

A man with short brown hair and a beard, wearing a white button-down shirt, is sitting at a desk. He has his hand to his chin in a thoughtful pose, looking at a laptop screen. The background is a bright, out-of-focus office space with large windows and some colorful balloons. On the left side of the image, there are several overlapping circles and rounded rectangles in shades of teal, blue, and light blue.

2023 | Talent & Culture
Report

redeia

Valuing the essentials

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3 Key Indicators

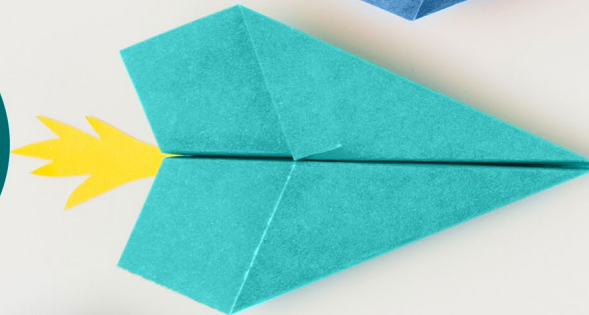
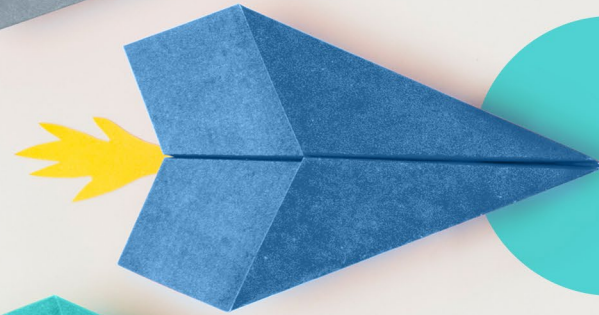
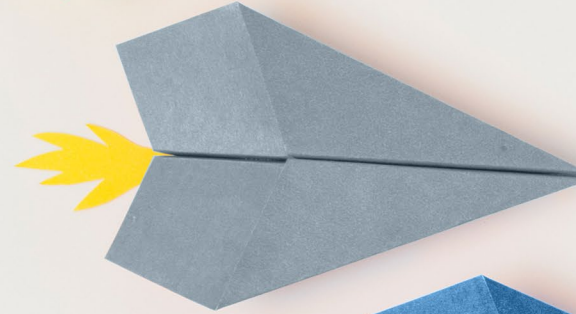
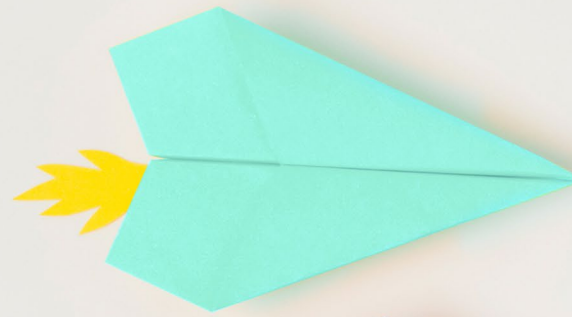
One of the strategic pillars that enable Redeia's mission, vision, and purpose is People. It aims to achieve cultural transformation, sustainable management, and to position the organisation as a benchmark for a healthy company. Besides, it pursues to develop an innovative, agile, and collaborative culture by fostering talent, anticipating needs, and

achieving an organisation capable of facing the challenges of the Strategic Plan in a changing environment. The 2021-2025 Operational Plan of People and Culture develops and facilitates the deployment of Redeia's strategy through different initiatives described in this report.

Introduction

Cultural Transformation

1_





Redeia aims to become the backbone of the energy transition, bringing energy and telecommunications to a national and international level.



Redeia aims to become the backbone of the energy transition, bringing energy and telecommunications to a national and international level.

Supported by our values and leadership principles, we strive to achieve the desired culture: an agile, flexible, innovative, disruptive, diverse, efficient, and sustainable organisation that allows us to realise the future of the company and its people.

The transformation model, deployed through talent, leadership, and a new organisational culture, drives us to achieve our goals outlined in the Strategic Plan.

Redeia aspires to be a reference in our sector, involving society in the company's challenges and promoting actions that engage, motivate, and inspire.





Leadership at Redeia seeks to transform the organisation by relying on a set of values and attributes to achieve the desired culture that will realise its future and that of its people.

Thanks to this leadership, the company becomes an agile, flexible, innovative, disruptive, efficient, and sustainable organisation by achieving commitment to the culture and purpose of the organisation.

1.1

1.1 Leadership Model

Leadership Model



Leads the organisation

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



Leads others

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



Leads self

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

The Leadership Model describes the manager's expectations as a leader in terms of principles, values, and behaviours. Therefore, the leader's contribution is understood as the application of the attributes of the Model, to mobilise their teams and achieve the company's results.

The sources for assessing the manager's fit with the Leadership Model are:

- **360-degree feedback:** aimed at the entire management team. It includes the levels of presidency and CEO, with the aim of consolidating their strengths and areas for improvement to continue growing as leaders of reference in the organisation.
- **Climate pulse:** We have evolved the climate survey into a pulse system that is more dynamic and focused. It allows much more targeted information to be obtained on aspects relevant to the organisation.

The climate pulse is key to directing efforts to the areas where leaders need to focus.

In the last exercise carried out at the end of 2023, a satisfaction score of 86% was obtained. See more information in the **Social Climate** [↪](#) section.

- Achievement of leadership objectives, which in 2023 focused on the attributes outlined in the 'Lead Others' and 'Lead the Organisation' axes.

Additionally, the model has a range of resources to assist and support leaders:

- **Leader's portal:** an exclusive leadership space on the corporate internal web, OurNET. It serves as a communication channel to share news and general interest content for leaders.
- **Communication guide:** a document that develops the role of the manager as a key 'communication channel' within the organisation.



The 'Lidera' programme for department leaders incorporates a cross-cutting module on Positive Communication that enables the team to enhance this skill in their professional performance.



- Digital content library: gives the manager access to a micro-learning resource platform (over 27,000 book summaries, videos, and reports), which constitutes a self-learning ecosystem with the latest trends.
- It is based on a 100% flexible model, without time constraints. In this digital environment, a set of resources and masterclasses by internationally renowned experts in people management and team leadership have been made available to all Redeia leaders.

We have defined 4 training itineraries whose content is aimed at enhancing the skills expected of Redeia managers as leaders:

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

Outstanding actions related to transformative leadership in 2023

'Lidera' Programme

In 2023, we launched the new 'Lidera' programme, aimed at the department heads and based on the Redeia Leadership Model.

This programme addresses the axes that define the model: Leading my Development, Leading Others, and Leading the Organisation. Moreover, it incorporates a transversal module on positive communication that allows the group to enhance this skill in their professional performance





to add value to the company from their own role, as well as integrating Redeia's values.

Cross-mentoring

A programme based on learning through experience and aimed at the department heads (mentees), who are mentored by the Director's group.

Its purpose is to contribute to the development of their capabilities, with benefits including professional and personal development, the acquisition of new skills and knowledge, and the creation of networks. Furthermore, mentoring helps identify areas for improvement to continue working on.

Senior Team Days

During 2023, the annual face-to-face meetings were held. Their fundamental objective is, in addition to sharing and working together on strategic issues related to Redeia's business development, to promote and continue to drive cohesion among the members of the executive



team, developing activities in a relaxed atmosphere.

Communication Workshops: 'How to hold valuable conversations'

Our Leadership Model includes, as one of the fundamental attributes of our leaders' management, their ability to be involved in the development of their teams, facilitating an environment conducive to employees giving their best.

Within the key people management processes, one of the most relevant milestones is the contribution conversation, which is a critical point in the employee lifecycle. Moreover, it is considered an essential moment to reflect on the outcome of the past year and focus on the challenges to be addressed during the new year, identifying improvement actions or support to achieve the defined objectives.

To support our leaders in this process, specific workshops have been developed with the following objectives:

- Strengthen and consolidate the idea about the importance and purpose of these types of conversations.
- Training basic skills to hold value conversations.
- Building messages consistent with our contribution assessment model.

Digital Coaching

A programme designed as a development tool where participants have the opportunity to work on aspects of their leadership style over six individual sessions (approximately 3 months).

This is based on the information provided by each participant, and the platform's algorithm proposes the three coaches that best suit their needs.

Talentia

We continue with Talentia as a development programme aimed at the group of employees identified as potential managers after the talent differentiation process.

The programme consists of different learning resources and actions. Besides, it has provided 5,805 training hours (3.43 FTE) and involved 62 non-managerial employees with high potential to hold future executive or people management positions.

Its main objective is to continue to invest in professional development and career opportunities within Redeia by supporting this group in developing their leadership skills and promoting collaboration and cohesion among participants, favouring the removal of silos and functional barriers.

It is flexible, with different development paths adapted to the features and profile of each participant.

