TALENT MANAGEMENT REPORT

Committed to intelligent energy

2019

GRUPO RED ELÉCTRICA

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INTRODUCTION

We are living in a time of constant transformation in which the Red Eléctrica Group undertakes the commitment to make a sustainable future possible for everyone in the organisation and society as a whole.

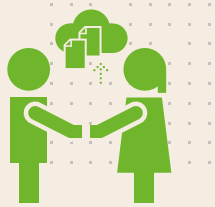
The management of talented professionals, as well as electricity, telecommunications and innovation, are all vital at this time of global revolution.

The new collaborative approach to work and new information technologies are powerful levers that are changing the ways in which we work and communicate with each other.

Investing in the talent of our employees will allow us to continue growing and developing new projects for the future for the Red Eléctrica Group and will provide value for society.

This is why Human Resources implements management strategies, aligned with present and future challenges to our business, to stimulate the full development of potential, the

The Talent Management Model, aligned with the company strategy, standardises the training, development and knowledge management systems and pursues excellence in processes to ensure the company remains a benchmark in Spain and abroad.



WORK IN COLLABORATION

AND NEW INFORMATION TECHNOLOGIES ARE POWERFUL LEVERS THAT ARE CHANGING THE WAY WE WORK AND COMMUNICATE

The Training and Development Plan combines the planning and implementation of professional development programmes and training actions, which will enable the achievement of the organisation's goals and those of employees, with special emphasis on the promotion of innovation and the transformative role of leadership.

deployment of skills and the satisfaction of the employees of the company.

The Talent Management Model is aligned with the company strategy and takes a systemic approach in which each process is independent. It enables us to have standardised systems for training, development and knowledge management, and pursues excellence in processes to ensure that the Red Eléctrica Group maintains its position as a leader in Spain and abroad.

The Training and Development Plan was set up in the framework of the Talent Management Model. This plan combines the planning and implementation of innovative development programmes and training actions, which will enable the organisation to achieve its goals and those of employees, and monitor them to guarantee the qualifications of the employees who make the company's sustainability possible.

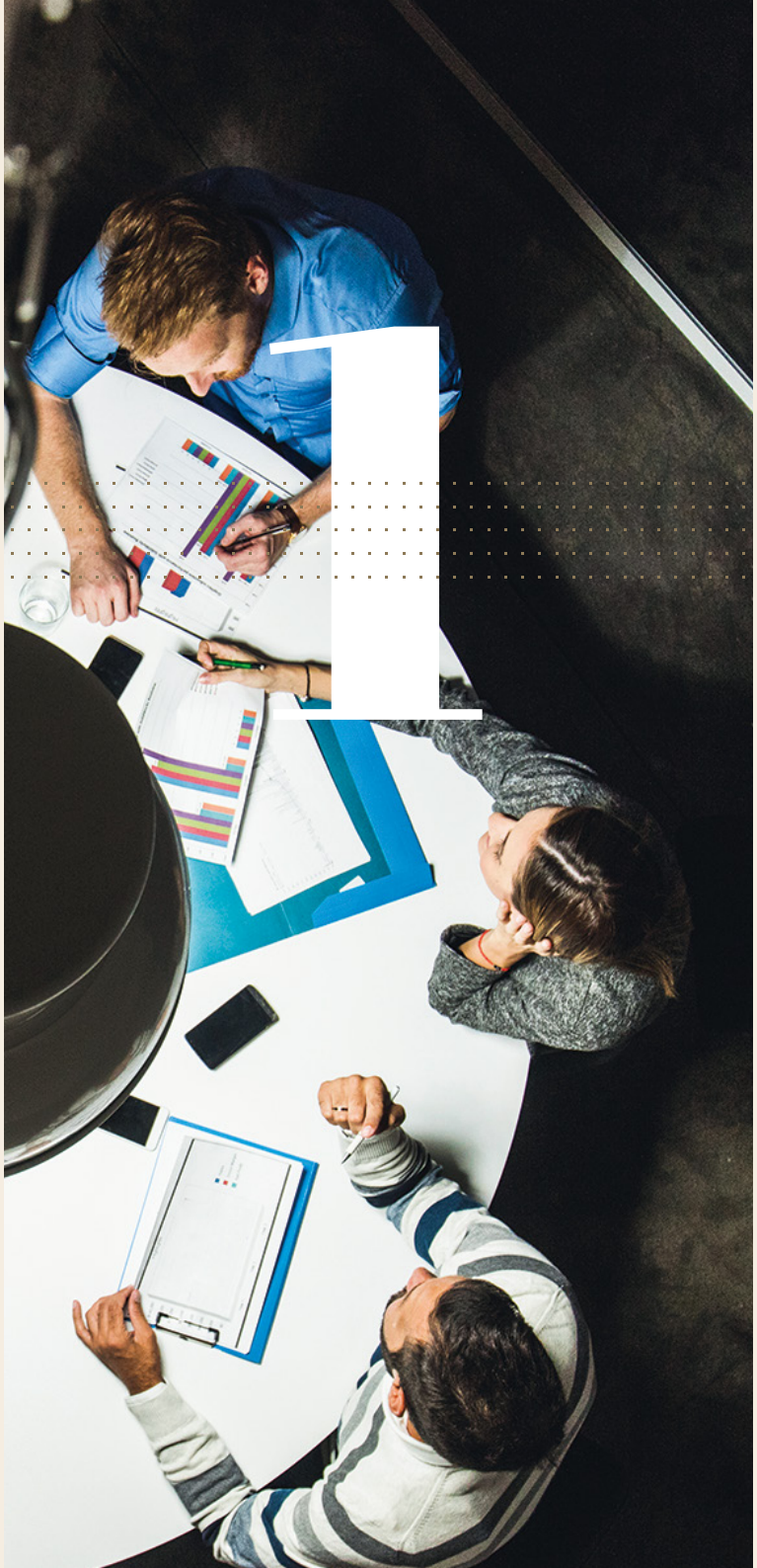
The Plan puts a particular emphasis on **promoting innovation in talent management and the leadership role.** It is essential today to have flexible and agile 'transformative leaders' to inspire, encourage and support collaborative learning, to foster knowledge sharing and make a commitment to the evolution and development of their teams, driving mobility and knowledge management in the organisation.

Physical, mental and social health are all covered by the Plan, as part of the Healthy Company Model. The company must offer appropriate tools and knowledge to create a healthy and safe setting and enable each professional to embody the best practices in this area.

We have modified our training management within the Talent Management Model towards a model of a corporate university of the Red Eléctrica Group. This change means that today we have a platform for the deployment of the Group's strategy, its values and culture in order to facilitate the achievement of business goals, and which acts as a meeting space that helps drive and promote learning and knowledge management.

The launching of several innovative initiatives achievements and the consolidation of projects marked 2919.

The coming year, 2020, is a new challenge, a unique opportunity that will push us to keep improving, to continue growing. We will do it by developing the talent of our professionals and the goal of offering society a better service every day and to guarantee the leading position of the Red Eléctrica Group in Spain and abroad.



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TALENT MANAGE-MENT MODEL

TALENT MANAGEMENT MODEL

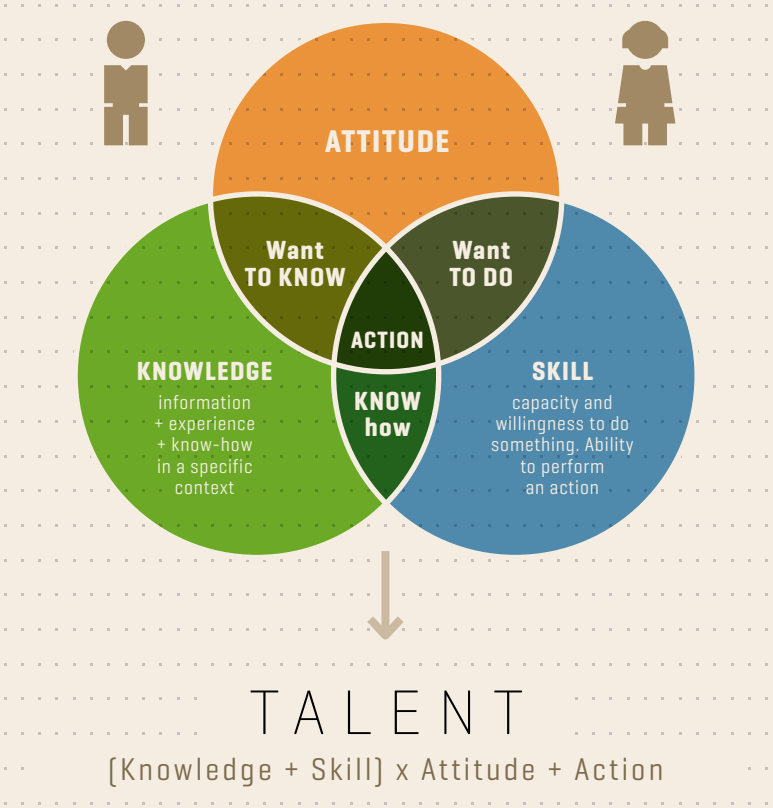
The Talent Management Model is aligned with the company's Strategic Plan and the Human Resources Master Plan. It pursues a systemic approach to all processes involved in talent management, facilitating interdependent management of such processes for the duration of the employee's working life.

In order to develop the Model, we need to ask ourselves what 'Talent' is and who manages it. We must also identify the elements or processes that lead talent and which strategy to use to master the different programmes and apply it as the basis for the methodologies to be used thereafter.

WHAT IS TALENT?

At Red Eléctrica, we define it as the sum of knowledge, skills and attitude, which, when combined with action, result in high performance and potential to achieve the goals set by the company.

The Talent Management Model takes a systemic approach to all processes, which facilitates their interdependent management during the employees' working life.



WHO MANAGES TALENT?

Talent Management is a shared responsibility, so this is the basis for the model. The leader and the professional are crucial elements of the learning process and professional advancement.

The professional: responsible for their own learning and professional growth, and must accept a commitment and desire for self-development.

The leader: facilitator who is committed to his workers' learning and development.

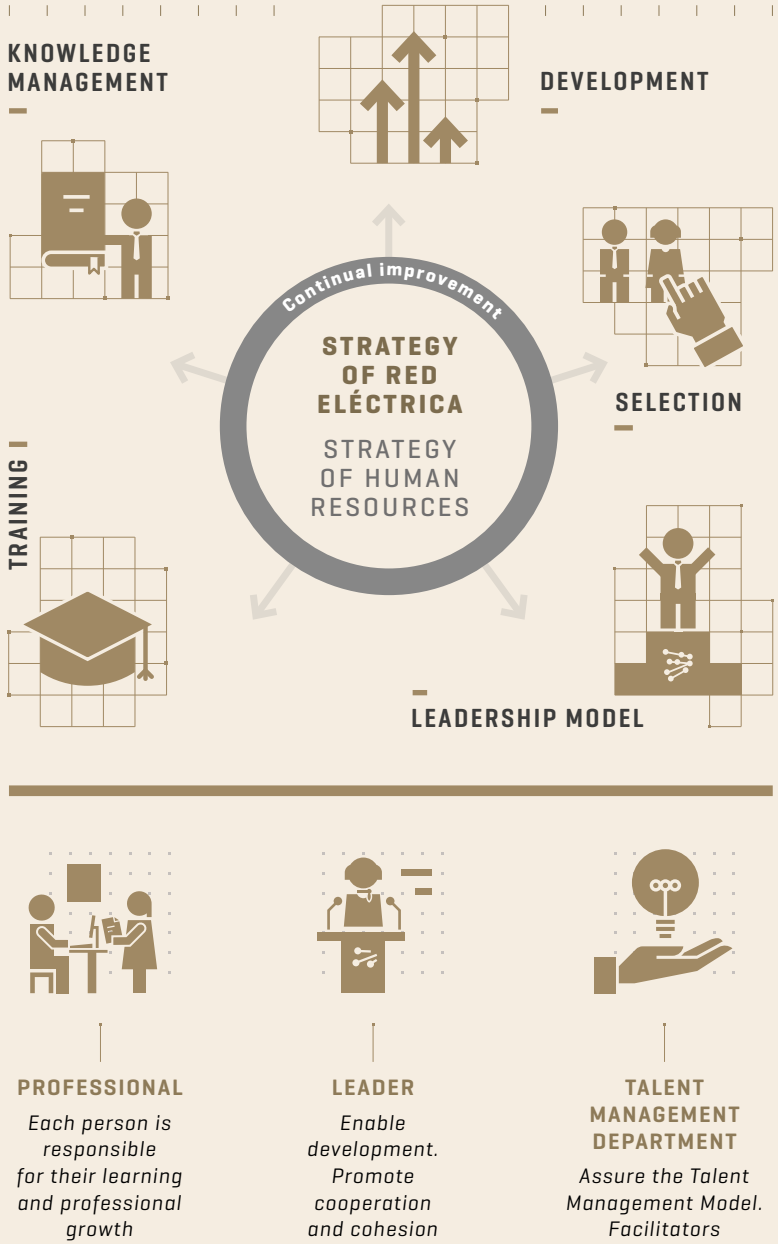
The Talent Management Area: guarantor of the Talent Management Model, providing support for the management of learning and development.

Talent Management: accompanies each employee throughout their working life in the organization.

WHAT ELEMENTS ARE IN PLACE TO MANAGE TALENT?

Talent management is addressed from the processes that support the employee throughout their working life. It therefore includes hiring (recruitment, selection and internal mobility), training (technical qualifications and skills), development (programmes for professional advancement) and other assessment processes that enable continuous improvement through guidance and encouragement.

The Knowledge Management Model and Transformational Leadership Model are fundamental parts of talent management because they enable vital knowledge to spread in the company and motivate the leaders in their dedication to achieving a higher level of commitment and development among the people in the organization.



‘Impúlsate’ was created as an initiative to anticipate demand for talent management from Red Eléctrica Group professionals in this transformation scenario in which we find ourselves.

WE INNOVATE IN TALENT MANAGEMENT

Permanent innovation in talent management is an essential aspect for the sustainable success of the company and the satisfaction of its employees.

Therefore, from Human Resources, the project **‘Impúlsate’** is launched as an initiative that stems from the cultural transformation project of the company called *Proyecto Imagina*. ‘Impúlsate’ advances all knowledge management needs in the context we are in and emerges with the following **target:**

> ***‘Ensure that all professionals of Red Eléctrica can grow to their full potential within the Company, offering them development opportunities according to their profile and interests, to generate value for our business and successfully handle its transformation’.***

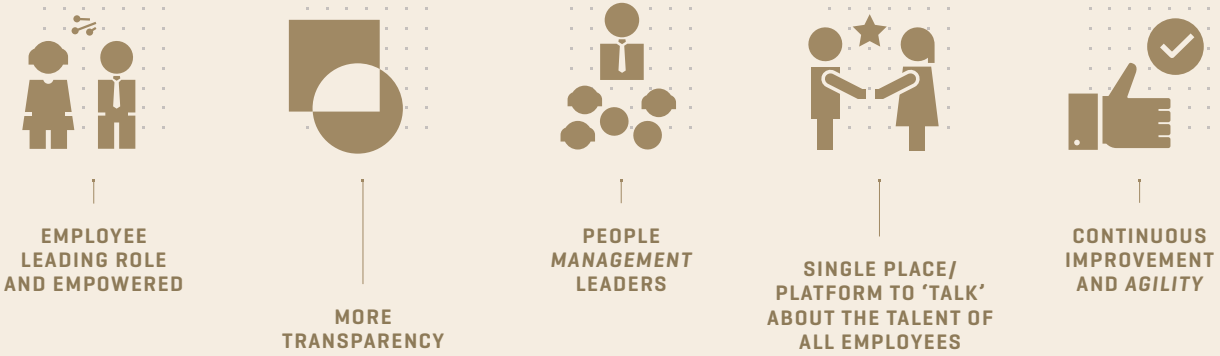
This is the framework in which the different processes of talent management will develop over the next two years.

Impúlsate was created to be an innovative approach to talent management for the professionals of the Red Eléctrica Group, and is based on the following **points:**

IN 2019

a new talent differentiation process was defined: a vital tool for people's management which will be rolled out in 2020.

impúlsate



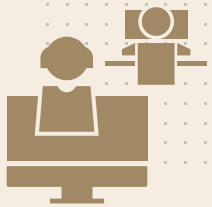
In 2019, 100% of the workforce participated in the new talent management model, directing the performance assessment process towards a new model of independent contributions (Through challenge management) to skills development (through a *Feedback* culture).

This new transformative approach to talent management was consolidated in 2019, with the performance assessment process evolving towards a new model of independent contributions (through challenge management) of skill development (using a culture of Feedback) in which 100% of the workforce have taken part.

Skill development has been accompanied by the preparation of 'individual development plans' (IDP) which are backed up by supervisors for the whole period.

In 2019, we designed a new Virtual Campus which is integrated with the culture of Impúlsate and which will be a technological tool for learning that we will unveil next year.

This year has also seen us define a new process for identifying Talent: a vital tool for people management that we will deploy in 2020.



In 2019 we designed

A NEW VIRTUAL CAMPUS

IT WILL BE A TECHNOLOGICAL TOOL FOR LEARNING
THAT WILL BE RELEASED NEXT YEAR

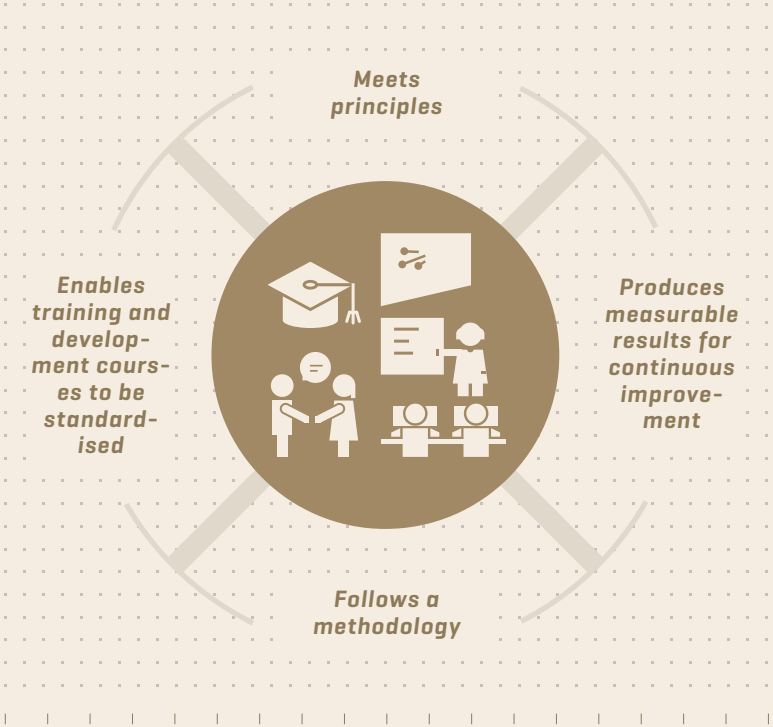
STRATEGY LEARNING

The Learning Strategy is our own framework for learning and acts as a reference for the creation of the training and development programmes.

A Learning Strategy is the approach to training adopted by the company, setting up its identifying features and the elements that make it distinct from other organizations.

We have created a Learning Strategy to ensure the success of these programmes.

