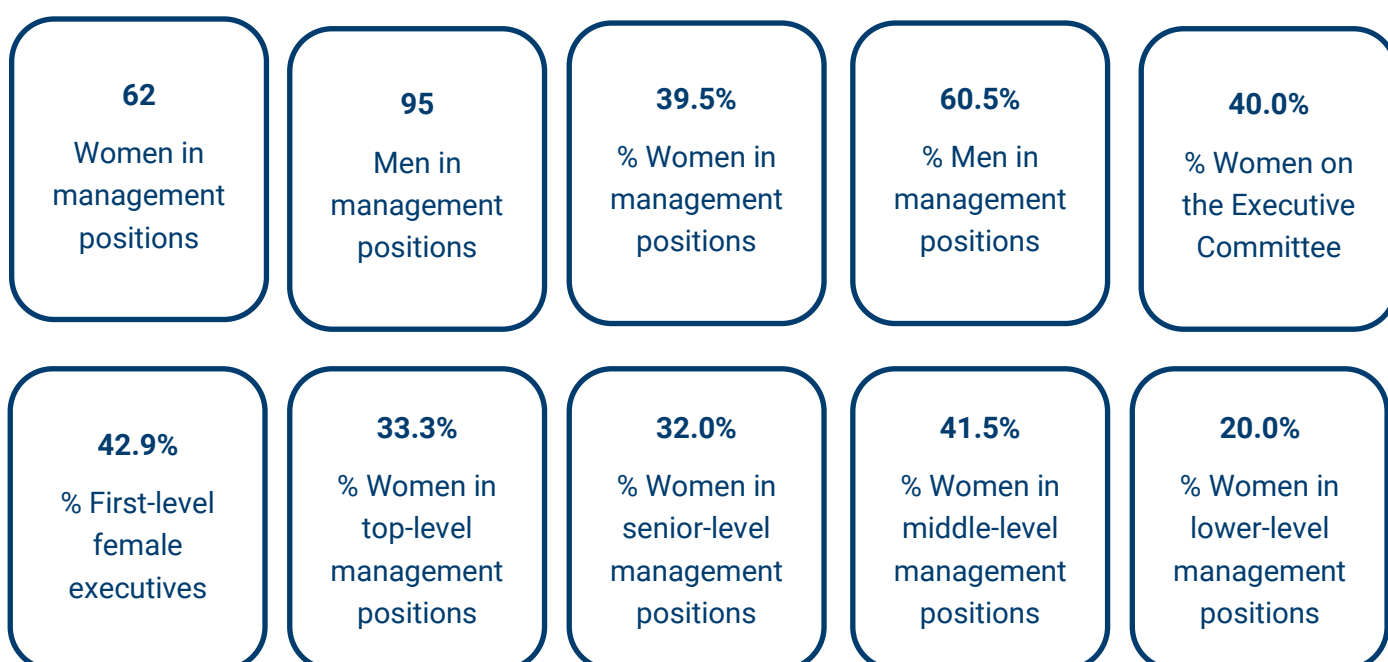
In 2025, Redeia continued to make steady progress on its gender equality and diversity commitments, consolidating a positive trend across key indicators.

Female representation on the management team reached 39.5% (up from 39.0% in 2024), with **62 women compared to 95 men**. Meanwhile, **women** accounted for **28%** of the overall **workforce** (up from 27.6% in 2024), reflecting progressive growth across all organisational levels.

This progress was bolstered by a drive to promote female talent in strategic areas, leading to a **4.6% increase in women in STEAM roles** and a **4.1% rise in women in revenue-generating positions**. This contributes to greater diversity in areas vital to the company's competitiveness and sustainability.