Summary of key actions in 2023

Initiative	Objective	Participants and target group
'Lidera' Programme	Review behaviour and leadership styles to identify areas for improvement to continue working on.	33 department heads.
Cross-mentoring Programme	Progress in their professional careers by accelerating their learning, facilitating the creation of connections based on trust and respect.	25 mentor-mentee pairs of directors and middle managers.
Senior Team Days	Communicate and disseminate strategic issues related to business development and foster collective cohesion.	161 members of the senior team.
Workshops: how to hold valuable conversations	Consolidate the importance of these conversations through messages consistent with our model of valuing contribution.	42 members of the senior team.
Digital Coaching	Contribute to improving leadership style by using AI to provide the most suitable coach.	11 members of the senior team.
Talentia	A new programme designed as a development tool and space for cohesion and the removal of functional barriers.	62 non-managerial employees with high potential to hold future executive or people management positions.





100% of internal appointments to the management team belong to employees participating in the Talentia programme.



This programme has demonstrated its organisational impact through the indicator of the percentage of internal coverage of vacancies, as 100% of the vacancies for the management team have been filled internally by employees who have participated in this programme.

During 2024, we will keep on conducting the 360-degree feedback evaluation and working on implementing the behaviours associated with the Leadership Model. To achieve this, we will implement initiatives such



as the Leadership Skills Programme, the Cross-mentoring Programme, actions aimed at further fostering cohesion among the management team, and the design of the new Onboarding and Integration Programme aimed at new management team members.

These initiatives are complemented by an additional set of actions focused on the development of inclusive leadership, as described in the corresponding section of [Diverse Talent](#). ↪





1.2

The Skills Model, specifically aimed at non-managerial staff, is defined based on the values and attributes outlined in the Leadership Model. It also provides continuity and coherence to the organisation's transformation according to the desired culture.

Through this model, the expected skills and behaviours of Redeia personnel are described and shared to make an organisation capable of facing the challenges of the strategic plan in a changing environment.

1.2 Skills Model



The model is deployed and structured into 4 axes and 12 attributes:

This model allows growth aligned with the Company's objectives through development recommendations. They include internal mobility applicable to 100% of the organisation (7.4% mobility in 2023) and is articulated through temporary stays in other companies within Redeia and a catalogue of resources, which

involves training actions in different modalities so that employees can work on chosen skills autonomously or supported.

Additionally, the Company has developed internal workshops to identify personal development action plans for 163 employees, aiming to guide the identification of the axes or attributes of the skills model to focus on development as well as selecting the best actions to achieve it.



Axes of the skills development model

Self-leadership



Resource Management



Relationship Management



Change Management



Model attributes

Self-Leadership

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

Relationship management

- Communicates effectively
- Collaborates
- Has team building skills

Resource management

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

Change management

- Is flexible
- Takes initiative
- Innovates



In particular, the development model at Redeia emphasises the responsibility each professional has for their own development.

To ensure success in improving each professional's skills, the organisation also highlights a participatory approach, not only from each employee but also from their respective managers.

Therefore, the following tools are provided to enable both commitment and support for self-improvement and that of their direct team:

a. Recommendations for development: This tool provides guidance on possible initiatives to implement for improvement in skills and associated behaviours.

They are structured based on the axes and attributes of the model and take into account the level of responsibility of each professional in the Company. This last point serves as guidance, not intending to limit the initiative that each employee may have regarding their personal development.

Some recommendations focus on participation in projects or initiatives of greater relevance, transversality, or even internal mobility approaches, if applicable.

b. Resource catalogue: This tool includes details of courses and training actions that allow Redeia employees to learn and develop abilities related to the chosen skills for improvement.

c. Development Plan Form: This tool allows employees to define and monitor their personal development plans. Similarly, it also tracks the improvement programmes associated with their roles (e.g., manager programme). Its structure is



In 2023,
94 employees
joined the
182 who
were already
working
on defining
their IDPs.





adapted to the Skills Model. Thus, it classifies initiatives within the model's 4 axes and 12 attributes.

d. Workshops on Individual Development Plans:

This initiative is considered a powerful tool to guide and support Redeia employees to identify the axes or attributes on which to focus their development. It also

allows for the straightforward specification of the best actions related to skills for professional improvement. The two aspects that it also enables are:

- Support the drafting and definition of commitment to the personal development plan.
- Mentoring, advice, and guidance from expert professionals throughout the entire process.

Additionally, specific development programmes are launched for

specific groups that require closer support for different reasons and with various objectives (see table below).

Find out more information in the [Development ↻](#) section.

Programme	Objective	Target group and participants
Programme for managers	Provide and enhance specific people management skills by improving self-awareness as a basis for professional growth and positioning the manager role as key to the professional development of teams. It is complemented by the Manager's Portal on the corporate intranet to consolidate their role.	255 participants (managers).
Programme for specialists in Demarcations (Gem3)	Improve key skills and provide an environment for sharing experiences for this group.	23 participants (TAMRI and TOD).
Personal development actions	Develop communication skills, planning, and prioritisation of tasks in newly created positions that require specific training for their performance.	719 participants.





1.3

Campus serves as Redeia's hub for attracting, surfacing, developing, and retaining talent to ensure the capabilities of current and future resources.

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

1.3 Redeia Campus



In 2023, the Campus space was launched, from where all Redeia employees share the activities carried out: learning, development, scholarships, events, forums, and a new promotional campaign accompanied by the new corporate image.

The digital version through the Virtual Campus is an open learning environment with a catalogue of over 800 resources, enabling employees to carry out their learning plans on any digital device. This platform favours self-enrolment in open courses, 403 in 2023, accounting for more than 45% of the total offerings.

In 2023, highlights include the presentation by Victor Küppers, an expert in motivation, self-awareness, and leadership, who inaugurated the activities linked to the Campus observatory. This observatory researches, analyses, and proposes trends and best practices in our environment, focusing on four strategic aspects: innovation and technology, neuroscience, self-leadership, and trends in organisations.

Talent

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

Culture

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

Society

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



This is how Redeia is working towards these goals

Among the internal activities carried out at Campus are the development programme for new managers, the onboarding and integration plan for new hires, actions aimed at achieving the 2023 leadership objectives, the training plan for business analysts, or the Talentia development programme.

Among the external dissemination initiatives, in 2023 Campus hosted the IESOE meeting, which aims to create unique links between Europe and North Africa to offer a significant regional communication platform, as well as the steering committee meeting of the Redeia-Elia alliance (Belgium's high-voltage transmission system operator) and various institutional visits very interested in the activities of the Campus.



TO FACILITATE THE ACHIEVEMENT OF BUSINESS OBJECTIVES THROUGH TALENT

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

TO PROMOTE CULTURAL TRANSFORMATION THROUGH

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

TO SERVE AS A BRIDGE WITH SOCIETY THROUGH

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

Talent at Redeia

2





Redeia establishes in its People Policy the principles that govern the management of personnel through leadership, efficiency, innovation, cultural transformation, and personal and professional fulfilment, placing the employee experience at the core and addressing the impacts, risks, and opportunities related to this

group. This policy extends to all activities and geographical areas in which the organisation operates. The aim is to ensure that compliance with the principles contained therein contributes to achieving the organisation's purpose as well as the achievement of strategic objectives in line with the values, principles, and guidelines established in the organisation's Code of Ethics and Conduct.



Redeia's People Strategy

Vision

Develop the cultural aspect of the transformation process in which the Company is immersed.

Global Objectives

- To promote cultural transformation and sustainable management and convert the organisation into a benchmark company as a healthy workplace.
- To pursue the health and safety of individuals to achieve healthy work environments.
- To develop an innovative, agile, and collaborative culture, fostering talent, anticipating needs, and achieving an organisation capable of facing the challenges of the strategic plan in a changing environment.

Achievements in 2023

- 50% women on the Board of Directors.
- 36.2% women in the management team.
- Revalidation of the Bloomberg Gender-Equality Index (GEI) distinction.
- Award for best practices in internal communication for the occupational risk prevention campaign "Así de Fácil. Gestos que marcan la diferencia" (It's that easy. Gestures that make a difference).
- 7.4% internal mobility.



2.1

Redeia is firmly committed to the development of its professionals and to maintaining their internal employability throughout their life cycle through integration, development,

learning, and mobility programmes.

As of 31 December 2023, Redeia had a global workforce of 2,477 people.

2.1 Commitment to quality employment

A stable, committed, and highly qualified team



98.7% of positions at Redeia are permanent, with a commitment to employability and functional mobility as levers for growth and professional development.