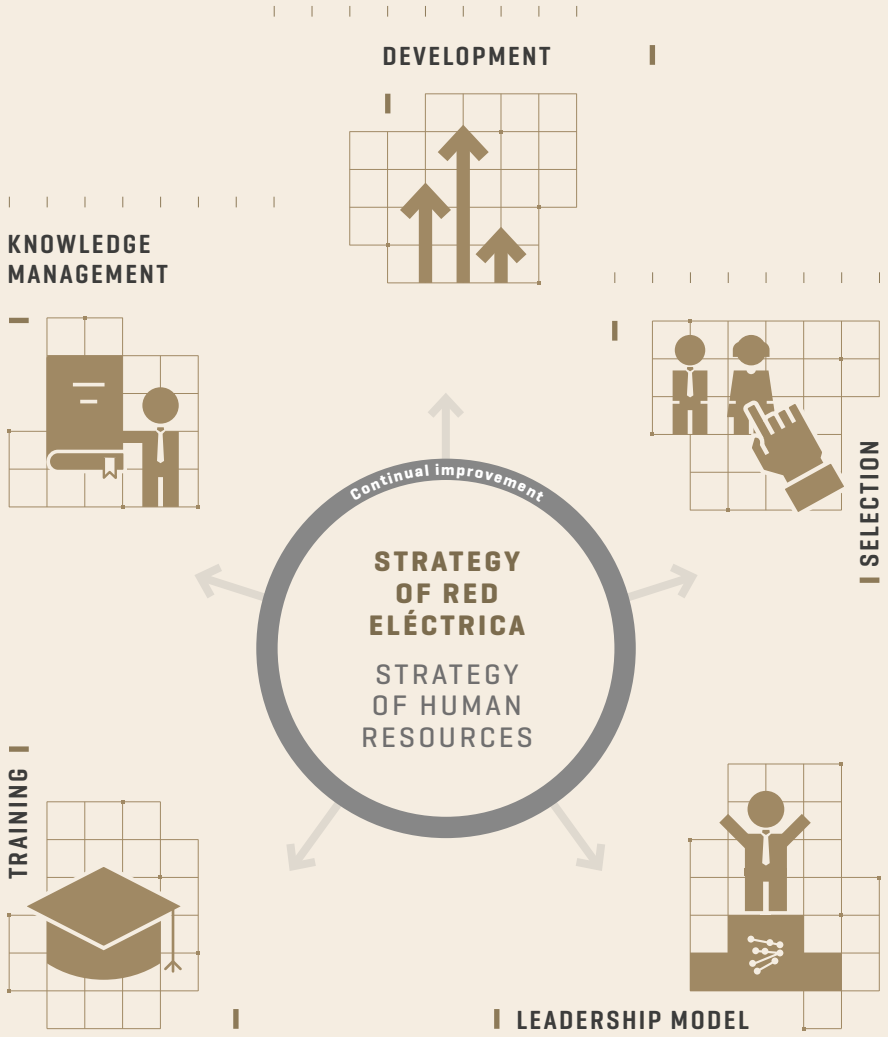
LEARNING STRATEGY



RESOURCES OF RED ELÉCTRICA FOR MANAGING TALENT

TALENT

RED ELÉCTRICA



TRAINING AND DEVELOPMENT PROGRAMMES

- CapaciTa Programme
- Dual FP Programme 'Advanced Technician for Power Stations'
- Thabla Programme
- AseguraT Programme
- NaTura Programme
- CapaciTa Habilidades Programme
- Work-life balance Courses
- Equality Training
- Quality Training
- InTegra Programme
- The Value of your Experience Programme
- RE AVANZA Programme
- Mobility Programme
- Transforming Leadership Programme
- PracTica Programme

As part of the Talent Management Model, the Learning Strategy is a key element that is conceived as our own framework for learning, serving as a reference point when setting up training and development programmes.

All training programmes and activities must follow some principles and a methodology: it must be based on a typical itinerary (or pedagogical model) and be capable of measuring its results.

LEARNING PRINCIPLES

The principles on which Red Eléctrica creates its range of training and development actions are:

Self-development of so that the employees are responsible and committed to their learning.

Leader's involvement: strengthening the role of the leader as facilitator and participant in the learning process. A key figure in the model who has to help the teams to develop the training activities.

METHODOLOGY

The Learning Strategy uses the methodological approach **70-20-10.** (Michael M. Lombardo and Robert W. Eichinger) which is based on:

- 70% of learning happens at the workplace
- 20% is learning acquired through observation of the surroundings.
- 10% is formal learning.

PRINCIPLES
LEARNING

Employability

-

Self-development

-

Excellence

-

Leader involvement:

-

Innovation and continual improvement

METHOD-OLOGY

70 %
LEARNING ON THE JOB

20 %
LEARNING FROM OTHERS

10 %
FORMAL LEARNING

The Learning Strategy is a reference for the creation of the training and development programmes.

The trend for the type of methodology that will be applied to this 10% of formal learning mentioned can be broken down as shown in the graph on the right.

STANDARDISING LEARNING

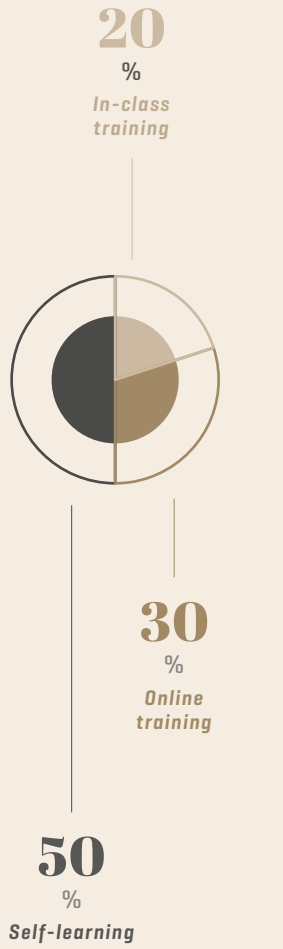
Taking into account the principles and methodological approach, a standardised roadmap can be defined as an ideal pedagogical model on which training and development programmes should be based, so that the designed training follows the defined structure in as far as possible:

This standardised roadmap will consist of the following stages:

- Initial explanation of the programme to the participant.
- Every training programme will have a preliminary exercise to do.
- The main action of the programme is the one which deals with the knowledge in the most detail or which does the most to develop the skills that are the goal of the programme.
- All programmes will have a collaborative environment.
- The resulting satisfaction with the training, knowledge acquired, transference of skills to the job and even the ROI of certain programmes will be measured.

SHARED STRUCTURE

TRAINING METHODOLOGY



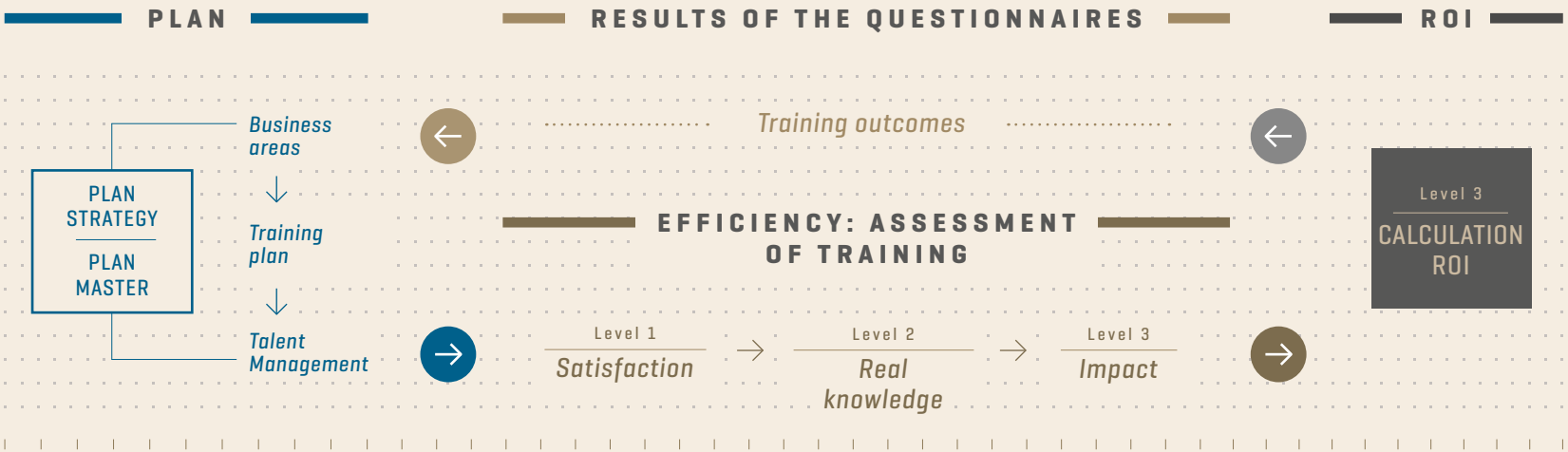
MEASURING FOR CONTINUAL IMPROVEMENT

The Evaluation System for training provides information on the value and calculates the return on investment, the ROI of the training.

The Evaluation System for training includes an estimated calculation of the ROI, obtained from the perspective of *Satisfaction, Real Knowledge and Impact* of the training.

The diagram below establishes the reference framework for the new training assessment model that includes the planning stages as well as the actual assessment stages themselves.

At first, starting with the planning block, the business and talent management areas intervene to examine and detect what is required in order to prepare the annual training plan.



The ROI calculation provides innovative analysis and reporting the training outcomes to the different units acquires a different dimension, as it enables the corresponding units to be involved in the level of the training process.

This is done by taking different inputs into account, as described in the Talent Management Model: analysis of training needs, results of the previous year's training plan and the annual guidelines.

Once the training plan has been defined, each training programme will go through the section marked 'Efficiency' consisting of:

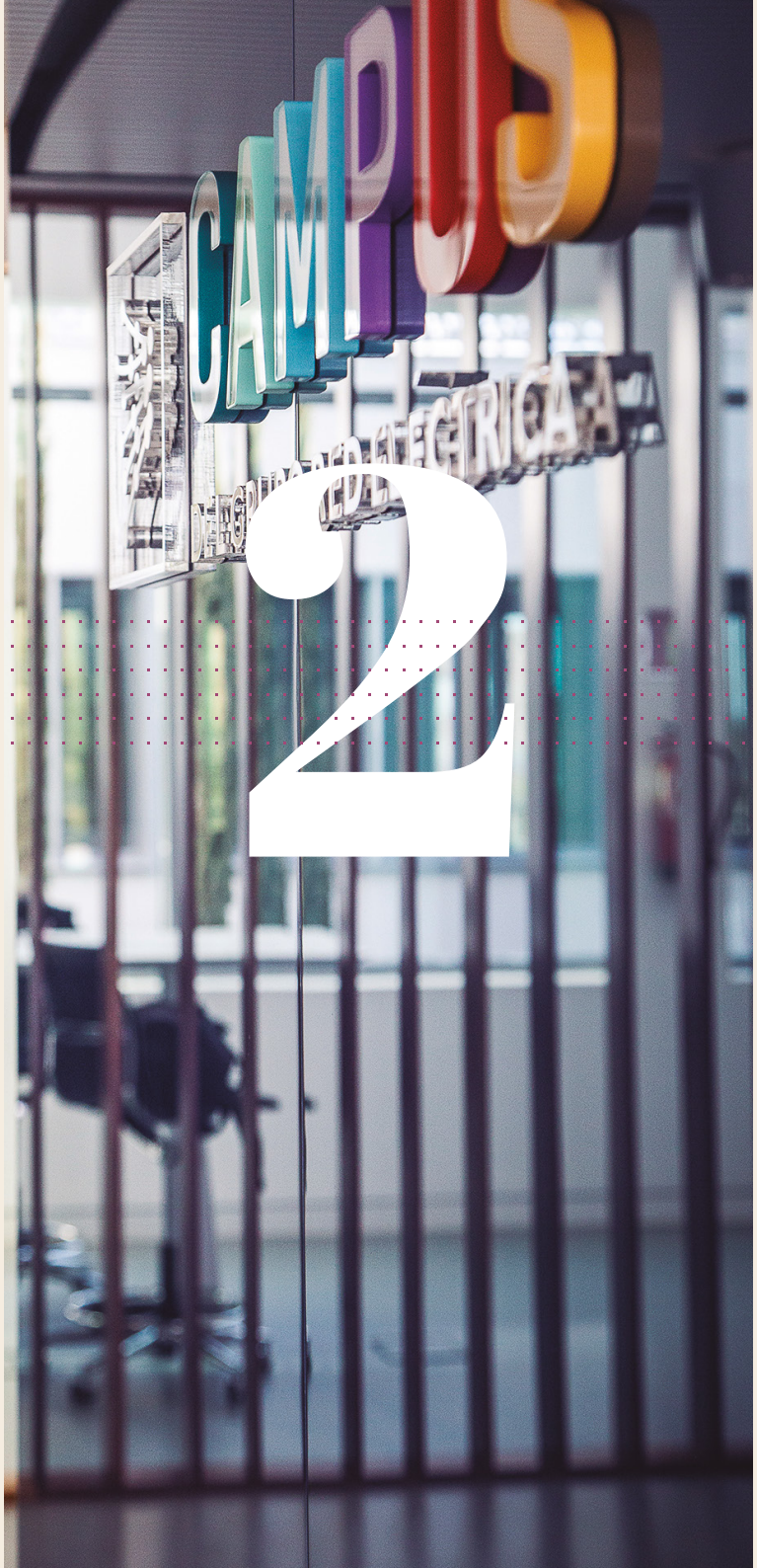
- a first level of satisfaction (Satisfaction Perspective), in order to gather the students' course feedback through a satisfaction survey.
- a second level of real knowledge (Real Knowledge Perspective), consisting of tests before and after the training, in order to check the level of knowledge increase after the training.
- a third level of impact (Impact Perspective), aimed at determining how this knowledge is applied to the student's day-to-day work, obtained through an Impact survey.

These three assessment levels show the efficiency of the training, and once these are quantified, they give way to the next block, the fourth level of the model, called calculation of the ROI of the training.

The ROI calculation (ROI Perspective) is an indicator of the current situation of the training. This model will provide the ROI value for each training action until it accounts for all the company's training. This calculation represents an innovative analysis.

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

This process places a greater focus on the training required by the employees in order to do their jobs in the best possible way.



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CAMPUS OF THE RED ELÉCTRICA GROUP

An Innovative Corporate University Model

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

The Red Eléctrica Group Campus is the natural evolution of our training management towards a new model of corporate university. This represents a significant advance compared with previous internal training centres, moving from a mainly technical approach to a more comprehensive one.

The Campus design was based on a prior diagnostic study of the situation, using the CLIP (Corporate Learning Improvement Process) accreditation tool of the EFMD (European Foundation for Management Development).

The initial diagnosis enabled the development of the desired framework and the drafting of an action plan which can evolve hand in hand with the company's Strategic Plan.

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

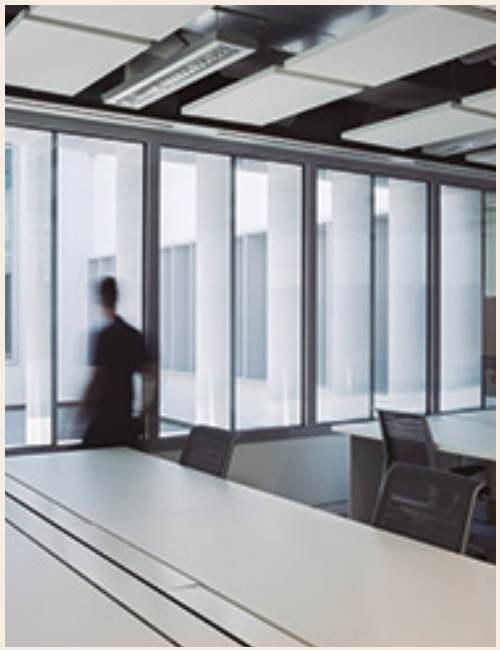
Mission OF THE CAMPUS

A platform for deploying the red eléctrica group's strategy, values and culture that allow business goals to be achieved, acting as a meeting space and catalyst for learning and knowledge management for its stakeholders.

Vision OF THE CAMPUS

To be a global reference in talent management through the development of our employees' potential, and the best strategic business partner for academic and business institutions, in Spain and abroad.

The Campus design was based on a prior diagnostic study of the situation, using the CLIP (Corporate Learning Improvement Process) accreditation tool of the EFMD (European Foundation for Management Development).



PRINCIPLES OF THE RED ELÉCTRICA GROUP CAMPUS

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

EFMD CLIP ACCREDITED

SUCCESS FACTORS OF THE RED ELÉCTRICA GROUP CAMPUS

1 COMMITMENT *from the top management*

2 AVAILABILITY *of resources*

3 STRATEGIC *alignment*

4 COOPERATION *between business units and the Campus*

5 MONITORING *the creation of value*

6 CONCENTRATION *of resources in the stakeholders*

7 IDENTITY *of the Red Eléctrica Group Campus*

The Red Eléctrica Group Campus Motto: *Creer, Crear y Crecer* (C^3) [Believe, Create and Grow].

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

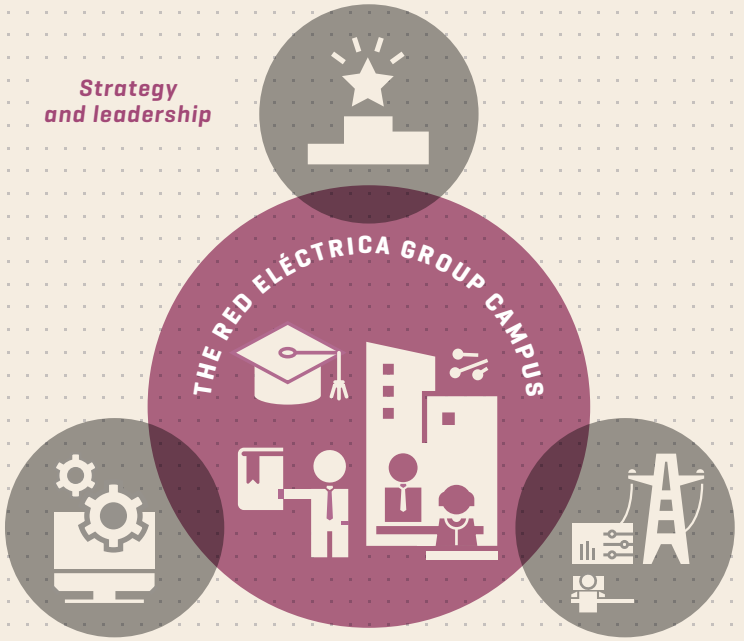
The Campus is structured around three fundamental pillars: **Cultural Transformation and Innovation Institute, Strategy and Leadership Institute, and Business Knowledge and Technical Training Institute.**

Furthermore, a Communication Plan to support the development of the Red Eléctrica Group Campus, allows to:

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

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

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



A constantly updated

PLAN FOR COMMUNICATION

ACCOMPANIES THE DEVELOPMENT OF THE CAMPUS AND GUARANTEES PERMANENT COMMUNICATION

The Red Eléctrica Group also has two further certified training centres created to provide certification in the handling of SF_6 Gas, one in San Sebastián de Los Reyes and another in Vitoria with a classroom to teach the theory and a workshop for the practical part.

INSTALLATIONS FOR THE TRAINING, DEVELOPMENT AND LEARNING SERVICE

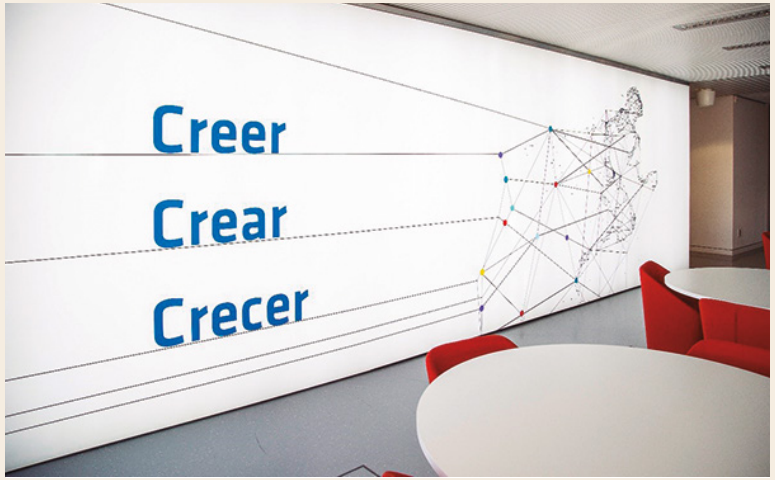
The space includes modern facilities that are continually improved and optimised with state-of-the-art technologies:

- Twin rooms for the Operator Training Simulator (OTS) in order to provide two independent training courses at the same time. Alternatively, it will allow interaction with different control centres or different companies.

- Protections and Communications Workshop-Classroom, which is focused on training transmission technicians in technologies associated with the ancillary substation systems.

- Transmission Workshop-Classroom, hosting the equipment related to practical training in high-voltage technology (transformers, equipment models, SF_6 gas handling, 66-kV substation bays, etc.) and training in occupational health and safety matters (low voltage electricity risk, handling of heavy loads...).