Progress on these commitments is managed through a structured monitoring system, supported by an indicator dashboard that allows for the continuous, objective evaluation of target compliance. Concurrently, throughout 2025, Redeia continued to promote the application and effective development of the equality plans agreed with employee representatives in 2022. Reinforcing their implementation at Redeia Corporación, Red Eléctrica de España, S.A.U. ('Red Eléctrica'), and Redeia Infraestructuras de Telecomunicación, S.A. serves as a tangible expression of the company's sustained commitment to equality and consistent action.

Key gender equality highlights in 2025



Evolution of the percentage of women in the workforce and in management positions (2024–2025)

	2025	2024
Women (%)	28.0%	27.6
Women in management positions (%)	39.5%	39.0

Equal Pay

Redeia's remuneration policy is rooted in the principles of **equity, objectivity, and competitiveness**, ensuring equal treatment and non-discrimination across all countries where it operates. Remuneration is based on the responsibilities of the role, experience, and professional contribution, with annual salary reviews designed to recognise performance and achievements.

This model fosters salary progression, rewards excellent contributions, and aligns with organisational development. It is always applied in compliance with current regulations, fully respecting diversity and equal opportunities, and adhering to the applicable legislation in each territory to guarantee equality and non-discrimination.

	2025	2024
Ratio of men's to women's average salary compensation (1)	97.91%	97.53%
Adjusted pay gap (%)	1.64%	2.13%

Additionally, the company reinforces its commitment to remuneration transparency by calculating the **gross pay gap** (2.09%), the **adjusted pay gap** (1.64%), and the female/male salary ratio (97.91%). Advanced methodologies are applied to control for variables such as country, level of responsibility, tenure, and role, helping to identify structural causes and guide corrective measures. Since 2023, the inclusion of the adjusted pay gap has complemented the gross analysis, providing a more precise understanding of remuneration differences and facilitating their monitoring and reduction.

Training and Development

From the standpoint of gender equality, Redeia views **training and development** as a key lever to ensure **equal opportunities** regarding access to knowledge, employability, and professional advancement, particularly in fields with lower female representation. This approach, embedded in the Comprehensive Talent Management Model, is rolled out with criteria of **equity, transparency, and inclusion**.

Training planning incorporates a **gender perspective** into content design, participant selection, and participation tracking. The goal is to guarantee **balanced access** to technical, digital, and leadership initiatives, thereby helping to close professional development gaps. Professional development is underpinned by the Skills Model and leveraging internal mobility as a strategic development tool.

Broadly speaking, in 2025 the company rolled out technical training and skills development plans tailored to various groups, alongside specific initiatives linked to digitalisation, safety, and well-being. 96.0% of the workforce participated in training activities, achieving an average satisfaction rating of 8.5 out of 10. This cements a culture of continuous learning focused on employability and performance.

More specifically, the year saw the promotion of programmes aimed at **young female talent**, the strengthening of key skills in leadership roles, and potential development, alongside a broad range of skills training accessible across the organisation. Internal mobility – based on transparency, equal opportunities, and voluntary participation – fosters professional growth, builds more diverse and complementary teams, and creates more collaborative internal working networks.

As part of **our commitment to inclusive and equitable leadership, we bolster training for our female technical specialists and executives. We do this through programmes that enhance their growth and professional trajectory towards positions of greater responsibility:**

- The 'Promociona' Programme. CEOE (Spanish Confederation of Business Organisations).
- The 'Progresa' and 'Proactiva' Programmes. CEOE.
- The STEM Women Management Development Programme. Universidad Antonio de Nebrija.
- The 'Mentoring of Excellence: Women and Engineering' Programme. Royal Academy of Engineering (RAI).
- The 'Cross-company mentoring for women' Programme. ClosinGap.
- The 'Destination Talent' Mentoring Programme for young women. ClosinGap in collaboration with 50&50 GL.

Knowledge management remains a crucial pillar in the context of generational turnover. Programmes such as *El Valor de tu Experiencia* ('The Value of your Experience'), *Seguimos en Red* ('Still on the Grid'), and *Re-Conecta* ('Re-Connect') have ensured the transfer of critical knowledge, supported career transitions, and facilitated successful returns to work after prolonged absences. This guarantees that the organisation retains and develops the essential knowledge and capabilities required both today and for future challenges.