Redeia's commitment to stable and quality employment is reflected in two key aspects: the limited use of temporary contractual modalities and the objective of keeping the voluntary turnover rate below 2%. Thus, only 3.1% of training contracts or contracts with Temporary Employment Agencies were reached in 2023, used exclusively to cover temporary assignments for projects, maternity and paternity leave, and long-term

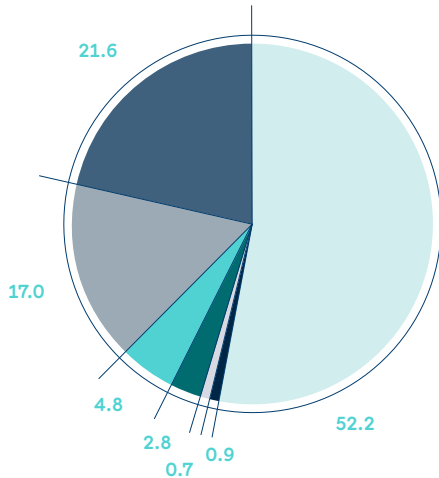
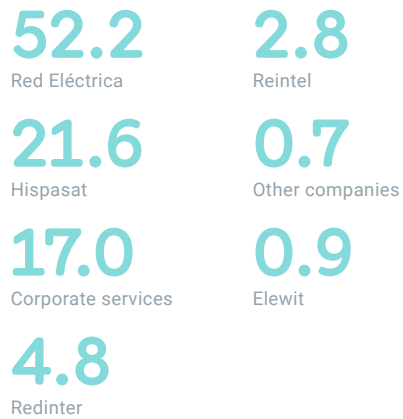
temporary incapacity situations. Regarding voluntary turnover, this was 3.5% in 2023. Redeia works on designing action plans using the information obtained in exit interviews, with leaders, and in various listening processes as inputs to understand the motivation behind the change.

A new Incentive Exit Plan was implemented in 2023 to adapt the workforce to business needs and incorporate new skills and competencies required for the energy transition and Redeia's transformation. According to the Plan's conditions, it achieved an adherence rate of 90% of the total maximum exits.



Distribution of Redeia's workforce

By Company / %



2,477

Total workforce (no.)

98.7%
Permanent positions

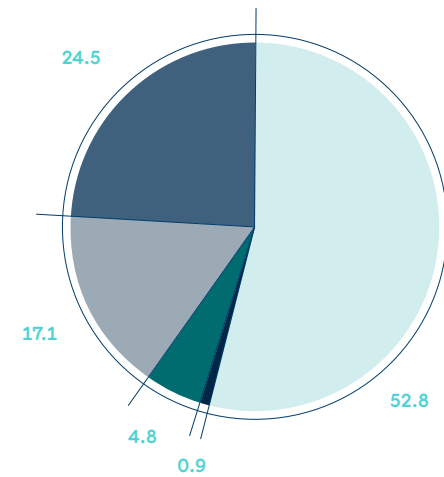
14.3 years
Average length of service

6.6%
Overall external turnover

Distribution of Redeia's workforce by country / %



By type of business / %

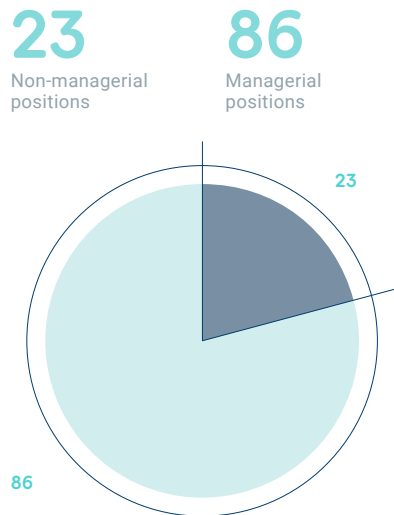




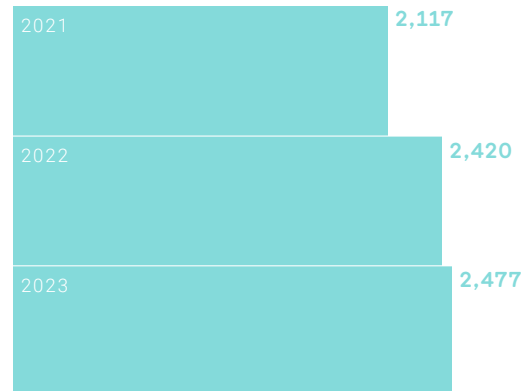
Redeia offers its employees stable and quality employment, with a commitment to employability and functional mobility as levers for growth and professional development.



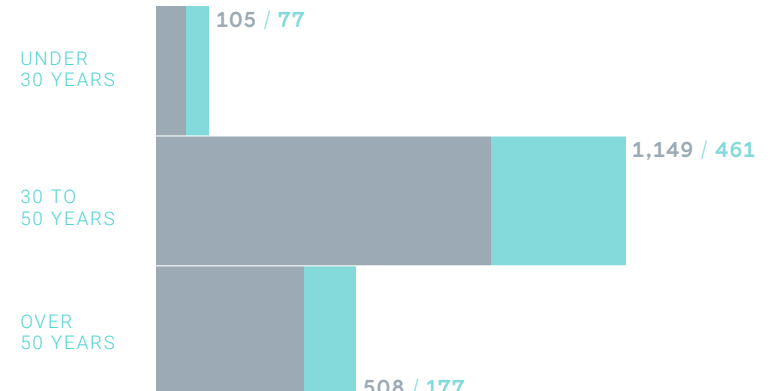
Internal filling of vacancies / %



Evolution of Redeia's workforce / no. of employees



Workforce distribution by age and gender / no. of employees





2.2

Redeia encourages equal opportunities to increase wellbeing at work through a space that contributes to work-life balance and strongly supports the diversity of expertise, experience, and gender.

In the second quarter of 2023, Redeia approved a new Comprehensive Diversity Plan for 2023-2025, which continues the action areas of the previous plan while identifying new objectives for 2025 to align them with the Company's needs.

2.2 Diverse Talent

Comprehensive Diversity Plan for 2023-2025



Redeia
employs
individuals
of 28 different
nationalities,
with 98% of
the workforce
being natives
of the country
in which it
operates.



Mission

Inspire and be a reference within Redeia and in the social, work, and personal spheres through a commitment to talent diversity, socio-labour inclusion, and non-discrimination, confronting stereotypes and cultural barriers.

Goals

- To promote diversity in the management of Redeia's people, consolidating a culture of diversity, equal opportunities, equity, inclusion, and non-discrimination.
- To extend the diversity, inclusion, and equity strategy to the value chain.
- To participate with official organisations, academic institutions and other social agents in campaigns and projects that enable Redeia to become a leading social agent that will contribute to building a more diverse, equitable, and inclusive society.
- To reduce inequalities if they occur (corporate gaps such as wage or digital).
- To implement mechanisms to avoid discrimination biases.
- To support the employment inclusion of excluded and/or socially vulnerable individuals.

Objectives

- Gender equality. 38% women in the group's management team and 31% women in the workforce.
- Disability. At least 40% of the legally required minimum (2%) of direct hiring of people with disabilities and a 20% increase in the volume managed via Special Employment Centres for service provision at Redeia.

Achievements 2023

- 36.2% (59) women in the management team (compared to the 104 men who make up the remaining 63.8% of the management team).
- A 6.1% increase in women in Redeia's workforce.
- Rating in work-life balance as a Family-Responsible Company (EFR) B+.

Gender equality and equal opportunities

Gender equality is one of the vectors included in the new Comprehensive Diversity Plan and refers to the principles of equal employment opportunities, the promotion of women to positions of responsibility, salary equivalence between men and women, the promotion of familial co-responsibility, the prevention of harassment on moral, sexual and gender grounds, and the prevention of gender violence. These aspects are monitored through a dashboard with indicators that enable the group to measure the progress of the objectives defined.

As a result of Redeia's commitment to equality, the percentage of women in the workforce has been set at 28.9% in 2023 (up from 27.9% in 2022), with the goal of reaching 31% by 2025.

Meanwhile, the number of women in management positions has continued to grow for another year, reaching 36.2% in 2023 (35.3% in 2022). It indeed surpasses the target set for 2023 (35.0%), with the goal of reaching 38% by 2025.

Main indicators

50.0%

Gender balance on the committees (audit, sustainability, and nominations and remuneration)

50.0%

Women at the highest executive level

45.5%

Women on the Executive Committee

36.2%

Women in management positions

27.3%

Women in top-level, senior-level, middle-level and lower-level management positions

33.3%

Women in top-level management positions

28.0%

Women in senior-level management positions

38.0%

Women in middle-level management positions (junior management positions)

20.3%

Women in lower-level management positions

22.5%

Non-managerial women identified as having pre-management potential

29.1%

Women in non-managerial positions

29.2%

of promotions have been awarded to women

27.0%

Women in income-generating positions⁽¹⁾

19.3%

Women in STEM positions

39.5%

Women hired

7.3%

Overall turnover rate for women

(1) Management level positions that directly contribute to the company's economic results.



Redeia is increasing its ambition in terms of gender equality and opportunities, with a new goal within the 2023-2025 Sustainability Plan: 38% of women in executive positions by 2025.

Redeia continues to work on incorporating of young female talent through actions such as the 'Discover' young talent programme,

which, in 2023, focused on attracting this type of profile. In these initiatives, 44 women participated, accounting for 52% of the total number of

Outstanding Actions to promote diversity 2023

Awareness and Training

- Celebration of the 5th Women's Week at Redeia, focusing on women's social visibility.
- Awareness and communication campaigns against gender violence.
- Promotion of female leadership (the "In@lusiente" programme aimed at the executive team, with 70.3% participation).

Forums and participation in external working groups

- The CEOE's "Promociona" and "Progresa" programmes.
- Antonio de Nebrija University's Female Leadership Programme.
- Mentoring at Women4Cyber Startup School for female entrepreneurs.
- The EOI's development programme for women with potential.
- "Women and Engineering" programme from the Ministry of Education and Vocational Training.
- Participation in AEMENER's STEM Careers Fair.
- Sponsorship of INTRAMA's Diversity & Inclusion Summit.