- Remote Learning is available in all classrooms, a method best suited to those situations where the training topics covered and/or the geographical dispersion of students make it advisable. This option offers savings in travel expenses, accommodation and meals for students receiving this type of remote learning.



TELELEARNING

in all classrooms, a method best suited to those situations where the topics and/or the geographical dispersion of students make it advisable.

- Training and development classrooms.
- Meeting spaces for collaboration and innovation.
- State-of-the-art technology: screens, monitors and technological training tools that respect our 'Paperless' policy.

The Red Eléctrica Group also has two further certified training centres created to certify SF_6 gas handling.

These centres are located in the San Sebastián de Los Reyes and Vitoria substations. They have a classroom to teach theory and one for the practical part, there is a workshop equipped with all the necessary equipment to handle the gas, both in Air-Insulated (AIS) and Gas-Insulated (GIS) substations, and equipment to measure gas quality.

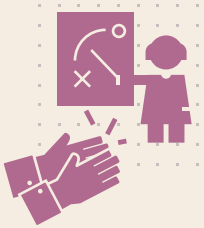
TRAINING STAFF: A TEAM OF EXPERTS

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

As a result, a large number of training actions and knowledge forums are given by the internal experts from the company.

Our team of internal experts promotes 'learning from experience'.

In 2019 a new programme entitled 'The Value of your Experience' was launched



TRAINING AND DEVELOPMENT PROGRAMME

FOR THE TRANSFER OF EXPERIENCE AND KEY KNOWLEDGE FROM THE PEOPLE INVOLVED WITH OTHERS

3

TRAINING AND DEVELOPMENT PLAN

TRAINING AND DEVELOPMENT PLAN

Since its founding, the Red Eléctrica Group has sustained a constant commitment towards the training and professional development of its employees for continual improvement and excellence.

For this reason, every year, a new Training and Development Plan is prepared in order to anticipate and respond to the needs of the organisation.

HOW DO WE DESIGN THE PLAN?

The Plan combines the planning and implementation of training actions that are geared towards employee development and focused on boosting their skills and training, thereby helping to achieve business targets and contributing to the need for all professionals to advance.

The design of the Plan encompasses the phases shown in the diagram on the right, aligned with both the company's and Human Resources' strategy.

RED ELÉCTRICA GROUP STRATEGY

HUMAN RESOURCES STRATEGY

NEEDS ANALYSIS

Sources for the identification of needs:

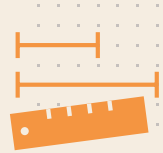
- *Current and future corporate needs*
- *Requests from the units*
- *Needs detected through the performance appraisal*
- *Needs detected through the measuring of the results of the previous year's Plan*

DESIGN OF THE TRAINING PLAN

- *Definition of contents*
- *Awarding of suppliers*
- *Selection of teachers*
- *Methodology*
- *Programming*
- *Financial budget*

IMPLEMENTATION

- *Communication of the Plan*
- *Calls for registration*
- *Preparation of documentation, equipment and materials*
- *Monitoring and management*
- *Regular reports*



MEASUREMENT AND ASSESSMENT OF THE PLAN

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

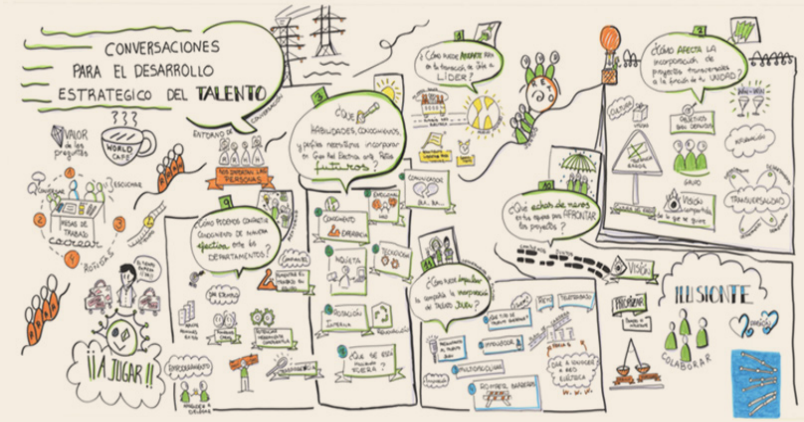
'LISTEN TO GROW': THE WORLD *CAFÉ* EXPERIENCE

To detect needs and explore opportunities, Red Eléctrica has started **'Conversations for the strategic development of Talent'.**

This is a shared experience with all the people responsible for the units that form part of the organisation, in order to detect needs and opportunities in terms of talent development.

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

The result of this initiative has helped to drive a number of actions and give a fuller meaning to the activities that Human Resources has launched.



The Training and Development Plan combines the planning and implementation of training actions that encourage employees to improve their skills, facilitating the achievement of the business targets.

DETECTING NEEDS

We innovate in detecting needs and in exploring opportunities through

'CONVERSATIONS FOR THE STRATEGIC DEVELOPMENT OF TALENT'

THE TRAINING AND DEVELOPMENT PLAN

is intended to support professionals in the performance of their functions, caring for both the needs of new recruits and those emerging from functional changes.

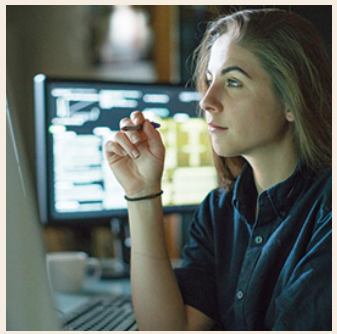
OBJECTIVES OF THE PLAN

The Training and Development Plan pursues the following objectives:

- Encourage employee development by means of programmes that promote the technical abilities and skills defined by the Red Eléctrica Group.
- Support employees in the performance of their duties, paying particular attention to the need for new recruits to settle into their roles in the company, and those arising from functional changes which make it necessary to define specific training actions.
- Offer innovative training and development alternatives that promote excellence and continuous improvement, in line with the company strategy.

The Training and Development Plan offers innovative development training alternatives that promote continuous improvement and excellence in line with the company strategy.

The methodology is established for each training action available, taking into account the Learning Strategy set out in the Talent Management Model.



- Respond to the needs of the business units, whether planned or unplanned, or those derived from innovation and which require a proactive response on behalf of the Talent Management Area.
- Develop the skills of the directors and employees with high potential, establishing behaviours and styles for efficient management, following the guidelines defined by the Group's Leadership Model.
- Provide the Occupational Health and Safety training required so that people can do their jobs safely.

METHODOLOGY

The methodology is established for each training action available, taking into account the Learning Strategy set out in the Talent Management Model.

To determine the most appropriate methodologies to deliver the contents of the training, both the goal pursued by each activity and the target group are taken into account.

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

The applicable methodology includes

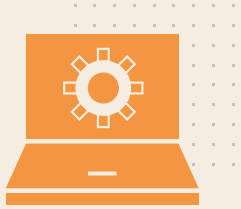
VIRTUAL AND IN-PERSON TRAINING

THE GOAL IS TO FOSTER THE USE OF VIRTUAL TRAINING, AS ESTABLISHED IN THE TALENT MANAGEMENT MODEL

The range of virtual training continues to grow with new courses and the transfer of existing courses into a virtual format to provide employees with alternative methodologies that enhance self-development and collaborative experiences.

VIRTUAL CAMPUS

A MEETING CHANNEL FOR SHARING DIFFERENT LEARNING RESOURCES: VIRTUAL COURSES, READING TEXTS, QUESTIONNAIRES...



VIRTUAL TRAINING: COMMITTED TO NEW TECHNOLOGIES

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

Virtual Campus is a meeting space to exchange different learning resources: virtual courses, texts, questionnaires, training pills, bibliographies, recorded training sessions as well as recommendations from the participants in the various training programmes.

We support the use of virtual tools as a 'star' resource that not only encompass theoretical concepts, making them accessible to all and able to be shared throughout the organisation.

A wide-ranging catalogue of virtual resources has been set up and stored on the Virtual Campus.

The range of virtual training continues to grow with new courses and the transfer of existing courses into a virtual format. Here are some examples:

- Construction and maintenance of high-voltage electricity infrastructure.
- C05 High-voltage electricity risk and management of outages.
- C06 Prevention management.
- C07 Working at heights with lines (basic).
- C10 Driving off-road vehicles (basic).
- C12 First Aid (basic).
- C18 Office work.

Most of the training is open access, such as the Occupational Health and Safety courses and basic technical courses. The trend is to continue increasing the range of open-access virtual training courses.

THE VIRTUAL CAMPUS

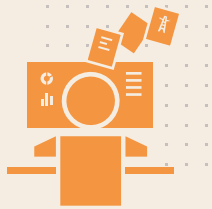
has set up a wide-ranging catalogue of resources as a firm commitment to the use of virtual tools.

- C19 Safe and efficient driving of passenger cars (basic).
- C21 Working in confined spaces (basic).
- Disability awareness.
- Equality.

We have virtual training pills for internal processes and applications such as 'eFactura' or 'Kérberos' and pills with more technical content, such as 'Introduction to Urban Planning' and 'Telecommunications for beginners'.

Applications such as SIGIMAN, PORTEMAN, MOVIMAN will continue to the made virtual, along with recordings of work procedures for certain activities such as the handling of SF_6 gas, Local Operation, etc.

In 2019, the company adopted virtual training as a key learning methodology, offering the organization a new catalogue of more than 200 courses of this type, associated with specific items and cross-departmental subjects, but with one essential feature: employees are responsible for their own development and use their own criteria to sign up for each course depending on their own learning needs.



VIRTUAL TRAINING

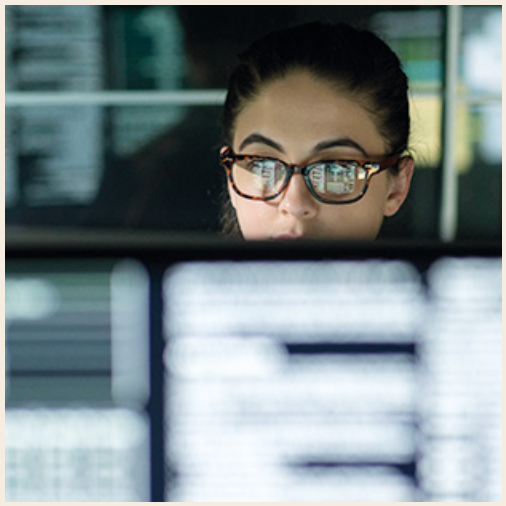
A NEW CATALOGUE HAS BEEN MADE AVAILABLE TO THE ORGANIZATION IN 2019, WITH MORE THAN

200

COURSES

As a commitment to virtual courses as a key learning methodology

For the first time, we have created an app as support for the digital skills programme. BeREDy is our new channel for communicating with all the group employees.



On the other hand, we continue to innovate in our learning tools. For the first time, we have created an app as support for the digital skills programme. BeREDy is our new channel for communicating with all the group employees.

This new channel installed on all mobile phones offers multimedia resources. Its main features include microlearning and gamification to establish this new way of learning.

NEW CONTENT OF THE PROGRAMME, WE INNOVATE AND BOOST VIRTUAL TRAINING

We have made an significant investment in 2019 in the design of a new Virtual Campus that will be unveiled in the first quarter of 2020.

Aligned with the new **impúlsate** culture, this new space represents a significant learning advance for the Red Eléctrica Group.

IN 2019

we have made an important investment in the design of a new Virtual Campus that will be unveiled in the first quarter of 2020.

The new Virtual Campus is integrated into the technology platform **'impúlsate'** that will host all the HR processes in 2020 in which employees are 'responsible for their own development'.

IMPÚLSATE PLATFORM: INTEGRATING ALL HR PROCESSES (SUCCESS FACTORS)

CONTINUOUS FEEDBACK

CHALLENGE MANAGEMENT

DEVELOPMENT OF KEY SKILLS (IDP)

NEW LEARNING MODEL 'VIRTUAL CAMPUS'

Virtual Campus offers employees an **innovative experience**.

EMPOWERED CO-WORKERS

WHO DECIDE ON THEIR OWN TRAINING PLAN DEPENDING ON

*Their **learning style** (visual, listening, social...)*

***Their challenges and interests: selecting training content** by subject, whether associated with their current job or not*

*Choose the **best time** for **learning***

*From any **mobile device***

SUPERVISOR

PERFORMS THE ROLE OF TRANSFORMATIVE LEADER

***Advise** the co-worker about training and priorities*

***Pass certain training** courses and reduce load*

*With **information at all time** on training*

***Optimised** investment in training*

Virtual Campus offers employees a **'training opportunity'** that is personalised, flexible and digital.

TRAINING CATALOGUE

Personalised

Option to choose based on the specific needs of each employee.

- Choose what they need.
- Structured in subject areas.
- Takes the distinct experience of each student into account.
- Distinguishes individual differences in groups with the same function.

Digital

Can be accessed from a single point of entry.

Available 24/7.

Space for learning and collaboration.

Flexible

Revised continuously and with the option to adjust to the environment and changing demands.

- Adapted to the needs of businesses and groups.
- Improves the way and timing of presenting content.
- In-house experts can review and change the content directly on the platform.
- New spaces for learning, mentoring, collaborative environments, gamification of training.

Virtual Campus offers new spaces for learning *mentoring*, collaborative environments and gamification of training.

Virtual Campus will offer an innovative **'management system'** for the use of the organisation.

MANAGEMENT SYSTEM

Agility

- **Employee**-centred.
- Digital management.
- Automated and **simplified** processes.
- Improved process for Detecting **needs** and requests not covered by the catalogue.
- Co-workers are **responsible** for their own development. More commitment.
- **Directors** centre on their role as **transformative** leaders..

Control

- **Built-in** reporting in real time.
- Maximum **reliability** of the information.
- Variety of **reports** for collaborator and supervisor.
- **Simplified** processes.
- Instant **access** to the training plans and their statuses.

Efficiency

- Standardised processes **across the group.**
- Single **library** for content at group level.
- Centralised **reports.**
- Cost **effectiveness** (travel, extensive digital training).

Virtual Campus encourages agility through automated and simplified processes.

4

TRAINING AND DEVELOPMENT PROGRAMMES

TRAINING AND DEVELOPMENT PROGRAMMES

The training and development courses offered are currently grouped into four thematic areas:

1. TECHNICAL TRAINING

Encompasses technical training programmes that include the theoretical and practical aspects that are required to work in each Business Unit, as well as training in processes and procedures. This thematic area also includes the new languages programme and safety workplace training.

- CapaciTa PROGRAMME
- Dual FP PROGRAMME 'Advanced Technician for Power Stations'
- Thabla PROGRAMME
- AseguraT PROGRAMME
- NaTura PROGRAMME

2. SKILLS DEVELOPMENT

Encompasses the programmes that train the necessary skills to carry out each of the functions required by each employee of the Company.

- CapaciTa Habilidades PROGRAMME

3. CORPORATE TRAINING

Encompasses actions and programmes that involve the whole company.

- Sustainability PROGRAMME
- Work-life balance courses
- Equality training

4. PROGRAMMES AIMED AT SPECIFIC GROUPS

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

- InTegra PROGRAMME
- Mobility PROGRAMME
- The Value of Your Experience PROGRAMME
- Leading Transformation PROGRAMME
- PracTica PROGRAMME

TECHNICAL TRAINING

The technical training programme represents a fundamental part of the Red Eléctrica Group's Training and Development Plan, as it includes the knowledge that the employees need to have in order to do their jobs.

The preparation of these courses has to address a broad range of knowledge; which can be classified into three main training areas.

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

Due to the significant volume of training required, and the many technicians it is aimed at, specific training catalogues are prepared for these business areas containing relevant training actions.

The Talent Management Department manages all the technical training for the company with a catalogue of courses tailored for each business area.

THE TRAIN-ING CATA-LOGUE

IS DYNAMIC AND EVOLVES EVERY YEAR TO INCLUDE NEW COURSES AND TO ELIMINATE OTHERS, IN ACCORDANCE WITH THE NEEDS OF THE COMPANY EMPLOYEES

CapaciTa PROGRAMME

OBJECTIVES

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

WHO IS IT FOR?

- All employees of the Red Eléctrica Group.

The CapaciTa programme is organised around three main areas of knowledge:

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

WHAT ARE YOU GOING TO LEARN?

- The necessary knowledge and skills required to do a job correctly.

CONTENTS

- Operation and Transmission of Electricity.
- Economics and finance.
- Legal.
- Cross-disciplinary.

The following actions were carried out in 2019:

Consolidation of practical training on protection systems, in the protection workshop classroom of the Campus in Tres Cantos.

- Certification in local operation for experts of the Red Eléctrica Group.
- New Programme for Electricity System Operation Specialists.
- Training on handling SF_6 gas, without certification.
- Inclusion into the training plan of all the employees of the subsidiaries of the Red Eléctrica Group.
- Process improvement training with agile methodologies.
- Technical in training information for the Technological Innovation and Systems Area.

It is necessary to develop further training plans included in the CapaciTa programme due to the various profiles and specialisation levels:

Theoretical Training Programmes

Comprising fundamental concepts of all the aforementioned knowledge areas.

Continued on next page

CapaciTa PROGRAMME

Retraining programmes

Especially those targeted at two major groups:

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

  Continuous training of operators helps to improve efficiency and productivity among employees, resulting in improved grid maintenance and high service quality along with assured energy supply. This approach also results in better customer satisfaction, a positive effect on our costs and greater profitability for Red Eléctrica de España.

  All the sessions held in 2019 enjoyed the participation of the electricity companies involved in the service restoration plans. This action drives a number of important aspects both for day-to-day operations and exceptional circumstances.

  It encourages the exchange of experience and opinions among those taking part. It means that the electricity companies learn more about the system operator's business.

It improves coordination when tackling possible exceptional circumstances.

Joint exercises were also executed with the French system operator RTE. These exercises involved the resolution of situations that may arise in the area where France and Spain share their influence.

- **Facilities maintenance technicians.**
  To ensure their maximum professional qualification and ensure that facilities are maintained to their optimum level, ensuring maximum availability.

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CapaciTa PROGRAMME

Postgraduate training

This is an important chapter within the advanced training of the CapaciTa programme. There are currently agreements with various universities:

1. Master's Degree in Projecting, Construction and Maintenance of High-Voltage Electricity Infrastructure (ICAI). Aimed at technical graduates, mainly from the business units. It involves blended learning with virtual classes and tutorials and in-person exams at the university. It is made up of two postgraduate programmes, each of one-year duration:

- Project and Construction of High-Voltage Electricity Infrastructure.

- Maintenance of High-Voltage Electricity Infrastructure.

Its main objective is to provide a global vision of the Transmission business, both for experts belonging in transmission infrastructure area and other experts that need to acquire or improve this aspect.

It is an initiative devoted to increasing employability and contributes to internal mobility.

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

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

3. System Operation Specialist Course (Red Eléctrica-ICAI). Postgraduate course in which ICAI provides the theory for the course and the academic degree. Red Eléctrica provides the practical part through a simulator for training operators.

It is targeted at future electricity control centre operators.

The eighth edition of this programme ended in 2019 with the graduation of 15 participants from the Opera+ internship as well as two technicians from companies in the sector.

Practical training is a fundamental ingredient in the qualification of employees.

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CapaciTa PROGRAMME

The CapaciTa programme includes retraining programmes, with two particularly important ones aimed at two major groups: Control Centre Operators and Facilities Maintenance Technicians.

There are specific practical training programmes, which include the following:

- Training on electricity systems operation, using the Operator Training Simulator.

The OTS simulator (Operator Training System):

- The Operator Training Simulator is the benchmark training tool to retrain all the groups that work in the control centres.

- It offers updated technical training and assesses participants' capacity to respond in complex situations and when under pressure.

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

Key Features of the OTS:

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

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

The CapaciTa Programme also offers:

- Training on control, protection and communication systems, taught at the Campus Workshop-Classroom at Tres Cantos, mainly aimed at engineering, construction and maintenance technicians.

- Training on specific equipment held at the facilities of the manufacturers or suppliers when there are no appropriate means at the Tres Cantos Campus.

- Other courses with an essentially practical nature:

- Installation of emergency support.

- Topography and GPS equipment.

- Thermography, etc.

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

- Corporate tools, including office IT software packages and corporate applications, such as SAP, BDI, ADIR, GEORED, etc.