Other equality initiatives within the organisation

Internal awareness-raising

In 2025, Redeia once again commemorated International Women's Day by hosting its **7th Women's Week**. This has become an established space for reflection and awareness-raising around gender equality; specifically, the **gender perspective was explored as a powerful tool for driving societal change**. The event focused on the role of women in art, communication, and design, and featured debates on the economic impact of gender gaps.

Promoting STEAM vocations

Regarding the promotion of female talent in scientific and technological fields, Redeia continued to drive the **#RedeSTEAM** programme in 2025 – an initiative developed within the Ministry of Education and Vocational Training's **STEAM Alliance for female talent**. Building on the impact of previous years, 2025 marked the **fourth edition of the competition**. This further expanded the programme's territorial and educational reach, consolidating its role in fostering STEAM vocations among **3rd and 4th-year ESO students (and equivalent vocational training students)** through projects designed to solve real-world challenges in areas such as energy, digitalisation, and the Sustainable Development Goals (SDGs).

International alliances

In 2025, Redeia became the first mentoring organisation in the Pilot Mentor Programme of the **Equality Platform for the Energy Sector**. Redeia mentored the Renewables Grid Initiative (RGI), a collaboration of NGOs and TSOs from across Europe that operates within a Germany-based ecosystem of energy transition stakeholders. This European Commission (DG ENER) initiative aims to **foster cooperation and knowledge transfer regarding equality and diversity** within the energy sector. At the end of the programme, the chairs of both entities released a video sharing the programme's benefits and its positive impact on the industry.

Leadership and external positioning

The **active involvement of the management team** remained a key element in boosting the visibility and reach of the company's diversity objectives. To this end, Redeia's chairwoman and Chief Executive Officer participated in various **institutional forums and events** linked to equality, inclusive leadership, and the economic impact of diversity. Notable examples include events organised by Women CEO, ClosinGap, and the **#CEOPorLaDiversidad** initiative, which reinforced the company's positioning as a benchmark for integrating diversity into corporate strategy.

Collaboration with ClosinGap

Collaboration with **ClosinGap** played a particularly significant role. In addition to the ongoing mentoring programmes, Redeia participated in sessions designed to delve deeper into gender gaps and identify opportunities for internal improvement. These sessions were complemented by regular working meetings, facilitating joint data analysis, the identification of levers for change, and the definition of direct-impact action lines.

A major milestone was the **pilot of the 'ClosinGap Challenge,'** a project where participants tackled specific equality-linked challenges and proposed innovative, multidisciplinary solutions. Redeia employees from various departments took part in this pilot; the experience provided them with valuable insights and strengthened their commitment to diversity and inclusion goals.

Attracting young talent

Finally, Redeia continued its efforts to attract and develop young talent in 2025 through scholarship programmes and educational cooperation agreements. Alongside the ongoing **DescubRE Scholarship**, 2025 saw the launch of the **Start scholarships for the summer months** (July–September). Both initiatives were developed in partnership with the University-Enterprise Foundation (FUE) and aim to facilitate the practical integration of recent graduates into various areas of the organisation, thereby contributing to early professional development and equal opportunities in employment access. It is worth noting that special emphasis is placed on incorporating the highest possible number of women into both scholarship programmes.

Within this framework, we actively continue to drive female participation, promoting women's access to areas that are still largely male-dominated. This is always executed from a fully inclusive approach that guarantees equal treatment and opportunities for all candidates.

External acknowledgments

Driven by its firm commitment to diversity, equity, and inclusion, Redeia achieved significant recognitions in 2025 that underscore its leadership in these areas:

- Recognition as a **Top Diversity Company by INTRAMA**, reaffirming its position as a diversity benchmark.
- **Maintenance of the Equality in the Workplace Badge (DIE)** awarded by the Ministry of Equality to Red Eléctrica, and the **new attainment of this badge by Redeia Corporación**.