New Alliances

- Joining ClostinGap to produce reports and studies that highlight the gender gap in various sectors.
- Collaboration with Woman Action Sustainability (WAS) to promote commitment to sustainability and female talent.
- Renewal of the INTRAMA certificate as a Top Diversity Company, being one of the top 50 companies in Spain with the best practices in diversity and inclusion.



scholarship holders. More information can be found in the section of **Cooperation with the Educational Sector** ↻ of this chapter.

One of Redeia's priorities, in accordance with the values and principles of the Redeia Group's Code of Ethics and Conduct and the commitments made regarding corporate responsibility, is to continue advancing in the defence of the rights of employees by firmly rejecting any form of harassment (physical, psychological, moral—including discriminatory harassment—sexual, and gender-based) and continuously improving its procedures to prevent, detect, and resolve such manifestations of harassment. Therefore, the internal regulations established in 2021 the 'AM016 Guide for the prevention of harassment, moral, sexual, and gender-based,' whose latest update in compliance with

legislative changes was published on the intranet in January 2024, accessible to the entire staff.

This guide provides, for example, the formal action process in response to possible harassment situations in the organisation, which consists of 6 phases:

1. Filing a complaint, which, at the complainant's choice, can be done through Redeia's Ethics and Compliance Channel or by email addressed to the medical service mailbox.
2. Interview of the affected individual with the medical service.
3. Formation of a commission of inquiry.
4. Conducting the investigation.



5. Drafting a reasoned report of findings.

6. Conflict resolution.

It is worth noting that we are currently working to develop an awareness course for the entire staff regarding harassment situations.

Age management

This vector of the Comprehensive Diversity Plan aims to achieve effective labour inclusion for all individuals, regardless of age or generation, through practices that value their experience, training, and knowledge, as well as other conditions that ensure their full personal and professional development.

Among other actions, the **Voluntary Retirement Plan** stands out, based on the principle of voluntariness and aimed at employees aged 63. This plan is part of employment initiatives intended to incorporate external talent with the new capabilities and competencies needed to achieve the objectives





established in Redeia's 2021-2025 Strategic Plan. In 2023, the adherence percentage based on the total maximum exits according to the plan's conditions, was 90%. This plan supports individuals in their exit process.

Since 2019, due to digitalisation, evolution, and the disappearance of certain jobs, the company has been carrying out reskilling actions focused on the older employees to redirect roles and adapt their profiles. Thus, this group can perform new functions thanks to the new skills acquired.

In 2023, actions were taken to promote the recruitment of young, multicultural, and multigenerational talent to continue incorporating profiles with the new capabilities necessary for the cultural and digital transformation that Redeia is undergoing.



At Redeia, five generations coexist, leveraging the different values and knowledge each brings to create an enriching work environment.



Inclusion of people with disabilities

Currently, Redeia employs 24 people with disabilities equal to or greater than 33%. And, in addition to being applicable to four companies, it complies with the General Law on the Rights of Persons with Disabilities (LGD) in all of them, meeting the requirements established therein. Additionally, there are no employees with disabilities who are subject to legal restrictions regarding data collection on this matter.





Redeia's aspiration is not only to comply with current legal regulations but also to advance the labour integration of people with disabilities. To this end, and as part of the 2023-2025 Comprehensive Diversity Plan, this year, the Company has committed to developing a 2024-2030 Disability Plan, a multi-year initiative with the goal of establishing measures and actions to achieve the direct hiring of 40 people with disabilities by 2030. Undoubtedly, this measure will cover different aspects related to disability and will contribute not only to the labour and social integration of people with disabilities but also to raising awareness among Redeia's staff on this issue of great value to the Company.

In line with the above, and deepening Redeia's role as a social agent in the field of diversity, it is worth highlighting the contribution to the social and

labour integration of people with disabilities through contracting with Special Employment Centres for part of the services provided, with the aim of increasing this volume by 20% by 2025.

In addition to internal awareness campaigns, Redeia participates in both institutional and private campaigns for the integration of people with different abilities into the labour market. Among all these actions, the following stand out in 2023:

- The Family Plan with personalised assistance to improve the socio-labour integration of employees' family members with disabilities at Redeia.
- Corporate website with accessibility criteria, complying with Double-A Level standards of the Web Content Accessibility Guidelines 2.0 of the World Wide Web Consortium's Web Accessibility Initiative (WAI).
- Inclusive selection process.

- Support for the Adecco Foundation's 'Jobs for All' Programme.
- Aflora Plan to support employees who may qualify for the disability certificate.
- Corporate volunteering actions for raising awareness about the deaf-mute community, including an online sign language training course.





2.3

All Redeia companies work together to attract and incorporate talent, equipping the organisation with the best professionals to contribute to achieving its objectives,

anticipating its personnel needs through a methodology that defines specific strategies for each type of vacancy, and ensuring non-discrimination, diversity, and inclusion of any group.

2.3 Talent acquisition, selection, and integration

New hires

As part of the 2023 recruitment strategy, the company continues to strengthen its employer brand. To this end, a specific project has been developed aiming to identify, describe, and share Redeia's Employee Value Proposition (EVP). **Furthermore, the hashtag 'Put your #TalentOnTheNetwork'** has continued to be used on major social networks. This process is complemented by exit interviews and listening processes that provide insights related to talent loss. This helps design action plans to mitigate such risks.

Redeia has also improved the visibility of its new brand through the **Careers Portal** ↻ website, which covers 100% of the organisation. It has redefined job offerings to promote and ensure non-discrimination, diversity, and inclusion through the representation of minorities from the beginning. It also has improved recruitment processes thanks to the positioning and data analysis on major social media recruitment platforms, and it has implemented a methodology to identify and cover critical positions to enhance talent retention.



In 2023, Redeia hired 210 new employees across its different companies: 39.5% of them were women, and 60.5% were men.



To maintain the desired level of employee experience, the **Candidate's Portal** ↻ has been kept updated, where the portal facilitates the onboarding process for future professionals digitally, offering the chance to become acquainted with the Company and its main projects and initiatives even before joining it. Once onboard, the new employee starts the **Onboard with Redeia** Welcome and Integration Plan, where they immerse themselves in the Company's culture through a gamified experience. Within this Plan, the mentor plays a crucial role, accompanying the professional throughout the process.





Additionally, Redeia has launched the Company Knowledge Plan, with sessions in which high-performing and high-potential professionals showcase the organisation's activity. This plan also includes networking events for peers from the same cohort and visits to the most representative business areas.

Cooperation with the educational sector

The commitment to the practical training of newly qualified individuals is materialised through various scholarship programmes and/or educational cooperation agreements. Their objectives are to support the entry of new qualified professionals into the labour market, build an internal talent pool, and enhance Redeia's brand image as an employer.

In 2023, over 60% of individuals from the internal talent pool were hired by the Company, filling internal vacancies across the organisation.

Notable Collaborations 2023

DescubRE Young Talent Programme

30 young people participated in the third edition of this programme, which in 2023 aimed to attract female talent in Spain, Chile, and Peru.

Opera Scholarship

11 young people participated in the 2023 edition of this programme, aimed at incorporating young university students into control centres in Spain, Chile, and Peru.

Cybersecurity Scholarship

Creation, with the Polytechnic University of Madrid, of a scholarship for the execution of a project in the area of telecommunications.

FP Dual

Incorporation of five young specialists in Demarcations who had participated in the training programme.

Collaboration with the Ministry of Defence

Internships for students pursuing a master's degree in Management and Direction of Information Systems and Communication Technologies (STIC) and Information Security, a degree from the University Centre of Defence affiliated with the University of Vigo, located at the Naval Military School.

EFE Agency Scholarship

One young person participated in EFE Agency internship programme to train a journalism or communication graduate in the specialised energy branch.

Curricular and Extracurricular Internships

Collaboration with the Polytechnic University of Madrid, Complutense University of Madrid, Rey Juan Carlos University, European University, or Carlos III University of Madrid, in areas related to Telecommunications Engineering in its various fields.



2.4

Redeia is working to nurture talent through a framework that anticipates needs and fosters an organisation equipped to tackle the challenges of the 2021-2025 Strategic Plan amidst an evolving landscape. The aim is to drive cultural change and sustainably manage diverse and dedicated talent.

All of this is achieved through an innovative, agile, and collaborative culture, empowered by self-leadership to create a more resilient organisation capable of tackling established challenges and acting throughout the employee lifecycle by attracting top professionals, optimising workforce needs, and positioning Redeia as an employer of choice.