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CapaciTa PROGRAMME

- Technical computing, including more specialised technical software packages, such as PSS-E, Matlab, AutoCAD, PSCAD, Oracle, etc.

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

- **Service restoration simulation drills,** with other electricity companies: Where the leadership of Red Eléctrica takes priority, guaranteeing the necessary training so that participants know how to act in an emergency.

  This activity includes theoretical-practical training through the use of the Operator Training Simulator and involves the participation of Red Eléctrica's operation centre personnel and staff belonging to Spanish and European generation and distribution companies.

- Training for SF_6. Gas handling. A certificate for handling SF_6 gas is issued on completion of the training; this is a mandatory certification for all Red Eléctrica employees in charge of the recovery of said gas in accordance with Royal Decree 795/2010. This course has been added to the training programme on occupational health and safety.

- Additionally, through the 'CAMPUS VIRTUAL' platform, employees can find short video recordings on handling SF_6 allowing them to review the tasks that are usually carried out with this gas.

  Furthermore, and taking into account the enormous environmental impact of SF_6, training sessions will be provided on technical, safety and environmental aspects, without certification.

- Certification of employees as local substation operators. In 2019, the certification of professionals working as Local Operators in substations continued, through the training and testing that guarantees the safety of both people and facilities, as well as ensuring optimal performance by local substation operators.

- Certification of subcontracted suppliers to carry out local operations without supervision. The purpose is the certification of other companies' staff working in Red Eléctrica facilities. The goal of this initiative is to reduce workplace risks arising from this kind of work and increase quality and efficiency in the maintenance of its lines and substations.

TRANSFORMATION PROGRAMME FOR INFORMATION TECHNOLOGY MANAGEMENT

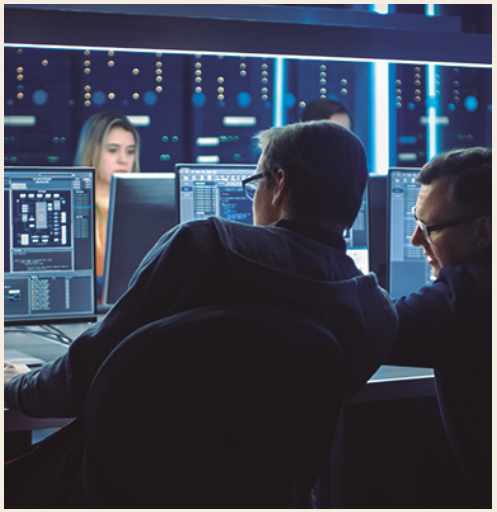
This programme is an initiative to accompany the transformation process applied to the IT Area. After a first phase with the development of skills and tools for the transformation, and a global programme on the latest currents in innovative technologies, this unit will address a programme of technical training associated with the new structure of roles and responsibilities.

OBJECTIVES

- Enable professional development for the whole IT department.
- Promote the development of current and future IT capability requirements.
- Drive cultural change.

The underlying architecture of the programme can be seen in the diagram on the right.

The European Commission has selected the case of the Red Eléctrica Group as a success story and published it in the new version of the e-CF, ICT Profiles, based on the e-Competence Framework (European reference framework for IT skills).



This initiative has placed special emphasis on the **'transfer to the workplace'** of the training received by the participants and support for the management team of the IT Systems and Technological Innovation Area to lead the process of cultural transformation of the area.

A new profile of technical skills was defined in accordance with the "European reference framework for IT skills' adapted to our organization.

THE BASIC ARCHITECTURE OF THE PROGRAMME

TECHNICAL SKILLS

- DEFINITION OF THE SKILLS PROFILES
- SELF-ASSESSMENT QUESTIONNAIRES
- DEVELOPMENT INTERVIEWS WITH THE UNIT MANAGERS
- TRAINING ACTIONS

DUAL (FP) PROGRAMME – 'ADVANCED POWER STATION TECHNICIAN'

OBJECTIVES

The Dual FP (Formación Profesional – Higher Vocational Training) Programme is based on a blend of both employment and training that aims to provide professional qualifications in a course that alternates between work (company) and training actions in the framework of FP (vocational training) courses.

This initiative opens a new path for hiring specialist technicians for the Facilities Maintenance Area, to enable recruitment of the workforce required. This system, also:

- Helps to identify the best profiles.
- Reduces the time for new hires to adapt to their positions.
- Represents an improvement in the education system.
- Ensures women's access to these jobs.

The official qualification obtained is that of FP 'Advanced Power Station Technician'. The qualification consists of three professional titles:

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

The Red Eléctrica Group is a pioneer in Spain in the Dual FP (vocational training) Programme - Advanced Power Station Technician Qualification.

The students enjoy an internship during their period studying in our company, with student insurance and registration with social security.

The first class will start their course at the Red Eléctrica Group Campus on 4 March and will take theory and practice classes until 31 July 2019. The practical training will be held in the Company's Transmission Facilities between 02 September and 29 November 2019. 80 % of these students signed an employment contract with Red Eléctrica in December 2019.

The second class joined the Campus on 2 March 2020 with 20 students.

More than 8,000 hours have been invested in the design and delivery of the training The time invested for successive graduate classes is estimated at 1,800 hours for the delivery of content and 2,800 hours for the tutoring of trainees. The second class started the second course at the Integrated Technological Industrial Vocational Training Centre in Leon in October 2019.

The technical content of the modules has been designed and prepared by Red Eléctrica with 12 practice sessions that will be taught during their stay at the facilities of the company. The Substations Engineering Department and Environmental Department also cooperated in the design and teaching of the content. The students also received classes on occupational health and safety from external sources.

Continued on next page

DUAL (FP) PROGRAMME – 'ADVANCED POWER STATION TECHNICIAN'

This project requires the proactive collaboration of the Facilities Maintenance Area and the Human Resources Area and will bring about a change in the current approach, seeing the Dual FP as a whole new profile, instead of simply a path for hiring with a different career plan.

Benefits that the Red Eléctrica Group offers society through this initiative:

- Increase in employability by facilitating the process of joining the company.
- Providing the job market with the best professionals.
- Creating value for educational bodies by improving the range of qualifications where there is a real demand for trained workers.
- The students get work experience.
- Highly qualified technicians.

As an employer brand, it will ensure quality jobs, because:

- A new professional profile will be created that enables a generational shift and can develop in different areas: power lines, substations, protections and control.

- It is an essential tool for attracting talent: creation of a highly specialised and highly qualified pool with our culture and 'way of doing things'. Guarantee of maintaining our *'know-how'* (knowledge management).
- Speeds up the integration of employees in the company.
- Reduces the time required for induction and integration.
- Reduces dedication and costs for the selection panel to cover vacancies for specialist maintenance technicians, besides raising our hiring standards.
- Continuous evaluation and monitoring of students' progress lets us hire the most promising candidates. Their profiles are known before they join the company.
- Helps to hire women for specialist technical jobs (3 students in the second class).
- Strengthens relations with the Administration (Education, Employment and Energy).
- Reduces the time needed for training once they have joined the company.

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DUAL (FP) PROGRAMME – 'ADVANCED POWER STATION TECHNICIAN'

Chronology

- Order EDU/1562/2011, of 1 June, establishes the curriculum for the Advanced Power Station Technician qualification.
- Signature of the Agreement between the Red Eléctrica Group and the Education Department of the Government of Castilla y León: 23 January, 2018.

It is a collaboration between the education system and the labour market, with benefits for both parties.

- Graduation of the first class in November 2019.
- 80% of the students employed by Red Eléctrica in December 2019.

Study plan modules

Module	Course	Education hours	Work hours
Power station electric systems	1º	192	40
Electricity Substations	1º	192	192
Remote control and automation	1º	224	120
Preventing electrical risks	1º	64	90
Electricity power stations	1º	192	-
Operating power stations	2º	189	-
Maintenance of power stations	2º	210	20
Coordinating human resources	2º	63	60
Power station project	2º	30	-
Training and career orientation	1º	96	15
Business and entrepreneurship	2º	63	15
Elements of power stations and substations	2º	105	114
Workplace training (FCT)	2º	-	444
Energy Campus	1º y 2º	-	50
Teaching visits to facilities	1º y 2º	-	40
Total training hours		**1,620**	**1,200**
Total hours full course			2,820

- The first course for the third edition began in October 2019 in the Integrated FP Centre in Leon.
- The second graduate class from the Campus is expected to join the company: March 2020.

Thabla PROGRAMME

Red Eléctrica maintains a firm commitment to helping its employees to acquire the foreign language skills that enable them to communicate fluently. This is why it has a complete language training programme called 'Thabla'.

OBJECTIVES

- Develop communication skills and competencies in the foreign language according to set pedagogical goals.
- Enable efficient verbal and written communication with institutions, suppliers and international bodies with the levels of quality and efficiency expected of a Company such as ours.

WHO IS IT FOR?

- Employees who require it for their present and future performance.

WHAT ARE YOU GOING TO LEARN?

- Develop the verbal and written skills in English and/or French needed for certain jobs in the company, now and in the future.

The language programme is based on the Common European Framework of Reference, depending on the individual needs of the employees who participate in the programme.

CONTENTS

- Those specific for each language/ knowledge level, according to the Common European Framework of Reference for Languages (CEFR).
- New material on Business Management Skills.

The second round of official certificates were completed in 2019, with a 100% success rate. 4 people obtained the *Advanced* certificate and 4 more obtained the *First Certificate* from the British Institute in Spain.

Continued on next page

Thabla PROGRAMME

- Official qualifications *(First Certificate, Advanced, TOEIC, DELF).*

NEW CONTENT OF THE PROGRAMME

The new language training programme includes substantial improvements: from more in-depth needs analysis, that aims to determine the needs and opportunities for using the language at work to the evolution of the teaching method that will gradually replace face-to-face lessons with technology that will support the programme.

Most of the training will be given through the virtual campus, a state-of-the-art training platform that will provide a personalised response to the needs of the employees. This programme is gamified and has a plan for back-up and recognition of the efforts made by the participants.

Campus Day was held in June 2019, the first English immersion session held at the facilities of the Red Eléctrica Group Campus, with 25 people taking part.

We innovate with the Thabla language training programme

The Campus Day experience

We launched the first English immersion day in June 2019 at the Campus facilities of the Red Eléctrica Group, with 25 people taking part in an event called CAMPUS DAY:

- Conversation with English speakers.
- Group activities designed to encourage conversations and *team-building* and build confidence in communication skills.
- *Public Speaking Workshop.*

AseguraT PROGRAMME

Red Eléctrica promotes the health and safety of its employees in the workplace, by providing precise knowledge of the risks related to each position taking into account the facilities where each worker works and the measures to be taken to prevent these risks.

The Occupational Health and Safety Training Plan was defined to this end, to ensure people's health and safety, even going beyond mandatory regulations.

The activities made to prepare the general training plan for occupational health and safety are contained in a specific action guide.

The purpose of the Guide is to establish a permanent plan for training actions for Occupational Health and Safety. The improvement and management of knowledge can also be acquired through experience, improved processes and the analysis of the results obtained in Occupational Health and Safety.

The activities made to prepare the general training plan for occupational health and safety are contained in a specific action guide.

The main activities established in the action guide are as follows:

Setting up the groups to identify the risks

- Groups for identification that cover all Red Eléctrica personnel are set up to plan occupational health and safety activities. One person may be covered by more than one group.

- These groups are created according to the activities they do at Red Eléctrica and, as a result of that, the risks they are exposed to in their work.

  Each group corresponds to a certain professional qualification.

- There are three groups related to global risks associated with jobs, twelve specific groups associated with activities and three groups associated with people who carry out specific functions.

Identification of the training required

- The training needs to cover each group identified are defined along with the frequency of application.

  These needs are transformed into specific training actions through the design of theoretical and practical content, both for classroom and virtual learning.

Assigning workers to the groups

- When an employee joins an organisational unit, as a new recruit, or through a change of activity, they are automatically allocated to the identification group associated with their job.

Continued on next page

AseguraT PROGRAMME

Planning training

- This management system and the structure described in the guide is automated in different tools that can be used to help design the training programme for the new period.

OBJECTIVES

- Train employees of the Red Eléctrica Group to do the activities of their job, enhancing their knowledge and complying with the legal regulations on risk prevention at work.

WHO IS IT FOR?

- All employees of the Red Eléctrica Group.

WHAT ARE YOU GOING TO LEARN?

- Risks associated with the tasks required to do the job assigned.
- Safe work processes.
- How to optimise the resources provided by the company.
- Internal regulations on workplace risk prevention.

- Personal protection equipment available at Red Eléctrica for the activities associated with the different jobs.
- Aspects related to the healthy workplace model.

CONTENTS

- Risk identification group:

- Management or administrative work in offices.
- Shift work.
- Planning, verification, preparation and execution of construction and maintenance works for facilities
- Low-voltage electricity works.
- Working at heights.
- Manual and mechanical load handling.
- Work in confined spaces.
- Felling, pruning and clearing trees.
- Travel in passenger cars and off-road vehicles.

Continued on next page

AseguraT PROGRAMME

- First Aid.

- Firefighting, evacuating buildings and first-response firefighting teams.

- Risk prevention representatives.

• Health care awareness.

The occupational health and safety training plan in force will pay special attention to:

Outsourced training

• C07 Working at heights for electricity line personnel.

• C08 Manual and mechanical cargo handling.

• C10 Driving off-road vehicles.

• C11 Basic Firefighting.

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

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

• C19 Driving vehicles in adverse conditions.

• C21 Working in confined spaces.

• Adaptation to a virtual learning format of the basic level contents of C07

Working at heights for electricity line personnel, C12 First Aid, C18 Workplaces and C21 Working in confined spaces.

Internal training

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

• Virtual learning C06 Prevention management.

• C15 Retraining in safety.

• Updating virtual learning C18 Workplaces.

• Training actions related to the healthy workplace model.

Five working groups were set up in 2019 to revise all the C01 to C21 training content for this programme. These mixed groups were made up of people from the organizational units of the Facilities Maintenance Area and Human Resources.

New training courses were also proposed for the programme which will be mandatory in 2021.

NaTura PROGRAMME

Environmental awareness helps safeguard and protect the natural environment and is one of the core values of the Company.

Red Eléctrica goes to great lengths to make its business requirements compatible with environmentally responsible behaviour.

Training actions targeted at the prevention and reduction of environmental impacts will be carried out within this framework, and as a supplement to it, during the term of this plan, as well as to raise awareness and comply with internal procedures and to comply with current environmental legislation and standards.

OBJECTIVES

- Train employees of the Red Eléctrica Group in environmental matters.

WHO IS IT FOR?

- All company employees, and especially environmental technicians.

WHAT ARE YOU GOING TO LEARN?

- Environmental regulation and techniques.

- The impact of our actions on the natural environment.

CONTENTS

- Technical, environmental and regulatory.

NEW CONTENT OF THE PROGRAMME

The environmental training plan will be continued in 2020 in order to enhance knowledge and comply not only with legal regulations, but also the company's internal rules in this matter. The plan includes the assignment of recommended environmental training needs, compulsory or voluntary, for most of the positions within the organisation, mainly those of the area associated with transmission infrastructure.

This plan includes:

- Groups of activities related to the environment developed by the Company's personnel.
- Positions that are responsible for the management, supervision or execution of the activities identified for each group.
- Compulsory training for each group. Groups are formed according to the activities carried out in Red Eléctrica, and therefore on the knowledge required concerning the position or activity of employees.

The training action 'Observation and recognition of birdlife' was made in 2019 to familiarise the technicians of the Environmental unit with the different species of wild birds that can be found in Spain, and to observe them to know more about them and identify them correctly.

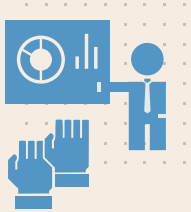
SKILLS DEVELOPMENT PROGRAMME

The Red Eléctrica Group is committed to the design of innovative development programmes that provide professionals with learning through experience, knowledge acquisition, the practice of concepts and their application at work.

The **'impúlsate'** philosophy was used to design a programme for self-development of key skills that will enable:

- Raise awareness among participants and supervisors of the importance of their role to ensure their own development and the development of their teams.
- Involve all participants in the importance of developing Red Eléctrica's skills as a means to achieve their objectives and those of the organisation.
- Teach and practise the techniques necessary to successfully solve real situations in the performance of their duties requiring the use of these skills.

The ecosystem for self-development of skills is a working methodology that includes a range of resources to achieve learning goals and develop the different levels of each skill.



Ensure the maximum

ADVANTAGE OF TRAINING

USING HIGH-IMPACT TECHNOLOGICAL RESOURCES THAT DRIVE CONTINUOUS INTERACTIVITY BETWEEN PEOPLE

- Ensure that full advantage is taken of the training provided, using high-impact technological resources that encourage continuous interactivity among the workforce.

- Use various types of methodologies for different learning styles, promoting new habits and the application of the skills and behaviours taught at work.

- Promote learning through shared experiences (best practices), situation analysis, debates among participants and experts, and its practical application.

The ecosystem for self-development of skills is a working methodology that includes a range of resources to achieve learning goals and develop the different levels of each ability.

The self-development ecosystem consists of the following resources:

Connect
Development parts for learning.

- **Events on the Red Eléctrica Group Campus:** On specific innovation topics with voluntary attendance, to give the chance to share knowledge and experiences among those taking part.

- **Webinar:** Online *sessions* in which an expert discusses scenarios to explain theoretical concepts, clear doubts, offer *feedback* and encourage progress in self-development.

- **Forums:** Digital spaces to promote contact among others with similar interests, to resolve doubts and problems, spread good practices and lessons learned, to build relationships between people, etc.

The ‘impúlsate’ philosophy was used to design a programme for self-development of key skills through a resource ecosystem to raise awareness and convince all participants of the importance of developing the skills that Red Eléctrica values.

The participants in the 'Individual Development Plan have an individual orientation service, offered by experts in each essential skill, to support the participants as they progress towards their development goals.

Collaboration and co-creation

Space where there are tools for collaboration and co-creation between employees.

Practice and explore

Development paths for practical experience:

- Multimedia case studies to think about and offer key ideas for resolution.

- Autonomous learning, permanent update and creation of social networks with experts:

  - Documents, presentations, videos...
  - Webs, blogs, communities, Twitter...

Train and experiment

- **Mentoring:** Assistance by a reference (Mentor) from the Technician Potential Pool Programme for a coworker in the organization (Mentee) as support for their development, based on the 'know-how of other colleagues'.

- **Coaching:** With professional and qualified 'internal coaches' who can help people individually to boost their professional development through this methodology.

Besides these resources, the participants in the 'Individual Development Plan have an individual orientation service, offered by experts in each essential skill, to support the participants as they progress towards their development goals. This orientation recommends certain ecosystem resources, solves problems, offers extra resources, monitors progress, and can reorient targets and actions when necessary.

OBJECTIVES

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

- Ensure transfer to the workplace, generating an Individual Development Plan (IDP), centred on each key skill.

WHO IS IT FOR?

- All company employees that decide to develop themselves, without the need for approval from their managers nor HR.

WHAT ARE YOU GOING TO LEARN?

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

CONTENTS

- Knowledge management
- Innovation and continuous improvement
- Initiative
- Communication
- People management
- Planning and organization
- Customer orientation
- Problem analysis and decision making
- Collaboration
- Change management

On the other hand, a Training and Development Programme **'Management of Maintenance Equipment'** on managerial skills has been continued for a group of 52 specialists, from the Facilities Maintenance Area, who lead working groups and who have people management functions. The mentoring has been carried out by experts, belonging to the 'Pool of Potential - Technical Specialists' who have showcased their skills as expert mentors in management skills with this group of colleagues.