4.2 Commitment to Inclusion: disability, age, and diversity+

4.2.1 Disability

The recruitment of diverse talent, including people with disabilities, remained a top priority. Job offers explicitly state this commitment, conveying a clear message that welcomes diversity and promotes an inclusive culture where the professional's intrinsic value takes centre stage.

Within this framework, the roll-out of the **2024-2030 Multi-Year Disability Plan** continued, structured around actions in three areas: internally, by integrating and supporting talent with disabilities; across the value chain, through collaboration with suppliers; and within society, by promoting initiatives that generate a positive social impact.

At December 31, 2025, the Company employs **24 individuals with a recognised disability of 33% or more**, fulfilling the requirements of the General Law on the Rights of Persons with Disabilities across all affected subsidiaries.

Awareness-raising activities were held during the year, such as a **roundtable on disability** where several Redeia professionals shared personal experiences – whether first-hand, as caregivers, or within their families. This space helped raise the visibility of diverse realities and reinforced a corporate culture rooted in active listening and inclusion.

Redeia has continued to strengthen its alliances with specialised entities to advance the labour inclusion and professional development of people with disabilities. Building on existing collaboration agreements with universities, working meetings were held this year with **Carlos III, Complutense, Pontificia Comillas, and Politécnica de Madrid universities**. The goal was to open new avenues for collaboration and explore specific initiatives designed to attract and develop talent with disabilities.

This joint effort was complemented by ongoing collaborations with organisations such as **Down Madrid, PRODIS, the Adecco Foundation, Once Integra, and DisJob**. These partnerships have driven progress in both direct hiring and the improvement of employability and professional support for participants. In addition to scholarship and mentoring programmes, Redeia maintained an active presence at specialised employment forums and fairs. Notable among these were the **16th Employment Fair for People with Disabilities in the Community of Madrid**, which focused on equal opportunities, and the virtual employment fair organised by the **Universia Foundation**. These events have helped broaden the scope of diverse talent acquisition.

To complement this, initiatives implemented in previous years were consolidated, including a specific communication campaign highlighting the Familia Plan and the Aflora Plan. The **Familia Plan** continues to offer personalised support to facilitate the socio-labour integration of employees' family members with disabilities. Meanwhile, the **Aflora Plan** provides guidance and support to employees who may be eligible for official disability recognition, facilitating open disclosure and support within the organisation.

4.2.2 Age management

Regarding generational diversity, our inclusive employment policy **without age restrictions** is particularly noteworthy. Talent acquisition is based solely on profile suitability and fostering generational diversity, with no upper age limits applied in recruitment or the following initiatives:

Internal actions

- **Seguimos en Red Programme ('Still on the Grid' – pre-retirement off-boarding)**

This programme supports individuals nearing retirement by offering emotional, financial, and social support. It facilitates a positive transition that aligns with the 'Age and Generations' vector of the Comprehensive Diversity Plan.

- **EVE Programme – *El Valor de tu Experiencia* ('The Value of your Experience')**

Facilitates the structured transfer of critical knowledge from senior professionals to younger generations, reinforcing operational continuity.

- **Reskilling, upskilling, and professional mobility**

Support when a role is transformed by digitalisation

In line with our cultural transformation and commitment to quality employment, when a role is impacted by digitalisation or automation, the organisation guides the employee through a pathway of **internal mobility, learning, and reskilling**. This is designed to integrate them into other areas where they can continue to add value. This process combines tailored training via Campus Redeia with personalised support, avoiding unnecessary redundancies and reinforcing our culture of sustainable professional growth.

Campus Redeia – Continuous training

Campus Redeia coordinates the training offer across various fields, driving reskilling and upskilling for the entire workforce and facilitating the development of new capabilities tailored to business needs.