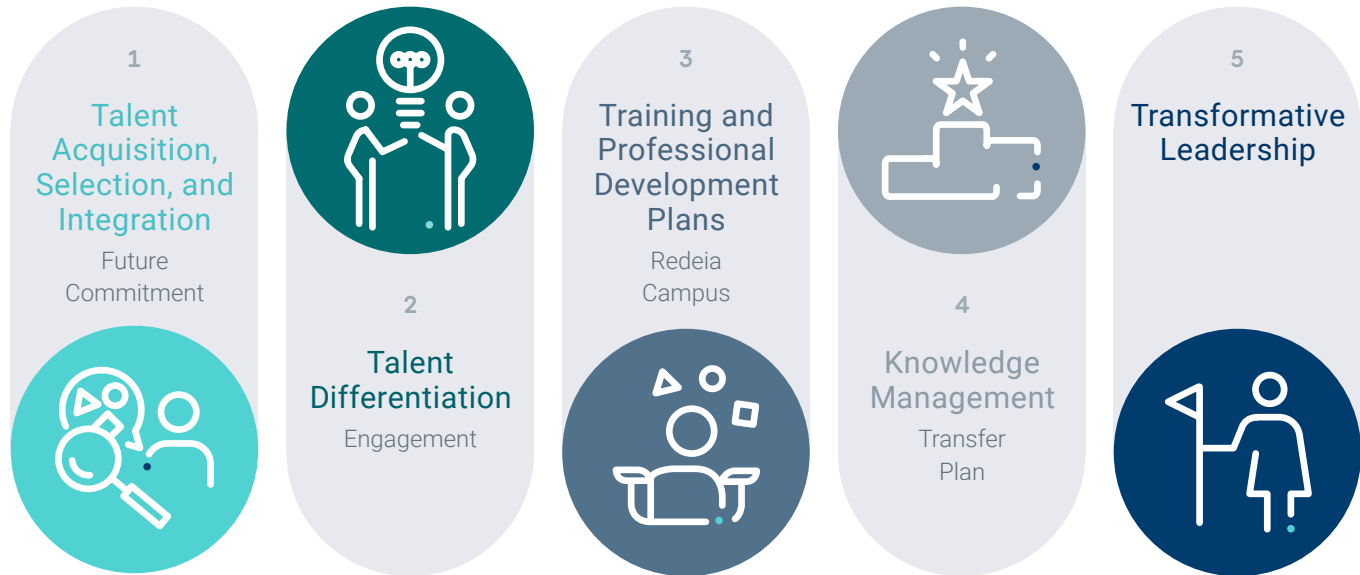
2.4 Talent Development



The Skills and Leadership Models shape the organisation's culture and focus on people-related actions.



Talent Management Model



Our cultural transformation is evident through the Leadership and Skills Models, which define the desired way of working at Redeia, as mentioned above. They are complemented by the Learning Model, which ensures employees' technical, cross-functional, and safety expertise for their tasks.

Throughout 2023, Redeia fostered the development of new required capabilities, aiming to implement more efficient work methods. The focus was put on profiles created as a result of the Company's transformation process, such as new roles in business analysis, management, and other IT-related

roles in business. Redeia has developed a knowledge and skills map, identified critical knowledge, and implemented programmes to ensure its transfer to new hires through internal mobility processes and voluntary exits.



their challenges and enhance their contributions, as well as participate in those assigned based on their profile and the organisation's needs.

The training offer is generated by identifying initiatives supporting the achievement of goals set in the strategic plan, enabling the direct and/or indirect evaluation of how the acquired learning aids in such achievement through indicators.

This is an evolving offer tailored to diverse learning styles, individuals, and new methodologies, introducing enhancements like the accessibility of new online courses and prioritising the digitisation of training resources. These improvements facilitate more targeted content delivery, reduce time commitments, and optimise costs—trends that are reviewed annually.

Through the virtual Campus, we structure our training offer, providing employees with access to over 800 courses and ensuring continuous training and development based on their needs and those of the organisation. At the same time, we also contribute to the



Learning

Redeia develops the organisation's talent by empowering employees to sustain their employability in the dynamic current climate and by devising strategies essential for retaining pivotal talent.

The learning model empowers leaders to act as agents of change, supporting their team members and focusing on guiding them through their professional development journey.

Each employee is independent regarding the implementation of their **Individual Learning Plan**. It allows them to engage in activities they believe will help them meet



2,347

No. of employees trained

37

Hours of Training per Employee

94.8%

Workforce Training Coverage

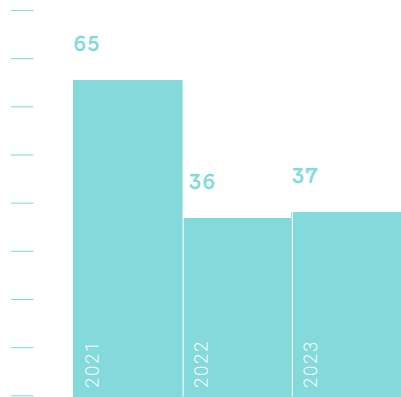
1,617.8

Investment in Training per Employee (Euros)

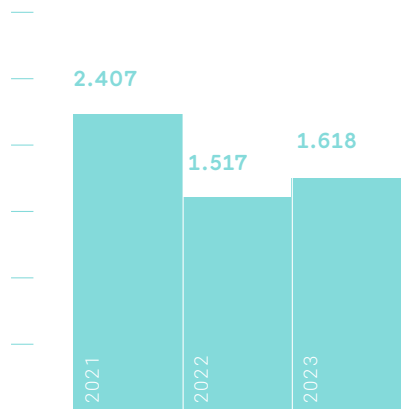
8.7

Average Satisfaction with Programmes

Hours of Training per Employee



Training investment per employee / %

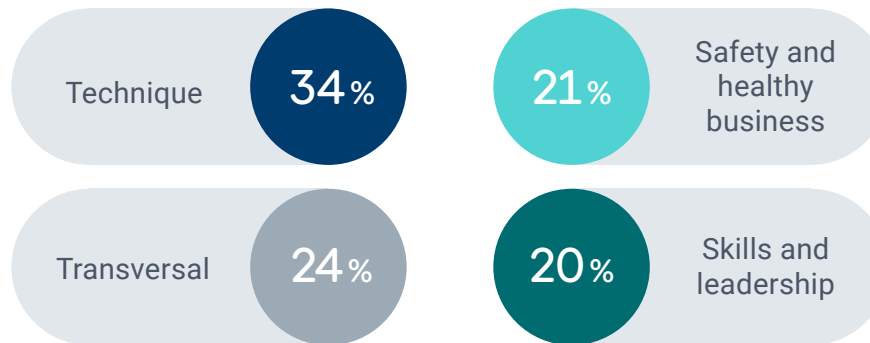


dissemination and internalisation of policies and procedures through training resources in areas such as Ethics and Compliance, Equality and Diversity, Data Protection, and improving the climate (**Social Climate** ↪ section).

Noteworthy actions in 2023

We live in a continuous transformation focused on achieving an agile, flexible, innovative, and sustainable organisation. Thus, our training plan consists of job-specific training that connects with personal development, enabling individuals to grow professionally by promoting internal mobility and equipping them to maintain their employability in the current changing environment. In addition to the training described in the Development and Leadership areas, we highlight the training provided in other areas of expertise:

Areas of knowledge / % of hours





Notable actions in 2023

Technical Area

Restoration Plans: Regular practice of the national blackout restoration strategy as well as related exercises in exceptional operational situations. This training involved 117 participants for a total of 2925 hours.

Bird and nest identification: Linked to our Climate Change Plan, this action provides employees working in electrical installations with the ability to identify species that may nest there, allowing us to quantify the positive impact this has on the avifauna of each area. This training was attended by 398 employees, for a total of 848 hours.

Transversal Area

The **Digital Transformation Programme**, aimed at promoting the development of new skills required by the digital transformation environment for the entire workforce (digital organisation) and implementing more efficient ways of working.

It comprises 32 courses and a total of 2,500 hours (equivalent 1,5 fte). However, we evolved the programme initiated in 2021 through the basic digital competency itinerary and specific role itineraries (Business Analyst and Business IT roles introduced in 2023), combining learning to enhance knowledge in tools, methodologies, and required skills for these roles. Given the current context, this programme will continue in 2024, focusing on increasing digital capabilities.

Occupational Safety and Healthy Company Area

Redeia considers training and awareness-raising in the field of occupational risk prevention essential to reducing accidents and guaranteeing occupational health and safety throughout its workforce. In 2023, a total of 15,810 training hours (equivalent to 9 FTE) were conducted through its 'Occupational Safety and Healthy Company' training programme.

This training:

- It consists of a catalogue containing 114 courses. Some of them enable the performance of particularly hazardous work, while the rest focus on other aspects related to the prevention of occupational risks.
- It aims to ensure that all Redeia personnel have the necessary training to perform their jobs safely.
- Besides, it directly impacts safety indicators, showing reductions compared to the previous year. Specifically, the accident severity index decreased from 0.06 in 2022 to 0 in 2024, and the accident frequency index decreased from 1.3 in 2022 to 1 in 2023.





Regulatory

Redeia ensures that individuals' professional development level meets the Company's needs.

It places special emphasis on each professional's responsibility for their own development and engages our leaders in improving the skills of their teams.

Through the Skills Model, the expected abilities and behaviours of Redeia's personnel are described and shared to make an organisation capable of facing the challenges of the strategic plan in a changing environment.

Development recommendations

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

• Internal Mobility Model:

The development of internal skills is one of the key factors in facing business challenges with a greater degree of success. Therefore, Redeia promotes mobility between areas as a critical element to accelerate the professional development and learning process, increasing versatility and employability to meet short- and medium-term business needs.