KEY SKILLS

Non-managerial personnel

- Knowledge management
- Innovation and continuous improvement
- Initiative
- Communication
- People management
- Planning and organization
- Customer orientation
- Problem analysis and decision making

Cross-departmental

- Collaboration
- Change management

Managerial personnel

- Leadership development
- Impact and influence
- Business development
- Benchmark values of the Red Eléctrica Group
- Team development
- Transformation and innovation
- Stakeholder management
- Strategic vision

Management of Maintenance Equipment Programme (GEM)

SKILL MANAGEMENT

FOR A GROUP OF 52 TECHNICIANS WITH DELEGATED PERSONNEL FUNCTIONS AND WHO LEAD A WORKING GROUP

CORPORATE TRAINING PROGRAMME

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

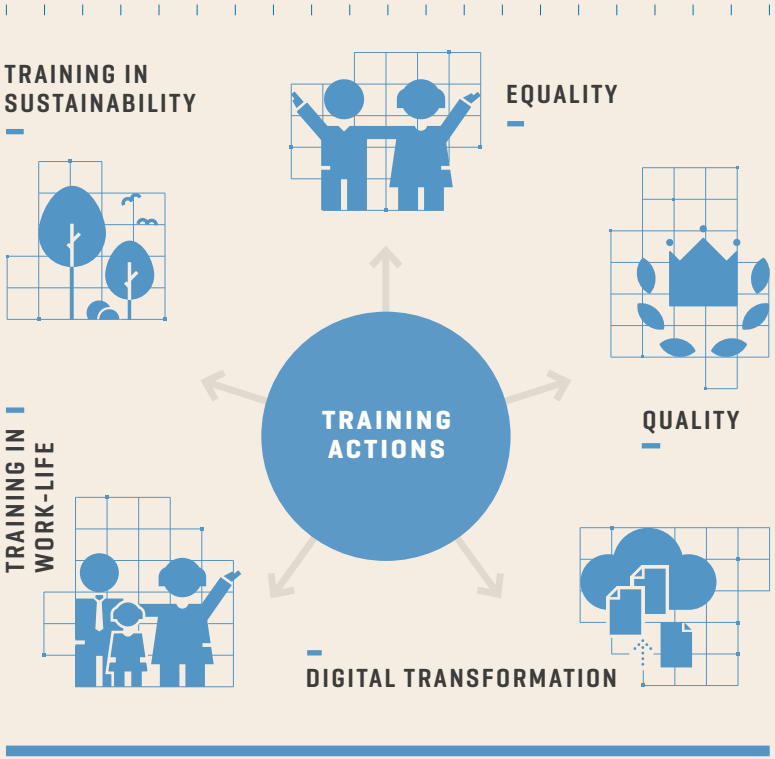
It will carry out training actions focusing on the following subject areas (see diagram on the right).

OBJECTIVES

- Facilitate **a work-life balance culture,** in accordance with the legal framework in force and the Work-life Balance Plan approved by the Company, supporting the implementation of the Work-life Balance Management Model defined by Red Eléctrica, in addition to measures adopted on this matter for the various areas of the Company.

- Encourage a **leadership style committed** to work-life balance and involve the management team as managers of work-life balance and equality.

The corporate training programmes, aimed at all the employees of the Group, develop key concepts and sustainability criteria of Red Eléctrica and the implementation of these in day-to-day operations.



Red Eléctrica integrates actions into its training strategy to promote quality, sustainability, the promotion of diversity and the quest to find the best possible work-life balance for its employees.

- Reinforce the **corporate culture** on compliance of the Red Eléctrica Group.

- Understand and manage **digital skills** as an essential requirement for working effectively and productively.

WHO IS IT FOR?

- All company employees.

WHAT ARE YOU GOING TO LEARN?

- Key concepts and sustainability criteria for Red Eléctrica and its day-to-day implementation.

- Key concepts facilitating understanding and awareness of equality and work-life balance.

- Quality Management System.

CONTENTS

- The analysis of real situations for knowledge and behaviour according to the principles defined by the company on Sustainability issues.

- Training on work-life balance and equality and its application to people management.

- International standard ISO 9001:2000.

NEW CONTENT OF THE PROGRAMME

Digital Skills Programme: Digitall By Campus

As an initiative that is part of the Imagina Project, which is driving the company's cultural transformation, we are launching a programme to enable employees to develop their knowledge and abilities with regard to their digital capacity.

Our first step was the corporate launch in 2019 of an *online test* to measure digital culture on two scales:

- Work-related software applications.

- New uses of technology.

Digitall By Campus is a training programme that focuses on learning to improve knowledge and capacity in the digital environment.

DIGITALL BY CAMPUS

The Digitall by Campus programme operates through the 'BeREDy' app that is installed in all the smartphones of the company employees.

This enabled us to discover who our 'leaders and references' for digitalisation are, by segment.

The test was taken and completed by over 90% of the organisation, establishing the content that would become the Digitall Digital Skills programme By Campus: a training programme centred on improving skills and knowledge of the digital world in terms of learning.

If the course deals with digitalisation, the teaching method could not be different.

This course makes use of an app 'BeREDy' installed in all of the employee mobiles of the Red Eléctrica Group and is based on teaching through *microlearning*, videos and gamification.

Figures at the end of 2019:

- 800 employees are active users of the app.
- 5,000 training hours registered on the app.
- 315 users taking the learning challenges.

We will continue to use this programme in 2020 with the added challenge of measuring if we have improved our level of digital culture.

CONTENT OF THE DIGITALL PROGRAMME BY CAMPUS

Digital skills

- Driving development with new technology.
- Managing information in digital environments to improve efficiency.
- Using digital tools to cooperate in online teams.
- How to communicate and relate successfully in digital environments.
- Personal organisation in digital environments.
- Create and consolidate your digital identity.
- How to offer better customer service *online*.
- Boost your skills for *e-commerce*.
- Learning agility to drive your self-development.
- Create and share attractive, high-quality digital content.
- Cybersecurity and risk-free working in digital environments.
- Guide your company culture towards digital transformation.
- Become a 2.0 leader.
- Digital project management.
- How to activate and tutorise successfully in digital learning environments.
- Digital knowledge: *Big data*.
- *Blockchain*.
- New business models.
- Artificial Intelligence.
- Cryptocurrencies and Bitcoin.
- Introduction to agile methodologies.
- *Deep Learning*.
- IoT Ecosystem.
- Collaborative economy.
- Virtual augmented reality.
- Robotics.
- 3D printing.
- *User Experience*.
- Cybersecurity.
- *Fintech*.

Digital tools

- Collaboration 365.
- Productivity 365.

Data Protection Programme:

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

The Red Eléctrica Group is implementing a system for compliance with data protection through its annual activity plan, with appropriate training, sensitivity and awareness among members of the importance of the data protection compliance system as part of the company's overall culture.

It is essential to have a corporate 'compliance' culture to assess the right of stakeholders and members to privacy.

A plan to raise awareness, consciousness and training in privacy was created in 2019 to be continued in 2020, including the following actions:

- Six workshops with personal attendance for specific groups within the organization, with a special emphasis on the handling of personal data, with 89 employees taking part.
- Offer of six information *e-learning* pills on privacy aimed at the whole workforce, with participation in 2019 of nearly three thousand employees, which will continue in 2020.

Over 50 % of the workforce has done the virtual training, with this continuing in 2020 until we reach 100 %.

Comprehensive Safety Programme:

The goal of the plan for full safety awareness is to create a safety culture to protect employees and the Group from threats, and to reduce the risks arising from workers from inside and outside the company.

The actions taken in 2019 in this area include:

- An online *course* on our Virtual Campus for all the group employees, with essential content to explain the risks at work, such as handling information securely, the importance of third-party access to facilities, and of course, the cyberattacks that take place nowadays.

Business Continuity Training

Specific training in Business Continuity was given in 2019 to the members of the crisis committee and those responsible for defining and operating the different plans to restart the service.

This training pursues two goals:

- Provide tools to enable the best decisions to be made quickly in situations where the business continuity protocol is activated and
- Explain and understand the importance of business continuity for the Red Eléctrica Group.

PROGRAMMES FOR SPECIFIC GROUPS

The Red Eléctrica Group faces business challenges; this requires its employees to be ready to:

- Adapt to new business situations with flexibility.
- Anticipate possible future scenarios.
- Continue operations with efficiency and excellence.
- Identify and benefit from new opportunities.
- Lead the team to manage change.

As a result of this, and in addition to existing training and development programmes in the Company, there is a commitment to respond to the needs of specific groups. Besides, the existence of different age groups in the company and the growing concern for people management as a key element, makes management of diversity, needs and expectations for training and development a necessity.

The programme is specifically created for the needs of specific groups through training activities and itineraries suited to each professional, which increases the commitment and productivity of the people.

Each person has specific training needs that must be taken into account when designing the professional development programmes.

This is why the training that the company offers its employees must be flexible and aim for personalisation through suitable training actions and itineraries suited to each specific group and each employee.

InTegra PROGRAMME

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

The structure is as follows:

- Induction and adaptation phase: to make integration in the team and the company culture of Red Eléctrica easier.
- Integration phase: helping new recruits to acquire the general technical knowledge needed to carry out their jobs.
- Capacity phase: to develop skills.
- Consolidation phase: this stage encourages the involvement of new recruits in the Company.

To ensure the success of these programmes, a close-knit relationship between the Talent Management Area and the various Business Units will ensure coordination.

OBJECTIVES

- Positively influence their decision to join Red Eléctrica and reinforce their sense of job security and trust in the Company.
- Integrate the employee in Red Eléctrica's culture both swiftly and efficiently.
- Acquire the functional knowledge applicable to their job.
- Develop the skills of the new employee in accordance with the needs of their job.
- Facilitate the professional development of the new employee and adapt their training and development process to their individual needs and those of the organisation.
- Identify the potential and personal interests of new employees.

WHO IS IT FOR?

- Employees who have recently joined the company.

WHAT ARE YOU GOING TO LEARN?

- Knowledge of the company, exchange of experiences between participants, analysing different areas and the functions that those attending will carry out in them.

CONTENTS

- General knowledge about the Red Eléctrica Group.

Continued on next page

InTegra PROGRAMME

- Red Eléctrica Group facilities.

- Functions of the Business Unit the new recruit belongs to:
  - Internal operating functions
  - Definition of targets

- Business processes.

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

- Knowledge forums with other International TSOs.

NEW CONTENT OF THE PROGRAMME

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

The mentor shall seek a friendly and smooth relationship with the rest of the team. The department manager assigns the tutor agreed with the Talent Management area.

The inTegra programme continues to foster the role of the 'mentor', a person with the ability to provide continued support and 'take care' of the new employee during their first days in the company, monitoring their level of integration.

The line manager is responsible for the proper integration of the person in the team, checking this degree of integration and collaboration in department activities with the support of the tutor.

'The Value of Your Experience' PROGRAMME

The knowledge and expertise of employees is the most important value that ensures the future of the company. This development programme ensures the permanence of this knowledge in the organization. Transmission may be due to a change of generation, a new function, internal mobility or other causes.

WHO IS IT FOR?

The Red Eléctrica Group employees with the relevant knowledge and experience, regardless of their level, who are close to retirement, departure, promotion or internal company movement and that will have to communicate this to other people in the organization (receivers).

OBJECTIVES

Guarantee the transmission of key or critical knowledge, essential jobs for the 'receivers' who have to assume these functions and responsibilities at the end of the process. Ensure the conservation and transfer of our people's know-how and optimal results of handover processes.

WHAT ARE YOU GOING TO LEARN?

Draft know-how learning plans, transfer knowledge by applying experiential learning methodologies, counselling support and mentoring in which the 'receiver' can quickly achieve an optimal level of performance in a new position and assume new duties.

CONTENTS

Plans to learn other people's know-how, using a 'transfer methodology' that includes:

- Individual interviews to define tasks, key or critical knowledge, experience and vital contacts.
- Creation of an experience-based learning plan with scheduled activities.
- Support for day-to-day work, weekly supervision and mentoring, so that the 'receiver' has sufficient knowledge of the role and functions.

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'The Value of Your Experience' PROGRAMME

These plans will be applied in accordance with the needs detected, so they are not an ad-hoc measure, but permanent and long-lasting.

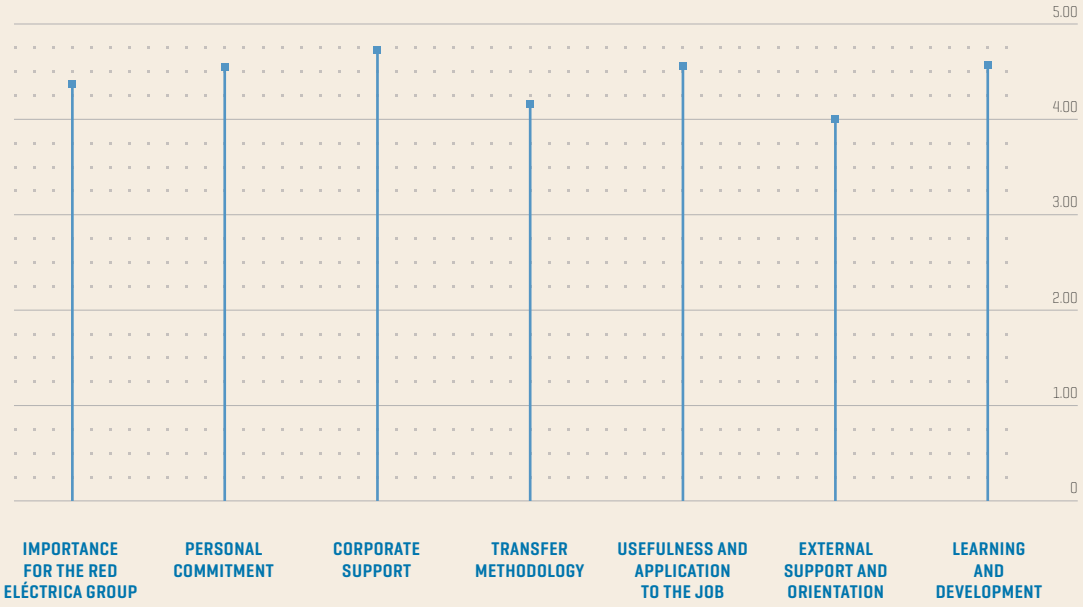
Once the experiential learning is completed, a personalised Training Plan is generated for the 'recipient' with actions that complement the already existing generic task for the job position, to be evaluated by Talent Management and implemented should it be deemed of interest in the future.

Outcomes:

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

The first two personalised plans for this programme were successfully completed in 2019. At the end of these two plans, a satisfaction survey was sent to the managers, experts and recipients of the knowledge, with the following results:

A personalised Training Plan is generated for the recipient with actions that complement the existing generic tasks for the job position, to be evaluated by Talent Management and implemented should it be deemed of interest in the future.



TransformaRÉ PROGRAMME

This is the programme directly linked to improved efficiency at work that was applied in our facility maintenance centres (Regional Offices) and which started actions in 2019 in connection with the management of our internal talent.

Drawing on the new organisational design, the main lines of action were:

- **Process of assigning Person-position:** A process for assigning positions arising from the organisational restructuring, to ensure transparency in appointments and therefore acceptance by the team, contributing to the transformation towards the new structure and new working methods.

- **Communication plan:** This plan is based on the idea of Regional Transformation as a Strategic Project to Transform the Company.

- **Training plan:** This plan accompanies and supports the changes in different groups. It consists of group, individual, technical or skills training, depending on the specific needs, applied to 100% of the groups that were defined.

The TransformaRÉ programme includes a training plan that accompanies and supports the changes for different groups, consisting of group, individual, technical or skills training, depending on the specific needs, applied to 100% of the groups that were defined.

PILOT plan for implementing agile methodologies

As part of the group's cultural transformation project, **Imagina,** the Agility project was started in 2019 to begin the evaluation of the impact that adopting this working method could have on our organization.

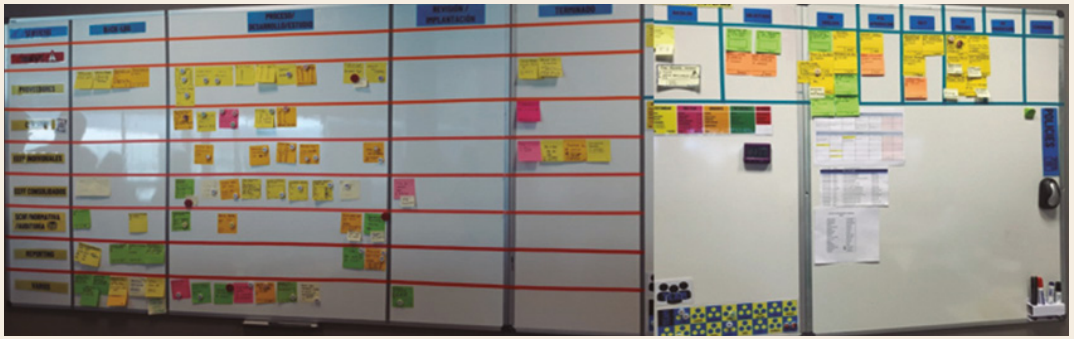
Besides making available to our employees a range of learning resources related to this topic, there was also a pilot implementation of these methods in the Accounting and Administrative Information Area.

Following an evaluation phase of the agility level, a plan of action was agreed jointly for training and support in the adoption of this working method.

Main benefits of implementation:

- Breakdown of compartments
- Better global vision
- A more motivated team

A Project will be drawn up in 2020 for the implementation of these methodologies in two company areas, along with how it can be applied to other departments of the organization where it can make a positive contribution.



Besides making available to our employees a range of learning resources related to the application of agile methods, there was also a pilot implementation of these in the Accounting and Administrative Information Area.

Mobility PROGRAMME

The development of internal skills is one of the key factors to face business challenges with a greater degree of success. For this reason Red Eléctrica has been promoting mobility as a key element to speed up the learning and professional development process for employees through a Mobility Model.

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

- Knowledge
- Specific/general skills
- New working environment

OBJECTIVES

- Boost people's skills increasing their versatility and employability to respond to the demands of business in the short and medium term.

WHO IS IT FOR?

- All company employees.

Red Elétrica promotes mobility as is a basic factor in speeding up the process of development and learning for employees.

Actions approved in the review of the Red Eléctrica Group Internal Mobility Model were started last year, and their success will require the backing and commitment of the entire Management Team.

NEW CONTENT OF THE PROGRAMME

The new content consists of:

- Consolidation of the principle of promotion through internal rotation established in the employment model.
- Promotion of new internal mobility mechanisms: exchange of people.
- Inclusion of functional mobility in the appointment criteria for executive positions.
- Promotion of internal mobility in the senior levels of the organisation.
- Establishment of quantitative targets for internal mobility: the target value of the functional mobility indicator approved by the Executive Committee for 2019 is 7%.

Continued on next page

Mobility PROGRAMME

LinkRED

On the other hand, LinkRED has consolidated itself as the platform for displaying the knowledge and experience of all Red Eléctrica Group employees and where personal and professional interests can be shared.

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

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

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

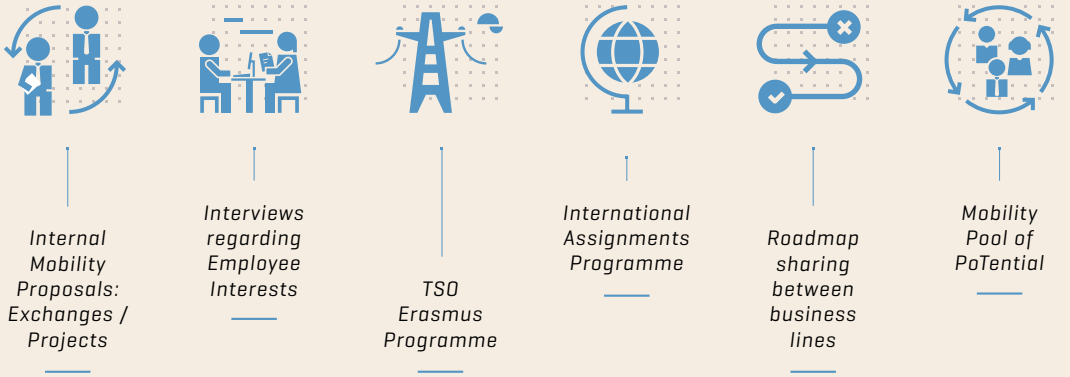
The mobility action plan considers the following initiatives shown in the graphic below.

Besides, two Red Eléctrica technicians made a short-medium term stay with the French system operator RTE, in the department related to their own.

This way collaboration on projects of common interest is promoted, as well as the knowledge about the people and processes of our neighbouring TSO.

The mobility target set for 2020 is 7%.

MOBILITY ACTION PLAN



RE AVANZA PROGRAMME

RE AVANZA is an initiative which aims to enable the cultural change that the Red Eléctrica Group is engaged in.