Capacity reinforcement and knowledge continuity

In accordance with workforce analyses and the needs arising from upcoming retirements, Redeia promotes competency updates to secure critical capabilities and facilitate professional mobility.

Internal organisational events with corporate impact:

Intergenerational roundtable

A dialogue spanning four generations of the workforce, designed to reflect on working styles, collaboration, and the impact of generational diversity on collective performance.

External events and participation

- Institutional participation in generational diversity forums.
- Meeting of good practices hosted by the Generation & Talent Observatory Redeia shared its '*Seguimos en Red*' and 'EVE' programmes as benchmarks for age management, career transition, and knowledge transfer.

Workforce demographic data

Evolution of average workforce by age (2024–2025)

	2025	2024
Average Age	45.7	46.7

Generación	Hombres	Mujeres
Baby Boomers	80,6%	19,4%
Generación X	73,3%	26,7%
Generación Y	70,3%	29,7%
Generación Z	64,7%	35,3%
Total	72,0%	28,0%

4.2.3 +Diversity and other initiatives

In 2025, Redeia provided a decisive boost to LGBTI diversity and inclusion by signing the **1st LGBTI Plan**, alongside the Employee Representatives. This establishes a comprehensive framework to guarantee the community's rights and promote their full inclusion in the workplace.

This commitment was reinforced during **LGBTI Pride Month** in July through various awareness and visibility campaigns aimed at the entire workforce.

One of the most notable milestones was the creation of the **LGBTI Network** – an **internal community** of employees dedicated to promoting safe, respectful, and discrimination-free work environments, while driving support initiatives and the continuous improvement of corporate policies in this area.

Redeia colleagues participated in **REDI Academy training workshops**, enabling connections with LGBTI professionals globally and strengthening diversity and inclusion networks.

Through these actions, Redeia seamlessly integrates the LGBTI perspective across its people management model.

4.2.4 Commitment to work-life balance and well-being

Redeia reinforces its commitment to work-life balance through flexible working models, digital disconnection measures, and personalised support. By integrating work-life balance as a cross-cutting pillar within its Comprehensive Diversity, Equity, and Inclusion Plan and its people management model, the company contributes to the well-being and development of all its people. This approach applies to everyone in the organisation – not just those with children or caregiving responsibilities. It recognises that every professional, regardless of their life stage, requires the time and space to foster their well-being, personal balance, and holistic development.

Redeia articulates a broad vision of well-being that integrates health, professional development, and work-life balance within a coherent model. The **Healthy Organisation** approach transcends traditional risk prevention, seeking instead to strengthen the commitment, motivation, and growth

of each individual in a safe environment that encourages self-care and a positive perception of personal well-being.

This strategy is crystallised in the **Well-being Model**, which groups all initiatives into five pillars: physical, emotional, financial, professional, and social.

In 2025, the **Redeia Contigo ('Redeia With You')** platform was launched to centralise well-being initiatives across all dimensions. This allows each employee to easily identify the tools available to enhance their quality of life and work experience.



The role of the work-life balance liaison offers approachable, solutions-oriented support, tailoring available measures to individual needs.

4.2.5 Commitment to preventing harassment, hate crimes, and gender-based violence

Within the framework of its commitment to equality, diversity, and respect for fundamental rights, Redeia continues to strengthen its policies and actions aimed at preventing any form of harassment, discrimination, or violence, in strict alignment with the values set out in its Code of Conduct and Ethics.

During 2025, **Redeia renewed its collaboration agreement with the Ministry of Equality** (Government Delegation against Gender-based Violence) under the 'Companies for a society free from gender-based violence' initiative, reaffirming its active role in raising public awareness about this issue. Likewise, the company promoted **awareness campaigns to mark the International Day for the Elimination of Violence against Women** and **supported the drafting of the 'Gender-based violence and employment'** report by the Adecco Foundation's Vulnerability Observatory.