The management model for this has evolved to be more agile and efficient, considering both organisational needs and employees' professional development.

For this purpose, we have the Mobility Model. This model aims to enhance mobility as a key development tool that offers the opportunity for continuous learning and gaining a comprehensive company-wide perspective that cannot be obtained otherwise. This type of experiential learning is undoubtedly one of the best ways to acquire new knowledge and skills.



As a result of this commitment, in 2023, we achieved a 7.4% internal mobility rate within the Group.



We also consolidate international mobility as a development tool, which can operate under the following modalities:

- **Temporary stays.** These can occur between different Group companies and are seen as a developmental measure that provides a deeper understanding of the Company and new cultures. These stays have a maximum duration of 2 months and can be either **face-to-face** or **virtual**. They are applied in cases such as:
 - > **New hires** in positions involving greater interaction with other Redeia Group companies.
 - > **Talent differentiation:** a temporary stay can be proposed as a developmental action following the talent differentiation process.



- **International and society-specific vacancies.** In this case, they are managed like any internal vacancy. The employee can apply for them through **Impulsate/Internal Vacancies**. After the selection process, if ultimately chosen, they will start working in the destination society under local conditions and on an indefinite basis. In Impulsate, it is now possible to check all group-level vacancies (except for Hispasat).
- **Expatriation.** As part of international mobility, we continue to expatriate individuals from the Group to fill certain positions. Anyone interested can participate in these processes or be part of a reserve for the future.
- **Assignment to Transversal Projects**
This initiative allows employees to develop new skills and knowledge by participating in projects unrelated to their daily tasks, exposing them to new environments and ways of working.

Specific development programmes by groups:

- **Programme for managers.**

In 2021, the Sustainable People Management (SPM) model was established to support the achievement of the Group's strategic goals. This model, which introduces a new role—the Manager—aims to establish a homogeneous organisational model throughout the Group and offers new development opportunities for the community involved.

Starting in 2022 and continuing in 2023, Talent and Culture launched a programme to support managers. Its aim is to equip them with tools and skills to lead a team of professionals effectively, contribute directly to their development, and assume part of the people management processes while guiding them in achieving results through others.

This programme includes self-awareness activities, workshops for developing skills related to people management, communication, and self-leadership, networking





sessions, and group cohesion activities with a high impact on the organisation. Additionally, a specific communication channel has been developed, providing resources and essential tools for consolidating their role and its impact on their teams: the Manager Portal.

• **Programme for specialists in Demarcations (Gem3).**

In 2023, this programme was conducted with specialists from different areas, focusing on:

- Improving their key skills to facilitate their daily work.
- Providing a platform for sharing experiences and learnings.

• **Skills development actions to improve the climate:** We work with leaders on their development to address their need to create spaces where team cohesion is fostered playfully, learning differently, and improving team climate.

The objectives of the actions developed are:

- 1. Teams get to know each other in a different context from their daily routine, encouraging cohesion, integration, and motivation.
- 2. Foster active collaboration.
- 3. Define an action plan.



The Manager Portal provides resources and tools to strengthen their role and impact on their teams.





This is achieved by building trusting relationships, motivating individuals, fostering a sense of belonging to the Group, teamwork, appreciating others and their contributions, recognising diversity, and identifying the need for shared information among all.

To this end, the following training actions have been developed, in which 244 employees have participated for a total of 1358 hours of training, resulting in a 6% increase in the NPS evaluated in our climate surveys, rising from 43% to 49% promoters.

Training actions carried out:

- Cooking together
- Interpersonal communication and teamwork
- Creativity and innovation
- Scape Room
- 'I build cathedrals'
- **Personal development actions for individual positions.** In addition to all the previously described programmes, personalised

programmes have been designed and implemented to support certain roles in their duties. One such role is that of the Territorial Manager. Tools for developing skills related to communication, planning, and task prioritisation have been provided for this.

One of the guiding principles of all these initiatives is the ability to **measure their suitability to employees' real needs** and **evaluate their impact on daily contribution and performance.** Therefore, specific tools have been developed for this analysis: skills forms and satisfaction surveys.



2.5

The process of differentiating and segmenting individuals by their talent effectively separates the assessment of contribution from the process of evaluating and developing key skills. In both processes, **feedback** is a

crucial tool for employees to have multiple sources that help them understand the evolution of their contribution or skills.

2.5 Talent differentiation: linkage and recognition



The objectives of this process are to identify those individuals who bring differential value to the organisation and those who have the capabilities to increase that value in the future. Moreover, it aims to detect those individuals who are not adequately contributing to the organisation in order to make differential and equitable investment decisions based on people's talent and the influence that this investment can have on improving results.

Our process is carried out through a multidimensional evaluation using an objective setting for the management team and non-contractual staff and activity



management for non-managerial staff. In both cases, 360-degree feedback provided by supervisors, peers, and collaborators, as well as fostering agile conversations that allow continuous monitoring throughout the year on projects and obtaining feedback on their progress, and the contribution conversation that completes the annual formal exercise, allow evaluating the employee individually and through their contribution in the different work teams in which they can participate.

In 2023, other forms of emotional recognition were consolidated in addition to economic recognition, such as additional days off or participation in events or working groups that give visibility to the employee within the organisation.

As a result of the talent differentiation process, Individual Development Plans (IDPs) are deployed for employees' personal development and improvement. During 2023, 94 people joined the 182 from 2022 to work on defining their IDPs.



Variables of the talent differentiation model

Contribution

How the person adds value through their work and the fulfilment of their responsibilities for achieving the strategy and sustainability of the business.

Capabilities

The skills, knowledge, motivation, and values required to sustain and enhance contribution, distinguishing between those relevant to their current level and role and those pertinent to a higher level.



Personalised investment in groups with specific needs and in individuals opting for internal mobility, promotion, or leaving the organisation is linked to the Plans for the transmission and preservation of critical knowledge.

In 2023, Redeia strengthened the programme 'The Value of Your Experience' (EVE), aimed at experts to disseminate and transmit

their knowledge and experience, encourage debate and exchange of ideas. It also intends to create a network of contacts that generates new shared knowledge before they depart from the Company due to generational turnover.

100% of the professionals in this situation have embraced this programme.

2.6

2.6 Knowledge management



Redeia compensates employees in all countries where it operates according to the general principles of its remuneration model, which responds to common criteria of:

- Internal equity and external competitiveness.
- Consistency with the organisational and development model.
- Opportunity for salary progression.
- Differentiated recognition of outstanding contributions.

2.7 Compensation and Remuneration

2.7

All the above, taking into account the legislation applicable in each territory and ensuring equality and non-discrimination.

The goal of this remuneration model is to increase employee retention, motivation, and commitment and to help achieve the set objectives. It also ensures compliance with the group's strategy.

Redeia applies a model that includes both tangible and economic elements as well as intangible ones.

Performance-Based Variable Remuneration

36% of Redeia's staff is entitled to variable pay. This compensation programme is based on pre-established objective metrics and follows best practices in terms of setting objectives and the weighting associated with each of its categories, linking it to the



organisational level. Therefore, the entire executive team is included in the annual variable pay structure.

Redeia incorporates sustainability criteria when setting annual managerial targets. **Leadership objectives** are also integrated, linking the executive team's pay to Redeia's leadership framework.

Additionally, **long-term goals** are set, which are rewarded through various incentive schemes that serve the Company's strategic needs.

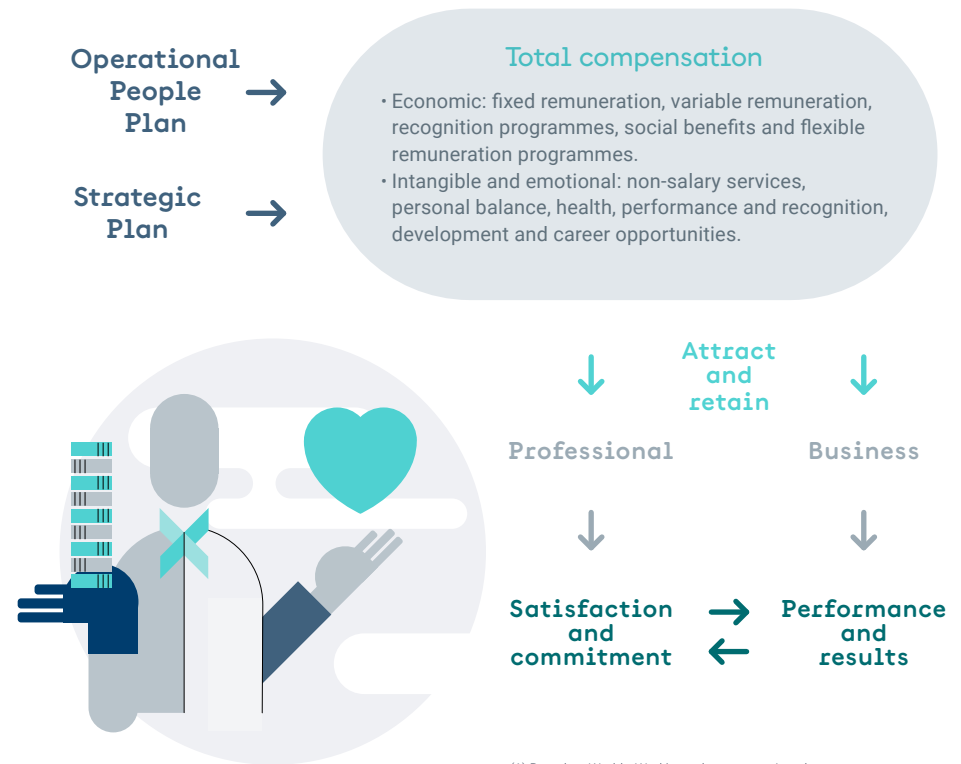
Redeia is committed to developing bespoke compensation programmes that reflect its operational focus, such as the Exceptional Investment Incentive Plan 2021-2025. This five-year initiative aims to reward the execution of specific actions considered critical for implementing the strategic plan.