This initiative consists of a group of experts from various fields who have started to assume the role of drivers of the new culture based on collaboration, sharing, co-creation and the ability to distribute know-how to the people and departments of the group.

The work of these drivers is also valuable for their creation of a system of knowledge management in collaboration, in which they 'connect, integrate, share and update' knowledge, resources, activities and contacts, in line with the knowledge management model defined by the Red Eléctrica Group.

Talent Management accompanied this group of experts in 2019 to help them consolidate a model of agile teamwork oriented towards rapid contributions that can be revised quickly and added towards a much larger goal.

The members of RE AVANZA took part in several 'drivers of change' working sessions in which they used new techniques and a range of group dynamics to share ideas and take decisions with agile tools.

The members of RE AVANZA have also worked hard all year on proposals aligned with the group's business strategy, innovation and future plans. They then put forward these proposals in prototypes whose possible application will be assessed by the group's channels for innovation and increased efficiency.

The work of these drivers is also valuable for their creation of a system of knowledge management in collaboration, in which they 'connect, integrate, share and update' knowledge, resources, activities and contacts, in line with the Group's knowledge management model.

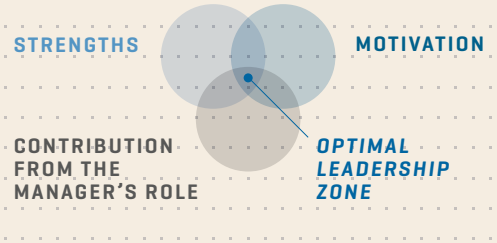
Transforming Leadership PROGRAMME

Transforming Leadership is a programme that has emerged from the Imagina project, for the Cultural Transformation of the Red Eléctrica Group, in which leadership is a strategic parameter for the company's success.

The management team participated in the analysis of their natural leadership profile and of digital skills as key indicators to align the most suitable programme for their individual development, enhancing their strengths.

This action, which enabled better knowledge of their abilities as leaders of transformation, represented the starting point of a **management development programme based on strengths,** made up of a group of **workshops and individual development actions** that were carried out in 2019.

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



The Leading Transformation programme represents an innovative and more advanced approach than the traditional model of linear skills and competence development based on areas of improvement.

It has a structured methodology and has specific tools to articulate its development, based on levers that correspond to effective leadership.

We evolve towards Transformative Leadership

In 2019, 100 managers completed an intensive leadership development programme based on the 'model of strengths'.

The itinerary was made up of:

LEADERSHIP SKILLS WORKSHOP

EXTERNAL *COACHING* SESSIONS

PEER *COACHING* SESSIONS

The training was supplemented by resources, training and virtual pills on the Virtual Campus, oriented towards building managerial knowledge and skills. **The 'Be Digitall' online training environment is an essential factor in the acquisition of skills.**

There has been much hard work in 2019 to define a leadership model that fixes critical leadership behaviours so that all company managers can be aligned in a single leadership and management style.

The result of the analysis of the original culture and assessment of the natural profile of the managers is the creation of an 'in-house corporate model' that managers should identify with and to base their

Continued on next page

Transforming Leadership PROGRAMME

Mentoring has been reinforced as a tool for these processes, giving the process more structure and professionalism while strengthening the structures for internal promotion within the management team.

shared management identity on. It is also a mirror that reflects the organization to encourage personal leadership behaviour that is coherent with this model

At the same time, training has continued with business schools for a group of managers who need this type of action due to their specific circumstances.

The *Promociona* programme has also continued as a vehicle to reinforce female leadership within the organization.

Support for managerial transition has been another axis of development where specific itineraries have been designed to help in promotions form technicians to department heads and from department heads to managers.

Mentoring has been reinforced as a tool for these processes, giving the process more structure and professionalism while strengthening the structures for internal promotion within the management team.

KNOWLEDGE MANAGEMENT

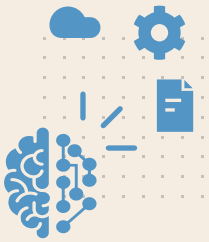
The Knowledge Management Model designed by the Red Eléctrica Group, together with the internal White Paper on Knowledge Management and the Deployment Plan, has the goal of creating a framework that allows the organisation to identify initiatives to boost Knowledge Management.

Any action or project that aims at developing Knowledge Management needs to be focused, from beginning to end, on a positive impact on the business (what for?), respond to the organisation's need for knowledge (what?), establish how the project is to be put into practice and which tools to use (how?) and establish indicators for measurement (how much?).

DEFINING KNOWLEDGE MANAGEMENT

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

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



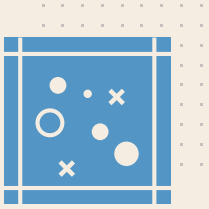
KNOWLEDGE MANAGEMENT

DRIVEN THROUGH THE KNOWLEDGE MANAGEMENT MODEL, THE APPLICATION OF THE WHITE PAPER AND THE IMPLEMENTATION PLAN

The general objective of the action plan: boost and encourage the implementation of the Knowledge Management Model of the Red Eléctrica Group.

THE KNOWLEDGE MANAGEMENT MODEL

IS STRUCTURED ON COMPONENTS THAT, WHEN DEPLOYED WITH CONNECTIONS, BOOST KNOWLEDGE MANAGEMENT IN THE KEY AREAS OF THE COMPANY



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

I) The Knowledge Management Model.

The Knowledge Management Model is based on the following principles:

- 1. It is aligned with the strategic plan. ***What for?***
- 2. It creates value for the company and people. ***Why?***
- 3. It ensures the flexibility that is needed. ***How?***
- 4. It shows constant evolution. ***Sustainability***

The Knowledge Management Model is structured on components that, when deployed with connections, boost Knowledge Management in different key areas of the company.

II) The White Paper on Knowledge Management.

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

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

ACTION PLAN TO IMPLEMENT THE KNOWLEDGE MANAGEMENT MODEL OF RED ELÉCTRICA

The general objective of the action plan is to:

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

The Knowledge Management Action Plan is based on levels:

Tier 1 - Definition of structural actions

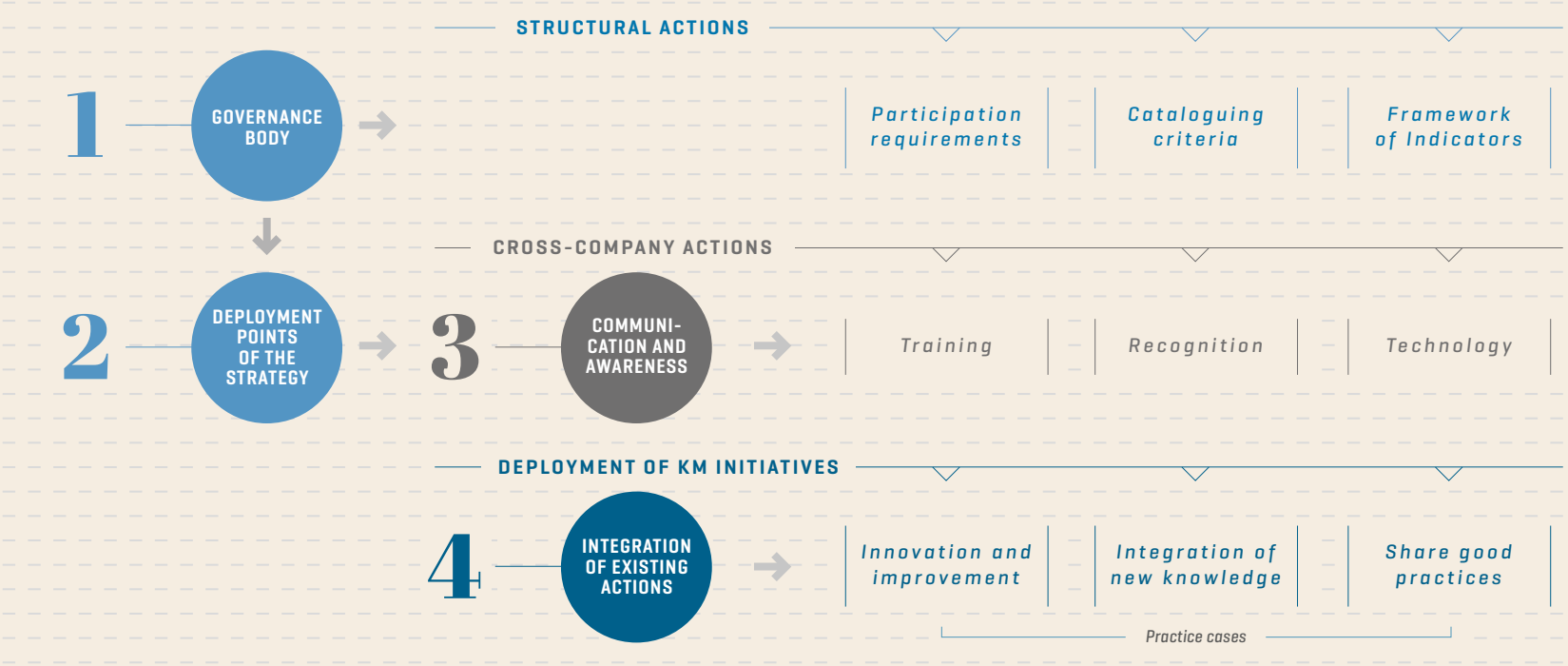
Period for developing activities and supporting elements for knowledge management, and for establishing the specific courses of action or initiatives, according to the business challenges or needs (Strategic Plan).

Tier 2 - Launching of cross-company actions

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

Tier 3 - Deployment of initiatives

Activities to do once the initiatives and supporting elements have been set up, in order to expand the scope of knowledge management to the greatest number of areas and sites of the Red Eléctrica Group.



PracTica PROGRAMME

Red Eléctrica continues the existing commitment with the professional training of newly graduates.

In 2019 the prior internships models were transformed into initiatives that respond to the new training needs and to the latest professional profiles, following the company's strategy and the transformation process it is going through.

These programmes, which are run every year, aim to support access to the labour market for young graduates and their future in the business world, arranged through educational cooperation agreements.

OBJECTIVES

- Boost practical training of young graduates.
- Support access to the labour market for newly qualified employees.
- Improve job prospects for a future career.
- Active and willing contribution to social advancement, through the preparation of young graduates for the labour market or those who are finishing their qualifications.
- Reinforce our image as an employer brand.
- Source of recruitment and selection.

WHO IS IT FOR?

- Recent graduates.

WHAT ARE YOU GOING TO LEARN?

- The knowledge and skills required to do your job properly.

CONTENTS

- Knowledge of the company.
- The main business processes.

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PracTica PROGRAMME

'DescubRE Jóvenes Talentos' Internships

DescubRE Jóvenes Talentos is a programme that aims to recruit academic talent. It is a PROJECT to form part of the Red Eléctrica team and to develop the skills, capacity and knowledge that can only be acquired in the real world. The programme lasts for one year.

In January 2019, 30 recent graduates joined this programme. 20 % of this group have joined the company.

In January 2019, 30 recent graduates joined the programme. 'DescubRE Jóvenes Talentos' and 20 % of them have joined our workforce.

'Ahora tú' [Now you] Internships

Ahora Tú is a programme aligned with the REE Diversity Plan and aims to raise the visibility and the number of female students and graduates in the STEM areas of Science, Technology, Engineering and Mathematics. The women selected will have practical training experience for a year as interns in companies in the sector, which include Red Eléctrica.

In March 2019, six young women who had recently graduated joined this programme in different technical areas of the company.

In December 2019, we set up the first Talent Pool in the Red Eléctrica Group, hiring the 15 best participants in the internship programmes Ahora tú and DescubRE Jóvenes Talentos, in order to retain this talent to continue their training and offer them future employment opportunities within the Red Eléctrica Group.

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PracTica PROGRAMME

This programme includes:

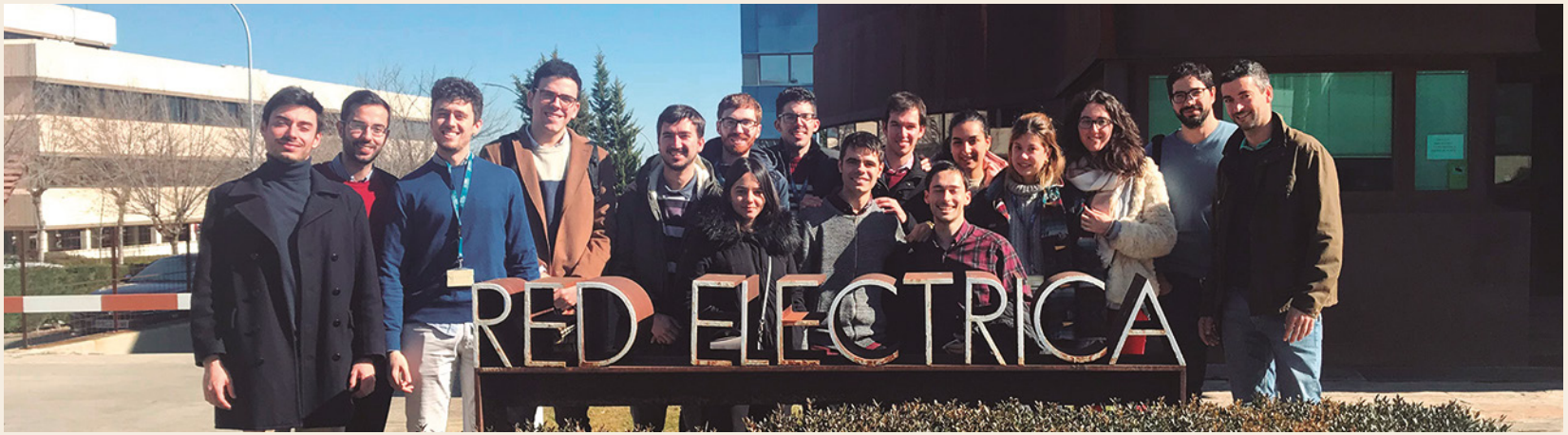
- Training given by the in-house experts of Red Eléctrica,
- Specialist Course in Operating the Red Eléctrica Electricity System in collaboration with the Universidad Pontificia de Comillas ICAI,
- Visits to examples of facilities and
- Final practice sessions in parallel in the Electricity Control Centres.

All the knowledge acquired by the participants will be tested through theory and practical examinations. Passing these exams means that the participants meet the high-quality standards required to access the Electricity Control Centre.

Sixteen recent engineering graduates joined this programme in September 2018. 14 of them finished the course successfully in May 2019.

Today, six of them work in our Control Centres in the peninsula or on the islands.

The remainder mostly work in other companies in the electricity sector. This figure shows how employable these students are as well as Red Eléctrica's commitment to society.



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APPENDIX A1 TRAINING AND DEVELOP-MENT PLAN

TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
AseguraT	C07 Works at heights (overhead lines)	Classroom-based (F2F)	7.5	Become familiar with the use of fall arrestor Personal Protection Equipment when working at heights on metal structures - following the work model described in technical document AM004.
AseguraT	C08 Manual and mechanical cargo handling	Classroom-based (F2F)	7.5	Acquire knowledge about the existing risks and the preventive measures that are established to move cargo by manual or mechanical means.
AseguraT	C10 Driving off-road vehicles	Classroom-based (F2F)	15	Perfecting driving techniques. Be aware of driving tactics and the preventive and maintenance measures for the vehicle, the equipment, passengers and driver. Selection of routes. Learn how to optimise equipment and recognise favourable situations when using all-terrain vehicles for movements to and from worksites.
AseguraT	C11 Basic Fire-Fighting-Evacuation Plan	Classroom-based (F2F)	5	Make the attendees aware of the importance of carrying out preventive actions. Train the attendees about their functions as members of the Response Teams. Provide more details regarding possible incidents and the consequences of fire. Train attendees on the selection of the appropriate type of fire extinguishers; Learn about the different fire extinguishing equipment available; Understand the most appropriate techniques for the control of different fire situations; Instruct students on the action guidelines in case of fire in their respective job positions; Train the students in the management techniques of the Fire Extinction and Protection Equipment on different projects with real fire situations; Convey information in terms of safety in order to increase personal self-confidence.
AseguraT	C12 First-Aid. CPR	Classroom-based (F2F)	7.5	Acquire the knowledge and basic techniques necessary in health and first-aid support, to keep an injured person in the best conditions to receive medical help. Learn the role of the first responder in the survival chain. Get to know how to perform cardiopulmonary resuscitation (CPR) and use the automated external defibrillators (AED). Learn to apply and use airway clearance techniques.
AseguraT	C15 Recycling of Training regarding Workplace Risk Prevention and Electricity	Classroom-based (F2F)	5	Make students aware of the legal modifications introduced in legislation regarding risk prevention. Review the most significant aspects in this field that have occurred in our electricity facilities.
AseguraT	C16 Felling, Pruning and Clearance Works	Classroom-based (F2F)	15	1. Acquire knowledge about the basic techniques and regulatory safety measures for carrying out clearing works, pruning and felling of trees. 2. To understand the general characteristics and the operation of the different equipment, machinery and materials that are used.

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	ABB Power Transformer Maintenance	Classroom-based (F2F)	18	The course carries out an in-depth study of the activities that are required by transformers during their life cycle. The different diagnostic methods are analysed as well as the preventive and corrective maintenance techniques. Finally, an integrated management vision of transformers is provided, based on the analysis of the state of the equipment, the assessment of risks and in the global planning.
CapaciTa	ABB REB670 Busbar Protection	Classroom-based (F2F)	15	Learn more about and understand how it works, the principles of maintenance and the REB670 busbar differential protection test.
CapaciTa	ADIR	Classroom-based (F2F)	2	Understand how the ADIR document management system works. Learn how to use it to search for and upload documents.
CapaciTa	Adjustment Criteria for Protections	Classroom-based (F2F)	12	1. Identify the magnitudes and parameters that are involved in adjustments in relation to protection systems. 2. State the main adjustments to be calculated. 3. Identify the adjustment criteria, associating them with each type of protection. 4. Illustrate the adjustment calculation techniques.
CapaciTa	Adjustments to SIEMENS 7SS (protection circuit-breaker)	Classroom-based (F2F)	26	Obtain detailed knowledge at a theoretical and practical level of the 7SS protection circuit-breaker.
CapaciTa	Adobe Indesign	Classroom-based (F2F)	12	The student will learn how to apply and perfect the use of Indesign.
CapaciTa	Advanced GIS Tech Details and diagnostic	Classroom-based (F2F)	18	Know the main technologies of GIS type substations, as well as the techniques and methodologies to analyse their correct design and operation.
CapaciTa	AGL01. Agile methodologies for managers	Classroom-based (F2F)	3	Show the principles of agile methodologies, digital transformation and the role of managers as catalysts for the implementation of said methodologies.
CapaciTa	AGL02. Define projects and user stories	Classroom-based (F2F)	5	Obtain a strategic vision of projects and learn to define a project in a more detailed way, based on user case studies.
CapaciTa	AGL03. Execution of SCRUM and KANBAN projects	Classroom-based (F2F)	3	The execution dynamics of a project based on Scrum methodology will be explained, as well as the team-building guidelines.
CapaciTa	AGL04. Advanced aspects - Agile methodologies	Classroom-based (F2F)	3	How to use agile methodologies in large corporations and for large projects, when the development involves several teams that work in different phases.

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	ArcGIS	Classroom-based (F2F)	15	Provide the basis for the understanding of what a Geographic Information System based on ESRI technology is. - Study the main functions of a Geographical Information System and how geographic databases are integrated into a map. - Analyse the coordinate systems and the main projections, how to design an ArcMap map/layout. - Work with the main data formats: vector, raster, MDT. - Learn how to obtain geographic data and how to manage it with ArcGIS and work with the main query methods available using the ArcGIS Desktop (attributes, spatial and interactive localisation). - Understand the integration of the ArcGIS application in REE. Menus, modifications, queries, integration with REE databases etc. - Add and connect with WMS & WFS Remote Services. - Understand the most important geoprocessing tasks for decision making. - Visualisation of information in 3D.
CapaciTa	ArcGIS	Classroom-based (F2F)	15	Provide the basis for the understanding of what a Geographic Information System based on ESRI technology is. - Study the main functions of a Geographical Information System and how geographic databases are integrated into a map. - Analyse the coordinate systems and the main projections, how to design an ArcMap map/layout. - Work with the two main data formats: vector, raster. - Learn how to obtain geographic data and how to manage it with ArcGIS and work with the main query methods available using the ArcGIS Desktop (attributes, spatial and interactive localisation). - Understand the integration of the ArcGIS application in REE. Menus, modifications, queries, integration with REE databases, ...
CapaciTa	Automated Control System - Generation (RCP)	Classroom-based (F2F)	4	Understand how RCP works at a theoretical and practical level.
CapaciTa	Auxiliary services - nuclear power stations	Virtual - run by REE	6	Learn about the power sources of the auxiliary services of the nuclear power plants, to monitor the risks that the loss of any one of the elements that have an impact on the feeding of said auxiliary services.
CapaciTa	Auxiliary services - substations	Classroom-based (F2F)	10	Understand the characteristics and functionalities of the services.