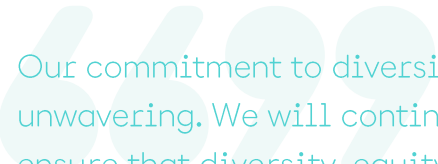
Key actions within this commitment include:

- Institutional participation in commemorating the International Day for the Elimination of Violence against Women, reinforcing the corporate commitment to safe and trusted work environments.

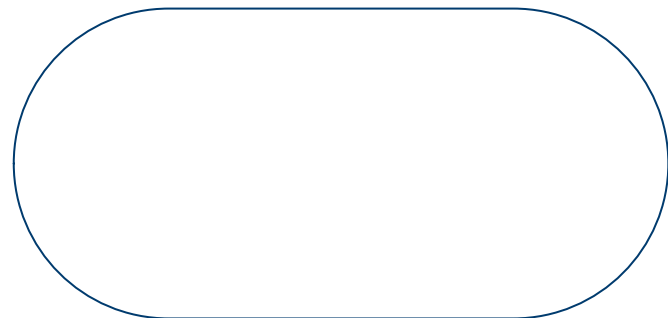
- The dissemination of an informative video featuring an expert in family law, criminal law, and gender-based violence. This was aimed at enhancing our ability to support women experiencing this violence and explaining the associated legal processes.
- An awareness campaign using the butterfly symbol – *linked to the memory of the Mirabal sisters* – inviting employees to leave messages of support at various workplaces, which were later assembled into a collective mural.
- Employee participation in the 11th Race against Gender-Based Violence 2025.

Redeia prioritises the continuous improvement of its procedures for preventing, detecting, and responding to potential harassment situations. The company maintains an internal Guide for the Prevention of Moral, Sexual, and Sex-Based Harassment, which is accessible to the entire workforce.

Furthermore, dissemination efforts have been scaled up by **publishing the Protocol for the Prevention and Response to Sexual and Sex-Based Harassment**, inviting the entire workforce to complete specific online training, and actively promoting the action guide. This consolidates a robust prevention framework aligned with best corporate governance practices.



Our commitment to diversity and inclusion is unwavering. We will continue working to ensure that diversity, equity, and inclusion are a tangible reality – both within the organisation, by cultivating inclusive work environments, and across society at large.



5 Main diversity highlights at Redeia in 2025

Redeia safeguards diversity in a broad sense, both within the Board of Directors and its Committees, and cross-sectionally throughout the entire organisation. This reflects the Company's steadfast commitment to diversity and equality.

The Company remains positioned among the top Ibex 35 companies in terms of gender equality, and is one of the few Ibex 35 companies chaired by a woman.

- Redeia has had a female Chairwoman of the Board of Directors since 2020. Furthermore, the first person to serve as Chair of the Company in 1985 was also a woman.

The Company implements policies and procedures that ensure a reasonable balance and comprehensive diversity on its Board of Directors, covering aspects such as gender, experience, age, disability, nationality, and tenure.

Redeia is guided by legal regulations, best practices, and the recommendations of the Corporate Governance Code for Listed Companies. This consolidates its commitment to diversity at all organisational levels, from the Board of Directors and management down to the wider workforce.

This commitment is founded on the Code of Conduct and Ethics and reinforced by internal policies, such as the Corporate Governance Policy. These policies promote diversity of gender, experience, and knowledge, and ensure their practical application within the company.

The Company drives a corporate culture favourable to diversity to eliminate stereotypes and unconscious biases, both among employees and across all other stakeholder groups. This originates from the commitment of the management team, who actively participate in the diversity strategy, thereby driving it forward and inspiring the entire workforce.

People management processes, coupled with leadership, act as a key tool for embedding diversity, equity, and inclusion within the Company.

The active participation of the management team is essential to achieving broader dissemination and scope for our diversity goals.