Flexible Remuneration and Share Scheme

Redeia offers flexible compensation that allows for personalised configuration of professionals' compensation and optimisation of



Comprehensive compensation model ⁽¹⁾



(1) Based on WorldatWork's total compensation plan.



Redeia considers sustainability criteria when setting annual managerial targets and integrates leadership goals into its managerial team's remuneration.



employee salaries in Spain. Besides, it provides them with products such as health insurance, training, life insurance, transport cards, restaurant vouchers, childcare vouchers, and Redeia Corporación S.A. stock purchase programmes.

Recognition Programmes

As part of the talent differentiation process, Redeia acknowledges the contribution of all employees

through compensation processes that reward effort, responsibility, and commitment to the Company's annual activities and objectives.

Furthermore, there are specific recognition programmes in place that are tied to the development of innovative and efficient ideas, as well as revenue generation, with the aim of enhancing the participation of all professionals.

The criteria for these remuneration processes constantly guarantee that remuneration practices are non-discriminatory, eliminating any bias related to gender, age, origin, sexual orientation, gender identity, religion, and race, among others. Thus, it guarantees equality in the application of remuneration practices and policies.

In 2023, to increase pay transparency, various training sessions on remuneration matters were conducted for the organisation's leaders to reinforce their role as a key communication channel in the main people management processes.



Exceptional Measures to Combat Inflation

In light of the global inflationary situation, in 2023, Redeia implemented various measures to adapt to this context and improve its employees' wellbeing. As such, both inflation adjustments and non-consolidated extraordinary payments have been made for groups of employees particularly affected by inflation.

Pay Equity

Redeia rewards its professionals based on equity principles, reflecting the level of responsibility of the role and professional experience. The annual salary review processes are tailored to the individual's contribution over the year and the goals achieved, ensuring that decisions are never influenced by gender, age, origin, sexual orientation and identity, religion, or race. This approach guarantees the upholding of non-discriminatory remuneration practices and policies.

In line with market recommendations and best practices, Redeia comprehensively includes

all components of employee compensation in the calculation of average salaries and in assessing the gender pay gap.

The gross pay gap is presented as a percentage, representing the variance in average total remuneration between female and male employees relative to the average total remuneration of males. However, this fact accurately portrays Redeia's salary landscape, as it does not account for variables such as the level of responsibility, function in various roles, seniority, or the male-dominated nature of the sector, among other factors.

In a move to enhance pay transparency and to delve into gender pay disparities, Redeia introduced the adjusted pay gap



Pay gap figures for the year 2023

	2020	2021	2022	2023
Ratio of men's and women's average salary remuneration	91.04%	93.49%	91.89%	88.04%
Gross pay gap (%)	8.96%	6.51%	8.11%	11.96%
Adjusted pay gap (%)	4.85%	4.40%	5.10%	5.00%





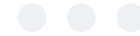
calculation in 2023. This initiative aims to know the causes of these differences since this calculation methodology allows for identifying them for a better analysis.

The methodology behind the adjusted pay gap is designed to scrutinise the root causes of gender pay disparities, enabling the identification of the necessary adjustments to be made to monitor and reduce it.

This involves a mathematical correlation analysis to pinpoint the internal variables most significantly affecting remuneration. The pay gap is then recalculated, discounting the influence of significant variables such as geographic location, level of responsibility, function across various roles, length of service, and so forth.

In 2024, Redeia will implement measures to sustain its dedication to narrowing the pay gap.

Since the enactment of Royal Decree 902/2020 on equal pay for women and men in 2020, the Company has maintained an annual remuneration register, accessible to the workers' legal representatives. This register has facilitated the introduction



of improvements, including the proactive management of systems to ensure the accurate updating of remuneration data and the continuous refinement of employee segmentation.

Organisational level

	Average salary for women (€)	Average salary for men (€)
Executive level (base salary)	170,924	163,303
Executive level (base salary + other cash incentives)	225,777	211,141
Managerial level (base salary)	100,181	110,712
Managerial level (other cash incentives)	119,397	132,914
Non-managerial level	45,527	49,319



Social Climate

In 2023, we began developing a pulse system that allows agile listening to employees' opinions on specific company issues. Pulse surveys were conducted on the hybrid work model, compensation processes, and the overall climate.

The latter was launched at the end of the year, with 82% participation from across the organisation. Its goal was to gather information on the level of satisfaction with the improvements made within the Company, how these have influenced staff commitment, and the degree of wellbeing generated by these measures.

2.8 Social Climate and Internal Communication

2.8



Additionally, we highlight the Net Promoter Score (NPS), which represents a 6% increase compared to the 2021 exercise, rising from 43% to 49% promoters.

This improvement in score between the two climate exercises is directly related, among other factors, to the different training initiatives undertaken, as seen in the Learning/ Development section.

The objectives of the actions are to identify skills and team context that can be improved and to create environments where necessary aspects are worked on through group dynamics to enhance this aspect.

Internal Communication

Among various internal channels, a collaborative intranet named NuestraRED stands out. It offers the most relevant company news and users shortcuts to applications, spaces, and tools designed to drive innovation and agility within the organisation. Thus, it became a useful, simple, and accessible tool



We achieved an 86% overall satisfaction rating in the 2023 Climate Pulse.



that supports all employees on the path of cultural transformation.

It is worth noting that in 2023, the occupational risk prevention campaign **Así de Fácil. Gestos que marcan la diferencia** (It's That Easy. Gestures that Make a Difference) won the award

for best practices in Internal Communication, granted by the Internal Communication and Corporate Identity Observatory created by ATREVIA, IE Business School, and Capital Humano Magazine.

Percentage of people who viewed the aspects evaluated in the 2023 climate pulse favourably

Overall satisfaction (motivation to contribute more than required / pride in working for my company / provision of necessary resources to perform work effectively / barriers to doing things right/collaborative environment / sense of personal accomplishment through my work).	86
Purpose / I believe my work has a clear purpose.	86
Sustainable Commitment	80
Work environment / I feel happy at work most of the time.	76
Wellbeing (I feel overwhelmed at work most of the time / I consider my level of wellbeing in the Company).	51

• Introduction

1 Cultural Transformation

2 Talent at Redeia

3 Key Indicators

Key Indicators

3



Main Indicators

	2021	2022	2023
Women (%)	26.7	27.9	28.9
Men (%)	73.3	72.1	71.1
Women in managerial positions (%)	34.1	35.3	36.2
People with some type of disability (%)	0.9	0.9	1.0
Creation of net employment (No. of job positions)	66	70	57
Average age	45.9	45.3	45.0
Average length of service (years)	15.8	14.5	14.3
Total turnover (%) (1)	4.9	6.0	6.6
Permanent contracts (%)	98.6	99.2	98.7

Scope of data for 2021 and 2022 Redeia.

(1) Total turnover: Total departures / Active workforce Data reported in terms of headcount and at the end of the financial year. / **ESRS S1-6 p. 50 (d) i.** / **ESRS S1-6 p. 50 (d) ii**

Information on employees and other workers

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent employees (no.)	1,532	555	2,087	1,734	667	2,401	1,744	701	2,444
Temporary employees (no.)	20	10	30	12	7	19	18	14	32
Permanent hiring (%)	98.7	98.2	98.6	99.3	99.0	99.2	99.0	98.0	98.7
Part-time contracts (no.)	0	0	0	0	0	0	0	0	0
Non-employee workers (no.) (1)	3	3	6	11	2	13	7	3	10
Interns (no.) (1)	7	4	11	22	19	41	11	40	51

(1) These workers, entirely sourced from Temporary Employment Agencies, are hired exclusively to ensure coverage for temporary assignments to projects, maternity/paternity leave, and long-term temporary incapacity situations. These figures are reported in terms of headcount and at the end of the financial year. Moreover, these workers are not included in the workforce count as they are not employees of Redeia. Only the figures for the companies are considered for the calculation. / **ESRS S1-7 p. 53** / **ESRS S1-7 p. 55 (b) 1.** / **ESRS S1-7 p. 55 (b) 11** / **ESRS S1-7 p. 55 (c)**