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	GTD® Fundamentals & Implementation Lab	Classroom-based (F2F)	12	Collect data using IT tools (leak-proof) all that which is required to make a decision. - Decide the nature of each data item collected and what needs to be done with it. - Create suitable organisational categories to track projects, actions and reference material. - Develop support processes to stay up to date and maintain clarity on a regular basis. – Confidently decide and execute the chosen options, without delay, and manage priorities in an appropriate way. - Application and practice of all the above.
CapaciTa	Handling of SF_6 gas - High-Voltage Equipment	Classroom-based (F2F)	20	Acquire the necessary knowledge for the handling of SF6 gas in accordance with EC-842/2006 Standard.
CapaciTa	High-voltage grid power electronics	Classroom-based (F2F)	14	Understand and learn about the equipment available, its operating principles and the main applications motivated by the growing implementation in the high voltage grid of different electronic devices which offer various functions such as controlling voltages, power flow, frequency etc.
CapaciTa	High-Voltage Lines	Virtual - run by external provider	75	Study the current and future technologies of overhead lines and insulated high-voltage cables, including the project and construction phases.
CapaciTa	High-Voltage Lines	Virtual - run by REE	75	Study the current and future technologies of high-voltage lines - including the project and construction phases.
CapaciTa	High-Voltage Substations	Virtual - run by external provider	75	Study the current and future technologies of high-voltage substations including the project and construction phases.
CapaciTa	High-voltage switchgear	Virtual - run by REE	8	Get to know and understand the functionality of electricity switchgear used in high-voltage systems, how they are manufactured and which are their operational features.
CapaciTa	HV Circuit-Breakers and Switchgear. Maintenance	Classroom-based (F2F)	18	Know and understand the functionality, constructive and operation characteristics of HV circuit-breakers and switchgear and learn how to perform maintenance on them.
CapaciTa	HV electricity infrastructure projects	Virtual - run by external provider	75	Analyse the legal background that regulates the design and construction of high voltage power infrastructure. Study the basic technical aspects of the Spanish electricity system, including the design parameters of its facilities/infrastructure.
CapaciTa	HV Switches. ABB. Maintenance	Classroom-based (F2F)	18	Get to know and understand the main techniques and maintenance practices to be performed on the switches manufactured by ABB and installed in the transmission grid.
CapaciTa	HVDC I & HVDC-LCC Technology	Virtual - run by REE	4	Cover and discuss the basic aspects of electricity transmission in high-voltage direct current, including a short functional description of the two existing technologies LCC and VSC. Cover the basic aspects of conventional or HVDC-LCC technology.

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Maintenance techniques - primary substation systems	Virtual - run by external provider	75	Analyse the maintenance techniques of the primary substation systems in their different technologies and functions.
CapaciTa	Measurement and test of HV switches	Virtual - run by REE	4	Facilitate the understanding of the tests on HV switches using testing equipment. Properly perform the tests for the maintenance of switches.
CapaciTa	Measurement and test of HV switches	Classroom-based (F2F)	6	Facilitate the understanding of the tests on HV switches using testing equipment Properly perform the tests for the maintenance of switches.
CapaciTa	Measurements - Optical Fibre	Classroom-based (F2F)	8	Acquire practical knowledge of fibre optic measurements.
CapaciTa	MESA Disconnectors	Classroom-based (F2F)	15	Understand and practice the fundamental concepts of maintenance and commissioning of MESA disconnectors.
CapaciTa	MOVIMAN	Classroom-based (F2F)	7	Explain and discuss the use of the new mobility device in REE.
CapaciTa	Multi-functionality - protection schemes	Classroom-based (F2F)	15	Get to know and understand the new multi-functionality philosophy of protection schemes.
CapaciTa	Negotiation techniques	Classroom-based (F2F)	14	Learn how to negotiate successfully, confidently and following professional ethics (HARVAD method).
CapaciTa	Nuclear power stations	Virtual - run by REE	2	Get to know and understand the specific characteristics of nuclear power stations.
CapaciTa	OMICRON CMC Testing Case	Classroom-based (F2F)	15	1. Identify the components of the equipment. 2. Outline the test modules associated with the OMICRON testing case. 3. Illustrate the testing techniques of each module. 4. Apply the test techniques to the protection test.
CapaciTa	Operational Risks	Virtual - run by external provider	13	Review the most relevant aspects of the risks inherent in the activity in the financial markets. Address all theoretical and practical aspects of operational risk. Review the main ones. Discuss quantitative tools necessary for the analysis of these risks.
CapaciTa	Operator for a day	Classroom-based (F2F)	3	Get a closer look at and learn more about the activity that takes place in the control centre from a practical approach.

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	PSSE-33 Operation. Operation tools in the event of faults	Classroom-based (F2F)	5	Understand and learn how to manage PSSE-33 when faced with faults of applications of the system operation tools.
CapaciTa	Pumped-Storage Power Stations	Classroom-based (F2F)	25	The objective of the course is to provide an understanding of the fundamental aspects regarding how pumped-storage power stations work, taking water, as a resource, and the consumption of electricity required in the process.
CapaciTa	Purchasing Expert	Blended Learning	430	Provide the employee with technical tools that facilitate their day-to-day decisions. Establish purchasing specifications and planning. Improve stock management. Define relationships with suppliers. Establish the basis of effectiveness in the management of purchases. Negotiate the continuous improvement of suppliers' services. Highlight the concepts and ethical rules related to purchasing/procurement.
CapaciTa	R.C.P. Shared Regulation (Peninsular)	Virtual - run by REE	6	Learn about the functioning of the RCP at a theoretical and practical level.
CapaciTa	Raise awareness on industrial cyber-security	Classroom-based (F2F)	6	Get to know cyber-security criteria for acquisitions, installations, repairs, software renewals and removal of waste from telecommunication, remote control and protection and measurement systems.
CapaciTa	Reading and Interpreting Electrical Diagrams	Classroom-based (F2F)	15	Acquire the necessary knowledge for the reading and interpretation of the drafted substation control and protection layout plans. The course is focused on a practical level, so that the student acquires the necessary skills to use substation documentation properly.
CapaciTa	Recycling of staff responsible local manoeuvre operation	Classroom-based (F2F)	13	Review the most relevant aspects of the activity to be carried out by the personnel responsible for local manoeuvre operation in REE substations.
CapaciTa	Regasification plants	Virtual - run by REE	6	Learn about the characteristics of regasification plants, their location, the electricity substations from which they are fed and the references to regasification plants considered in the documents of REE: PRS and NIO.
CapaciTa	Regulatory aspects of the electricity sector	Virtual - run by REE	4	Get to know and understand the basic aspects of the regulation regarding the operation of the Spanish Electricity Sector.
CapaciTa	Remote Testing of Protections - SEL	Classroom-based (F2F)	15	1. Identify the magnitudes and parameters related to electricity lines. 2. Outline the remote testing techniques for relays. 3. Illustrate the remote testing techniques for relays. 4. Associate testing techniques to remote protections. 5. Apply the points above to the remote relay testing.

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
CapaciTa	Renewable energy	Virtual - run by REE	2	Understand and learn more about the fundamental aspects of renewable energy and the main methods used to maximise "renewable" resources for energy production.
CapaciTa	Resolution of technical constraints	Virtual - run by REE	5	Know and understand the basic principles of the electricity market for the resolution of technical constraints corresponding to scheduled energy resulting from the production markets, as well as those that may appear in real time.
CapaciTa	Royal Decree 337/2014. High-Voltage regulation substations	Classroom-based (F2F)	24	Get to know and understand the contents and modifications of Royal Decree 337/2014 on High Voltages in Substations.
CapaciTa	SCHNEIDER Smart Relays	Classroom-based (F2F)	18	1. Identify Schneider's smart relays. 2. Outline the testing techniques smart relay. 3. Illustrate Schneider's smart relay maintenance techniques. 4. Apply the above points to the equipment.
CapaciTa	SCI XBU de SAC	Classroom-based (F2F)	32	Understand the creation, modification and management of SAC / ARTECHE databases.
CapaciTa	Settlements for Renewable Gen. Facilities	Classroom-based (F2F)	8	Understand how settlement mechanisms work for agents under the Renewable Energy Generation Regime of the Spanish electricity market.
CapaciTa	SIEMENS line protections	Classroom-based (F2F)	24	Get to know and understand the criteria, methodologies and operation of SIEMENS line protections.
CapaciTa	Smart Grids	Virtual - run by REE	20	Understand and learn more about: The fundamentals of why there is a current need to evolve towards a smarter electricity system. What has been the transition from the current passive grids to the more active grids needed to face the challenges of the future. How new distributed energy resources are integrated, among which the following are noteworthy: Distributed generation, electric vehicles, demand-side management and energy storage.
CapaciTa	Stabilise small disturbances in electricity systems	Classroom-based (F2F)	19.5	The objective of the course is to provide REE technical staff the fundamental concepts regarding the stability when faced with small disturbances in electric power systems.
CapaciTa	Statistical Methods using Microsoft Excel	Classroom-based (F2F)	14	Train attendees in the knowledge necessary to work effectively with statistical methods. The participants will practice with real examples that allow them to study in greater depth the statistical problems.

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

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

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TRAINING AND DEVELOPMENT PLAN

TRAINING PROGRAMME	TRAINING - COURSE NAME	TRAINING METHOD	TRAINING HOURS	OBJECTIVES
NaTura	Calculation of the Carbon Footprint M-34	Classroom-based (F2F)	15	Understand what the Carbon Footprint is and why it is important, identifying the associated risks and opportunities. Learn to estimate the carbon footprint using the different tools available, such as the PAS 2050 and PAS 2060 standards, the ISO 14064:2012, ISO / TS, 14067:2013, ISO / TR 14069:2013 and the GHG Protocol. Develop the strategic framework to manage carbon emissions and integrate carbon management into business practices. Address the analysis of the supply chain with respect to CO_2 emissions, as well as cost savings. Integrate the Carbon Footprint into the voluntary reduction and offsetting initiatives of GHG emissions: local, state and international. Learn how to communicate the Company's policy in the field of environmental and social sustainability.
NaTura	Environmental Awareness	Virtual - run by REE	2	Provide a specific vision of the possible environmental impact of the modern use of electrical energy, its causes and the possible preventive and corrective measures in the different areas of activity (generation, transmission and distribution of electricity). Provide a specific vision of the impact that the electricity sector activity has on the natural environment (fauna, flora, water...), municipalities & cities (historical heritage, urban development ...), and modern lifestyle in general (socio-economic environment, etc.). Increase awareness of the need for the conservation of different ecosystems affected by the use of electricity in modern society, and become aware of the means available for environmental conservation.
NaTura	Forest Fire Fighting	Classroom-based (F2F)	8	Gain further knowledge about the behaviour of fire and the methods and means necessary for the extinction of forest fires.
NaTura	Waste Management	Classroom-based (F2F)	4	Clarify concepts regarding the new regulation on matters related to the transport of waste.; Royal Decree 180/2015 Transport of Waste.
NaTura	Waste Management	Virtual - run by external provider	50	Name: Waste management studies and plans for construction and demolition works. - Train for proper management of construction and demolition waste (CDW), in compliance with current regulations in this field. - Learn methodologies to quantify the waste generated and to find all the information necessary to make a study of construction and demolition waste management with the adequate quality for each project; To this end, knowledge of the current legislation on waste and CDW will be provided; types of construction and demolition waste and the most appropriate management to be applied will be analysed for each type and this will be supported by practical project cases.
Thabla: English and French	English and French- Virtual Platform	Virtual - run by external provider	100	According to level: A1, A1+, A2, A2+, B1, B1+, B2, B2+ C1, C2.

APPENDIX A2 ACTIVITY REPORT ON TALENT MANAGE-MENT

TALENT MANAGEMENT ACTIVITY REPORT

Talent Management includes the set of processes that accompany employees throughout their working life. They, therefore, incorporate the employment process (recruitment, selection and internal mobility), training process (skills development and technical training), and development process (programmes for professional growth), but also in other appraisal processes that enable continuous improvement to be refocussed and promoted.

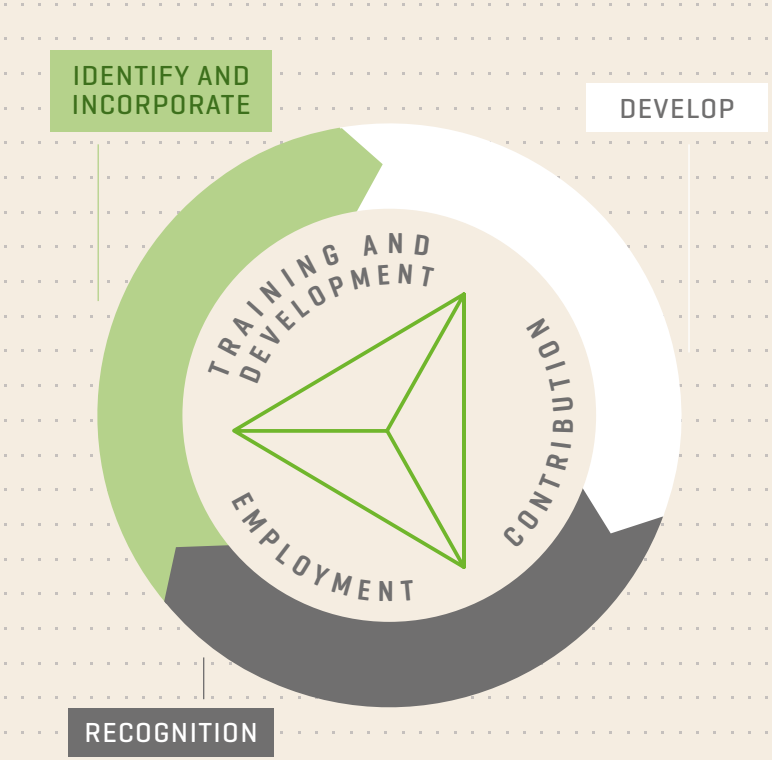
A summary of the Talent Management activity in 2019 is shown below, with the most representative indicators to provide transparency and enable follow-up and continuous improvement.

WE INNOVATE IN TALENT MANAGEMENT

We continue to transform the talent management of our employees.

Talent management boosts continuous improvement in the overall development of the company.

ACTIVITY BALANCE
OF THE TALENT MANAGEMENT AREA



The equality index for employment in 2019 was 1.17. The equality index in external hiring was 1.02.

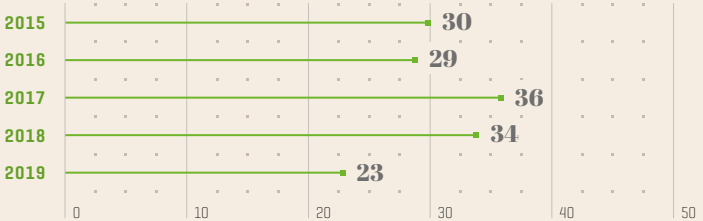
IDENTIFICATION OF EXTERNAL TALENT

65% of the selection processes managed during 2019 were covered via external hiring.

35% of the selection processes managed during 2019 were covered via internal promotion.

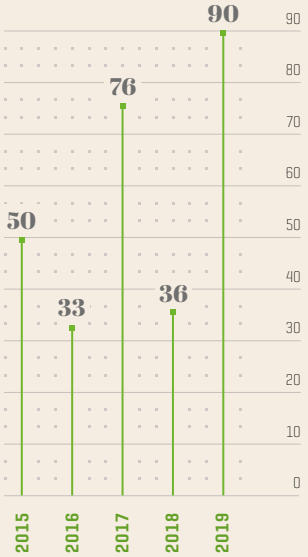
Average length of selection processes

%



New employees

Nº



Coverage of internal vacancies

%

APPOINT-MENTS

In 2019

96

%

OF APPOINTMENTS MANAGEMENT POSITIONS HAVE BEEN COVERED THROUGH INTERNAL PROMOTION

In 2019

59

%

OF THE NEW APPOINTMENTS TO MANAGEMENT POSITIONS WERE WOMEN

The table below contains a summary of the programmes accomplished, the number of students in each course, the number of editions of each course performed and the results that were obtained.

Development programmes

	Number of students	Number of courses	Number of hours	Assessment (0-10)
CapaciTa Competencies	151	9	1,423	7.35
CapaciTa Skills	290	15	4,364	8.10
RE AVANZA	56	6	339	-
Transforming Leadership	66	3	792	-
All development programmes	563	33	6,918	7.75

Training programme

	Number of students	Number of courses	Number of hours	Assessment (0-10)
Thabla: English	567	19	51,129	9.05
Thabla: French	213	29	7,544	-
Corporate Training	422	37	2,726	6.95
NaTura	22	1	308	-
AseguraT	426	64	2,905	7.61
CapaciTa	3,469	473	73,524	7.53
All training programmes	5,119	623	138,137	7.48
All training and development programmes	**5,849**	**661**	**145,519**	**7.42**
PracTica Programmes (interns)	138	16	1,179	-
Total (employees + interns)	5,987	677	146,697	7.42

This information refers to the companies of the REE-REC-REI-REINTEL-REINCAN group. Internship training hours are included.

COURSES

677

PARTICIPANTS

5,987

HOURS INTERNSHIP TRAINING

1,179

HOURS

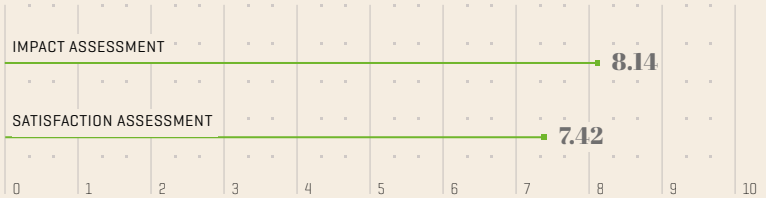
146,697

AVERAGE MARKS

7.42

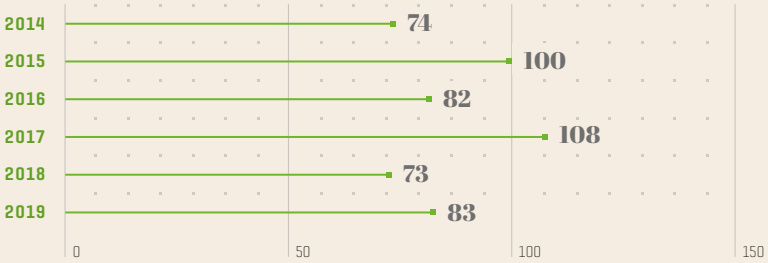
The number of training hours in 2019 was 83 per employee, 13.6% more than the previous period.

Average evaluation score of courses held



Average hours of training per employee

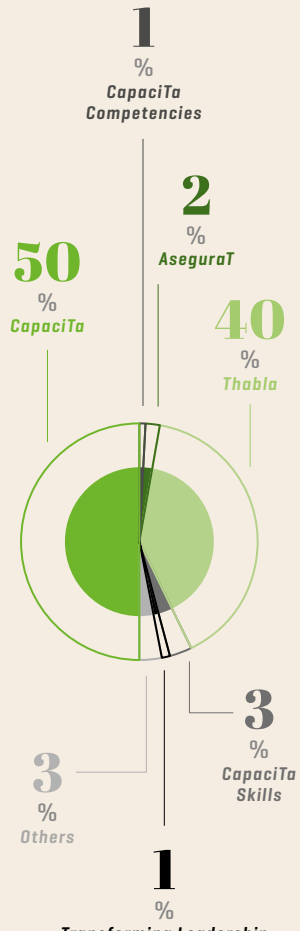
h



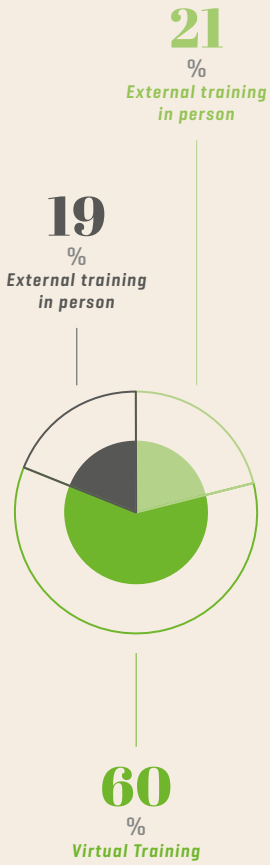
The Red Eléctrica Group is committed to the digitalisation of training content using online methodologies, which have allowed the training resources to be optimised. Due to this fact, virtual training represents 60% of the total.

Internal training has remained constant, which shows the Company's ability to manage expert knowledge using in-house resources. Only 21% of training is face-to-face and external.

DISTRIBUTION OF THE TRAINING TIME PER PROGRAMME



DISTRIBUTION OF THE TRAINING TIME BY METHODOLOGY USED



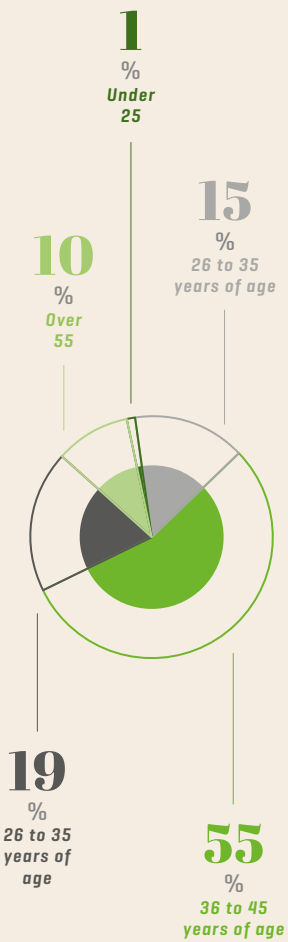
60% of training is virtual, showing the company's commitment to digitalising content training using online methodology.

Breaking the training hours down into face-to-face and virtual methodologies, the hours for each is 33.59 hours face-to-face and 49.51 virtual hours per employee.

The percentage of the workforce who took part as instructors was 8.37%, which is an increase of 1.54 % over the previous year and shows the high capacity to offer training from inside the company with our own resources.

Training is concentrated within the '36 to 45' age group, where there has been a significant training effort, with 55% in this age range.

DISTRIBUTION OF THE TRAINING TIME BY AGE



IN-HOUSE INSTRUCTORS

In 2019

THE PERCENTAGE OF THE WORKFORCE THAT HAS TAKEN PART AS IN-HOUSE INSTRUCTORS WAS

8.37 %

All age ranges in the company receive training to stay up to date in their field of expertise.

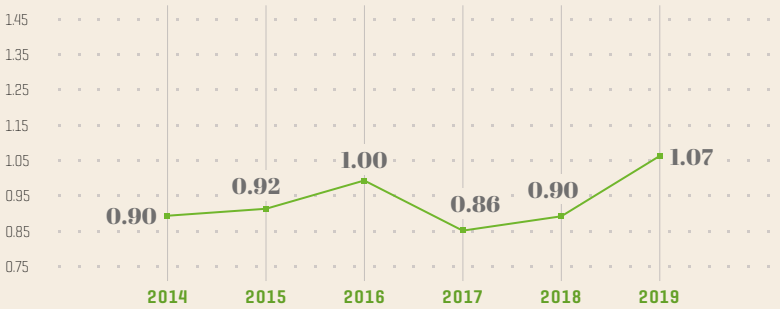
IN 2019

Interns have received 1,179 training hours.

EQUALITY IN TRAINING

The Equal Opportunities ratio in training during 2018 stood at 1.07 **(1)**

Equal Opportunities ratio in training



There was an increase in 2019, rising from 0.90 in the previous year to 1.07.

(1) This data is obtained from the ratio between the annual average (weighted by professional groups) of training received by women with respect to the overall training.

EQUALITY IN TRAINING

In 2019

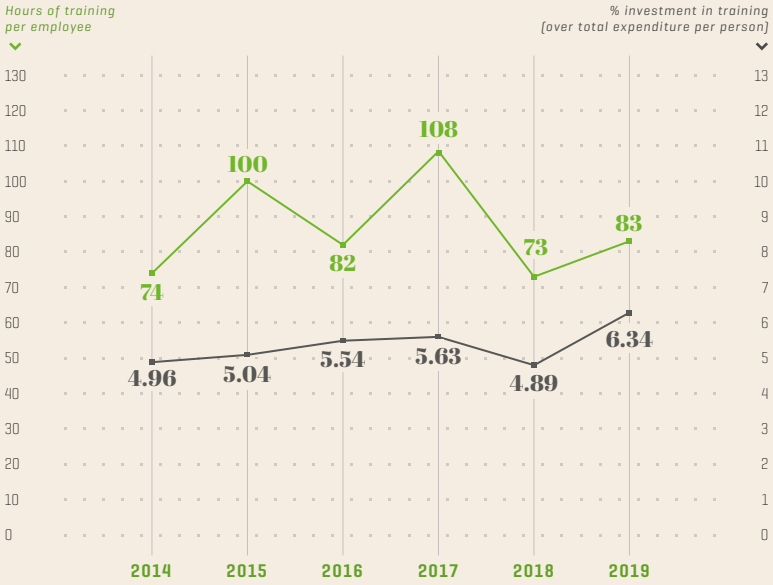
THE EQUAL OPPORTUNITIES INDEX IN TRAINING WAS

1.07

INVESTMENT IN TRAINING

There was a slight increase in investment in training in 2019 in comparison with the previous year, from 4.89 to 6.34 % due to the increase in training hours per employee, which were 83 hours, 10 more than the past year and a more considerable investment effort in external training.

Investment in training



MOBILITY

Mobility was encouraged in 2019.

The percentage of internal mobility for 2019 was 6.7%.

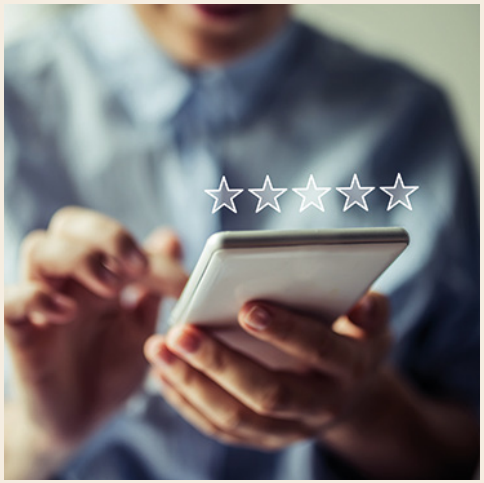
The horizontal mobility ratio, within the same professional group, was 79.8% and vertical mobility, changing the professional group, was 20.2%. In 2019, the internal mobility of the executive group was of 7%.

MOBILITY

The internal mobility target for 2020 is set at 7%.

Internal mobility

%



EVALUATION OF THE TRAINING

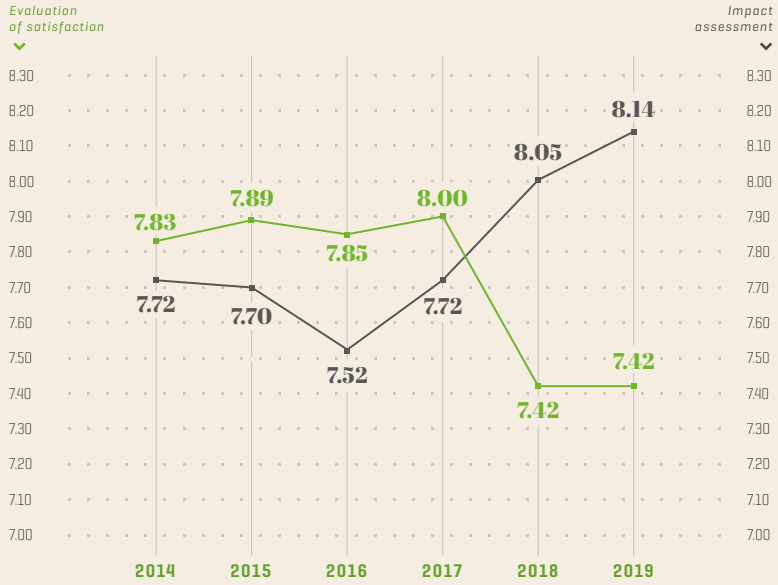
The satisfaction evaluation data show the score given by students when the training course has finished. An impact assessment is performed only for specific courses in order to measure whether students have directly applied what they learned in the course and makes it easier for them to do their job.

The average satisfaction score for the courses was 7.42 points, and the average impact score for the courses measured was 8.14 points.

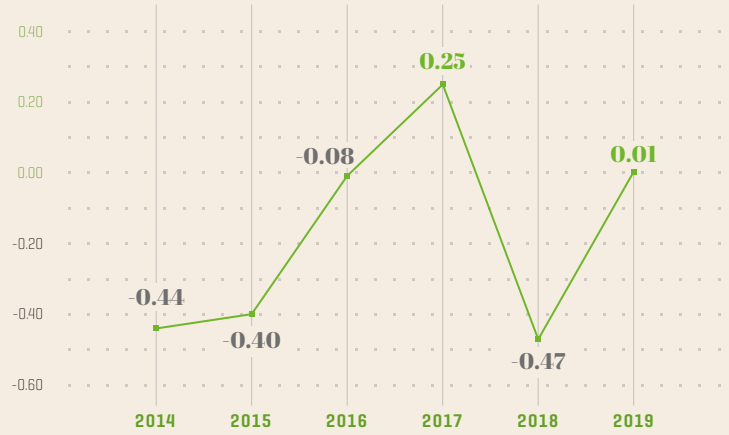
The system of evaluation and measurement of training continued in 2019 as far as the calculation of the return on investment (ROI). The system considers different levels: satisfaction with the training, acquired and applicable knowledge, the impact of the training, culminating in the calculation of the overall ROI and per programme.

The estimated calculation for this period shows maintenance of a positive return on training investment of 0.01%.

Evaluation of the training



Training ROI



MOVING TOWARDS A RESULTS-BASED AND SKILLS-ORIENTED CULTURE

In 2019 the company continued the implementation of the **'impúlsate'** philosophy, an initiative that stems from the cultural transformation project of the company, called *Proyecto Imagina*. 'Impúlsate' advances the knowledge management needs in the current environment. Its target is:

> ***'Ensure that all professionals of Red Eléctrica can grow to their full potential within the Company, offering them development opportunities according to their profile and interests, to generate value for our business and successfully handle its transformation'.***

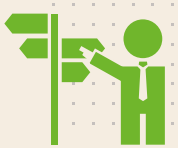
This is the framework in which the different processes of talent management will develop over the next two years.

impúlsate

ACHIEVEMENTS IN 2019

IN 'IMPÚLSATE'

There were 3,080 feedback responses from co-workers all over the organisation using the continuous feedback tool



3,500 challenges have been defined to make it easier to identify individual and/or shared professional objectives, to assign priorities and to manage the workload

150 Individual Development Plans have been defined by the employees themselves to enhance their skills

15 internal mentoring processes have been launched among the technicians in different departments of the company who have been trained to act as mentors

The self-development ecosystem has made many learning resources available; virtual and/or mixed attendance depending on the needs and learning styles of different people. Each employee can choose which resources to use, and how and where to use them in their development

3 workshops and webinars on skills

In 2019 the previous performance appraisal process has been transformed into a new model that separates contribution and skills development for the whole organization.

A Target-based Management model was introduced in 2019 for the whole organisation, which guides the contribution of all co-workers towards tangible results and specific 'targets' that will facilitate alignment with the strategy and the company's overall objectives.

This model will also answer key questions, as:

- It is focused so that each employee can **have a clear orientation of their work in order to provide greater value** and to be able to work with higher autonomy and flexibility when, where, how and with whom they consider appropriate.

- It generates a **clear vision of the progress of the work,** based on the established targets, and the employee is responsible for completing it.

- It clarifies aspects for improvement and the most efficient way to do the job.

What are 'targets' in Red Eléctrica?

These are the **goals to be achieved** individually and collectively, to facilitate the achievement of the priorities of the Red Eléctrica Group, based on certain resources, adapted to the job-position and a specific time frame.

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

In 2019, the previous performance appraisal process was transformed into a new model that will separate **commitment** (Through target management) from **skills development** (through a **Feedback** culture) for the whole organization.

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

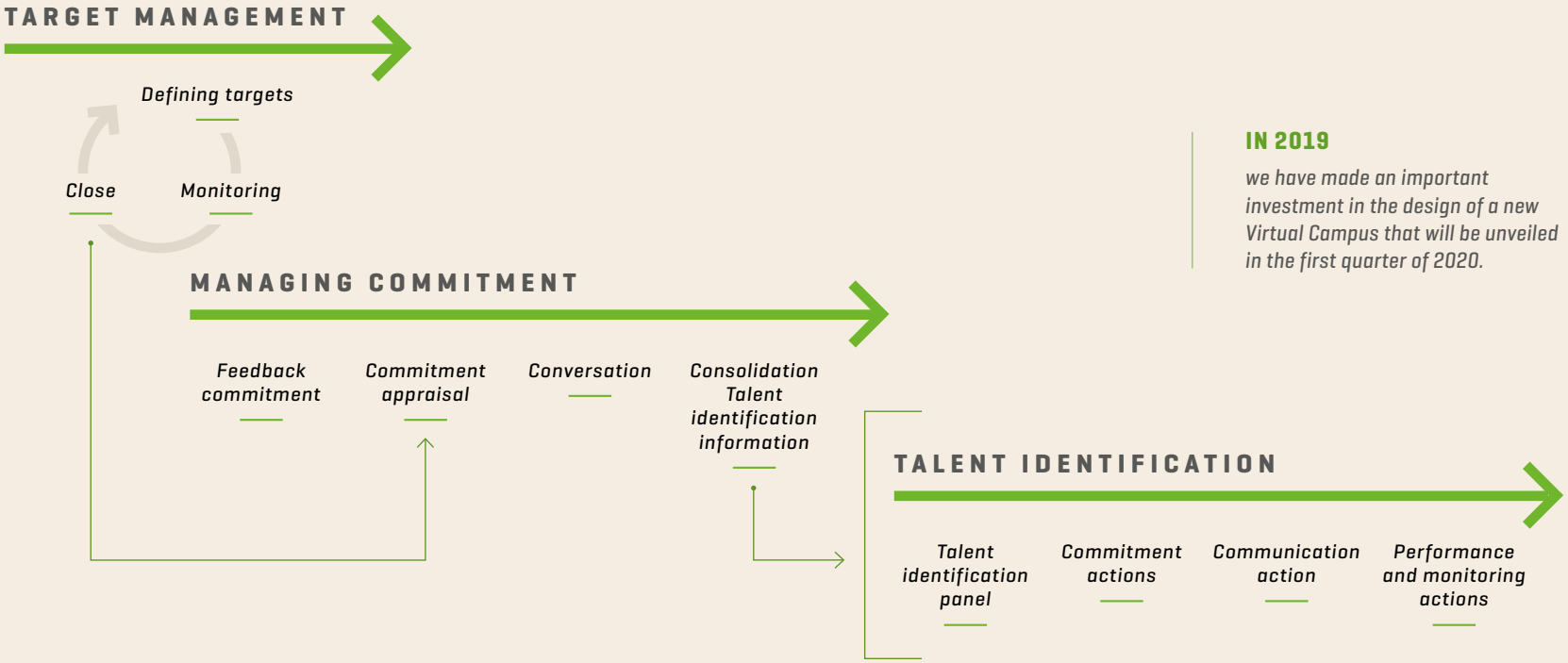
IDENTIFYING TALENT: A KEY TOOL FOR PEOPLE MANAGEMENT

This year has also seen us define a new process for identifying Talent, a vital tool for people management that we will set in motion in 2020.

The 'talent identification panels' will establish actions to develop talent aimed at improving theorganisation's results and its sustainability over time, and the development of employees based on their individual needs and those of the organisation.

On the other hand, we have made an important investment in 2019 in the design of a new Virtual Campus that will be unveiled in the first quarter of 2020.

Aligned with the new impúlsate culture, it will mean there is a new space for the Red Eléctrica Group learning service. The new Virtual Campus is integrated into the technology platform **'impúlsate'** that will host all the HR processes in 2020 in which employees are 'responsible for their own development'.



IN 2019

we have made an important investment in the design of a new Virtual Campus that will be unveiled in the first quarter of 2020.

96% of appointments to management positions were covered by internal promotion in 2019.

SUPPORTING TEAMS AND INDIVIDUALS

As actions to support Teams and Individuals:

- Workshops on the Development of High-Performance Teams, Team Transformation Workshops and support workshops for process transformation.
- Actions that support strategic requirements: workshops on new forms of working, Confidence workshops.
- Co-creation of blended programmes (counselling support/ mentoring and skills development) for individuals and teams.

INTERNAL PROMOTION

As part of the Transformative Leadership programme, there were 12 actions started in 2019 with personalised support for integration and transition for employees who have moved to new or different management positions in Red Eléctrica. These actions have made it easier to make changes in the company's organisational structure.

Mentoring processes were also carried out for managers in accordance with their individual needs

INTERNAL PROMOTION

In 2019

59 %

OF THE NEW APPOINTMENTS TO MANAGERIAL POSITIONS WERE WOMEN

TALENT MANAGEMENT: 'OUR PRIORITY'

MAIN CHALLENGES 2020

- Transformative leadership Project and consolidation of the leader management process.
- Deploy a digital leadership roadmap for the management team.
- Continue the consolidation of the 'Campus of the Red Eléctrica Group' Corporate University model with the incorporation of disused switchgear/equipment taken from the grid and adapted for training.
- Successfully perform the service return drill with all the elements of the system and ensure the leading role of Red Eléctrica.
- Update the design of contents that will be the material for the FP Dual course and the practice work on the Campus, with the students of the programme.

We are committed to innovative Talent Management, with challenging objectives that accompany the deployment of the strategy, the transformation process and the satisfaction of the employees that form part of the company.

OUR MAIN CHALLENGE

TO CONTINUE DEVELOPING THE TALENT OF THE RED ELÉCTRICA GROUP EMPLOYEES

- Deploy the technical training plan designed by the Information Technology Area to support the unit's process of cultural transformation.
- Consolidate the mobility model as a lever for professional development.
- Support for units when deploying actions to improve the working environment.
- Define and implement the training and development actions that accompany the digital transformation process of the Red Eléctrica Group.
- Promote the development of the key skills needed to deploy the leadership model according to the new strategic challenges and the transformation of the Group.

OUR CHALLENGES

RANGING FROM THE DESIGN OF PROGRAMMES TO DEVELOP THE POTENTIAL OF EMPLOYEES AND THEIR TRAINING, TO ACTIONS CENTRED ON ENCOURAGING TECHNOLOGICAL INNOVATION

Develop, define models, consolidate programmes, promote technological innovation. All these concepts are vital to boost the talent of the people who form part of the Red Eléctrica Group.

- Launch a new Alumni Programme for the Pool of Potential of technicians and departmental heads.
- Continue the deployment of the Knowledge Management Model.
- Support the implementation of the new impúlsate philosophy with training and communication actions for the modules implemented in 2020.
- Develop content for the new Virtual Campus learning management model as part of the Impúlsate project (Success Factors).
- Define the group's employer brand, design a model to attract and incorporate talent.
- Optimise the recruitment and personnel selection processes.
- Set up a new induction process for the Group.
- Consolidate the new innovative collaboration programme with the academic sector, vocational training centres, universities and schools.
- Promote technological innovation for professional learning and development: new cases for use in simulators and new virtual courses.
- Start the new Talent Identification process as a key lever for talent management.
- Keep the Occupational Health and Safety Training Plan with the collaboration of regional personnel and the Healthy Company area.
- Consolidate the implementation of the new 'TransformarRÉ' training and development programme in the regions.

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