Workforce distribution by gender, age, and professional category / %

	2021						2022						2023					
	Under 30 years		30 to 50 years		Over 50 years		Under 30 years		30 to 50 years		Over 50 years		Under 30 years		30 to 50 years		Over 50 years	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Management Team (%)	0.0	0.0	58.8	41.2	73.4	26.6	0.0	0.0	56.1	43.9	74.4	25.6	0.0	0.0	55.2	44.8	73.7	26.3
Technicians (%)	55.6	44.4	76.5	23.5	84.1	15.9	60.7	39.3	76.6	23.4	82.1	17.9	61.7	38.3	75.1	24.9	81.0	19.0
Administrative personnel (%)	70.0	30.0	20.5	79.5	27.5	72.5	34.5	65.5	37.7	62.3	30.9	69.1	35.7	64.3	31.3	68.7	30.5	69.5
Total (%)	57.0	43.0	73.6	26.4	75.2	24.8	55.5	44.5	72.6	27.4	74.5	25.5	57.7	42.3	71.4	28.6	74.2	25.8

Workforce distribution by generation and gender / %

	2021		2022		2023	
	Men	Women	Men	Women	Men	Women
Traditionalists (<i>born until 1955</i>)	90.7	9.3	60.0	40.0	100.0	00.0
Baby Boomers (<i>born from 1956 to 1970</i>)	96.5	3.5	75.7	24.3	75.0	25.0
Generation X (<i>born from 1971 to 1981</i>)	74.8	25.2	73.6	26.4	73.1	26.9
Generation Y (<i>born from 1982 to 1992</i>)	55.6	44.4	71.3	28.7	69.9	30.1
Generation Z (<i>born from 1993 and up to legal working age</i>)	79.3	20.7	57.1	42.9	59.2	40.8
Total	64.3	35.7	72.1	27.9	71.1	28.9

Workforce distribution by type of business and gender / %

	2021		2022		2023	
	Men	Women	Men	Women	Men	Women
Corporate Services	47.6	52.4	46.4	53.6	46.3	53.7
Electrical items	81.6	18.4	81.4	18.6	80.4	19.6
International	75.2	24.8	72.9	27.1	74.6	25.4
Technological	77.8	22.2	70.6	29.4	69.6	30.4
Telecommunications	70.5	29.5	68.7	31.3	67.8	32.2
Total	73.3	26.7	72.1	27.9	71.1	28.9

Workforce distribution by nationality and gender / %

	2022		2023	
	Men	Women	Men	Women
Spanish	73.3	26.7	72.0	28.0
Colombian	65.3	34.7	61.7	38.3
Peruvian	71.8	28.2	72.3	27.7
Brazilian	61.8	38.2	61.8	38.2
Other	67.7	32.3	71.1	28.9
Total	72.1	27.9	71.1	28.9

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

Average length of service by region, type of business, and gender / Years

	2021						2022						2023					
	Europe		America		Africa		Europe		America		Africa		Europe		America		Africa	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Corporate Services	18.2	17.7	NA	NA	NA	NA	16.7	16.1	NA	NA	NA	NA	16.2	15.3	NA	NA	NA	NA
Electrical items	18.7	17.0	NA	NA	NA	NA	17.7	16.2	NA	NA	NA	NA	17.9	15.9	NA	NA	NA	NA
International	NA	NA	7.0	6.0	NA	NA	11.5	NA	6.4	4.9	NA	NA	NA	NA	6.5	4.4	NA	NA
Technological	9.9	6.0	NA	NA	NA	NA	10.8	8.8	NA	NA	NA	NA	11.3	8.1	NA	NA	NA	NA
Telecommunications	15.8	15.4	6.7	5.9	NA	NA	12.9	10.7	4.8	4.9	4.0	NA	11.9	10.0	4.8	4.5	NA	NA
Total (%)	18.2	17.0	6.9	5.9	NA	NA	16.9	15.2	5.3	4.9	4.0	NA	16.8	14.6	5.3	4.5	NA	NA

NA: Not Applicable. There is no workforce associated with that business type and region.

Total number of employees broken down by age group, gender

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Under 30 years old	57	43	100	81	65	146	105	77	182
30 to 50 years	989	355	1,344	1,113	420	1,533	1,149	461	1,610
Over 50 years old	506	167	673	552	189	741	508	177	685
Total	1,552	565	2,117	1,746	674	2,420	1,762	715	2,477

New hires by age group, gender

	2021						2022						2023					
	Number of hires			Hire rate			Number of hires			Hire rate			Number of hires			Hire rate		
	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T
Under 30 years old	11	1	22	19.3%	25.6%	22.0%	34	18	52	42.0%	27.7%	35.6%	46	32	78	43.8	41.6	42.9
30 to 50 years	48	18	64	4.7%	5.1%	4.8%	102	55	157	9.2%	13.1%	10.2%	76	44	120	6.6	9.5	7.5
Over 50 years old	4	5	9	0.8%	3.0%	1.3%	13	6	19	2.4%	3.2%	2.6%	5	7	12	1.0	4.0	1.8
Total recruitment	61	34	95	3.9%	6.0%	4.5%	149	79	228	8.5%	11.7%	9.4%	127	83	210	7.2	11.6	8.5

Employee turnover by age group, gender

	2021				2022				2023			
	Number of departures		Turnover rate (%)		Number of departures		Turnover rate (%)		Number of departures		Turnover rate (%)	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Under 30 years old	4	8	7.0	18.6	14	5	17.3	7.7	16	10	15.2	13.0
30 to 50 years	25	18	2.4	5.4	45	30	4.0	7.1	53	29	4.6	6.3
Over 50 years old	41	6	8.1	3.6	38	13	6.9	6.9	42	13	8.3	7.3
Total turnover (1)	70	32	4.4	5.8	97	48	5.6	7.2	111	52	6.3	7.3

(1) Total turnover: Total departures / Active workforce

Average training hours by professional category and gender

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management Team	74	87	78	96	109	100	63	68	65
Technicians	71	51	66	32	33	32	37	35	36
Administrative personnel	43	26	31	27	20	22	30	19	23
Total	70	50	65	36	37	36	38	35	37

Average training hours by nationality and gender

	2022			2023		
	Men	Women	Total	Men	Women	Total
Spanish	35	41	37	38	35	37
Colombian	21	12	18	22	16	20
Peruvian	63	46	58	61	57	60
Brazilian	67	49	60	67	59	64
Other	33	22	29	22	22	22
Total	36	37	36	38	35	37

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

Average training hours by type of business and gender

	2022			2023		
	Men	Women	Total	Men	Women	Total
Corporate Services	47	38	42	33	31	32
Electrical items	34	40	35	40	40	40
International	61	54	59	78	64	74
Technological	51	105	67	47	64	52
Telecommunications	31	28	30	28	25	27
Total	36	37	36	38	35	37

Note: The Company has not had this information for years before 2022.

Average training hours by generation and gender

	2022			2023		
	Men	Women	Total	Men	Women	Total
Baby Boomers (<i>born from 1956 to 1970</i>)	30	31	30	26	14	23
Generation X (<i>born from 1971 to 1981</i>)	36	40	37	37	33	36
Generation Y (<i>born from 1982 to 1992</i>)	39	39	39	44	36	41
Generation Z (<i>born from 1993 and up to legal working age</i>)	49	37	44	58	60	59
Traditionalists (<i>born until 1955</i>)	2	0	1	9	0	9
Total	36	37	36	38	35	37

Note: The Company has not had this information for years before 2022.

Employees whose performance and professional development are regularly reviewed / %

	2021		2022		2023	
	Men	Women	Men	Women	Men	Women
Employees with performance evaluation (%)	97	97	95	93	97	96

Breakdown of new hires by category and nationality / n°

Professional category	New hires
Managers	3
Support staff	24
Technicians	183
Total	210

Nationality	New hires
German	3
Argentinian	1
Bolivian	1
Brazilian	5
Chilean	9
Colombian	30
Ecuadorian	1
Spanish	133
French	1
Greek	2
Mexican	6
Peruvian	15
Russian	1
Salvadoran	1
Venezuelan	1
Total	210

Distribution of staff belonging to Management Team by nationality and gender / %

Nationality	Men	Women
Brazilian	100%	-
Colombian	100%	-
Spanish	61.9%	38.1%
Peruvian	100%	-
Others	100%	-
Total	63.8%	36.2%

Percentage of turnover by nationality and professional category / %

Professional category	Rotation percentage
Managers	3.1%
Support staff	19.1%
Technicians	5.6%
Total	6.6%

Nationality	Rotation percentage
German	21.1%
Bolivian	50.0%
Brazilian	10.9%
British	33.3%
Chilean	13.2%
Colombian	21.3%
Ecuadorian	20.0%
Spanish	4.1%
Greek	200.0%
Mexican	39.3%
Peruvian	10.2%
Venezuelan	28.6%
Total	6.6%

Distribution of Management Team by nationality / %

Nationality	%
Spanish	95%
Peruvian	1.8%
Brazilian	0.6%
Colombian	0.6%
German	0.0%
Other	2.0%
Total	100%

Rotation by level in Management Team / %

Top Management	11.10%
Senior Management	4.00%
Middle Management (junior management)	2.30%
Total	3.10%

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