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TALENT
MANAGEMENT
REPORT



RED
ELÉCTRICA
CORPORACIÓN

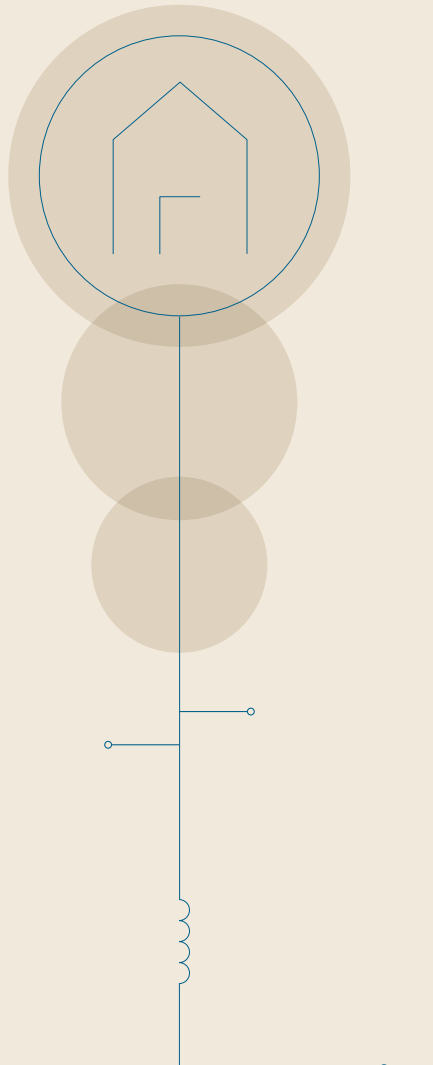


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Introduction



We are immersed in a context of transformation in which innovation in **talent management** constitutes a fundamental axis to achieve the success of the Company and the satisfaction of its employees.

The emergence of new information technologies and new collaborative working environments are just a few of the main trends modifying the way we work and how we communicate.

Investing in the talent of our employees will allow us to continue growing and developing new projects for the future. From the Human Resources Area, we implement people management strategies, aligned with business challenges, which facilitate the



The Talent Management Model, aligned with the Company's strategy, harmonises the training & development and the knowledge management systems and pursues excellence in its processes to keep the Company at the forefront both nationally and internationally.



The Training and Development Plan combines the planning and implementation of professional development programmes and training actions, facilitating the achievement of the objectives of the organisation and those of the people that comprise it, with a special emphasis on the promotion of innovation and leadership.

development of potential and professional capabilities.

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

This Training & Development Plan has been drafted under the Talent Management Model framework and brings together the planning and the implementation of development programmes and training actions, which

will promote the achievement of the organisation's goals and those of the people involved.

The Plan is particularly focused on **driving innovation and the role of leadership**. Nowadays, more than ever, the role of a flexible and agile leader is essential in order to promote and support collaborative learning, encourage knowledge sharing and undertakes commitments regarding the evolution of its teams, by fostering **mobility** and **knowledge management** within the organisation.

The Plan also focuses on physical, psychological and social well-being, as part of a Healthy Workplace Model. The Group needs to make the adequate tools and knowledge available that facilitate a healthy and safe

work environment, and which make it easier for each employee to embody best practices in this field.

Within the framework of the Talent Management Model, the management of training has evolved towards that of a corporate university model, the **Red Eléctrica Group Campus**.

The Campus represents a platform that enables the deployment of the Group's strategy, its values and culture in order to facilitate the achievement of business goals; and acts as a meeting point, promoting learning and knowledge management.

Additionally, new facilities, equipped with modern technological equipment and collaborative spaces, have been completed and are already being used for providing corporate learning and training actions.

2017 has been a year of achievements, with the consolidation of projects and the start of innovative initiatives. Next year constitutes a new challenge in which we will continue to promote the talent of our employees, combining our efforts and enthusiasm, not only to safeguard our position as a benchmark in this field, but also to guarantee the service the Red Eléctrica Group provides to society.





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TALENT MANAGEMENT MODEL



Talent Management Model

The Talent Management Model

is aligned with the Group's strategic plan and its Human Resources Master Plan. Said model pursues a systemic approach to all processes involved in talent management, facilitating an interconnected management of the said processes for the duration of the employee's life-cycle within the organisation.

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

WHAT IS TALENT?

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

WHO MANAGES TALENT?

Although much of the responsibility falls on the shoulders of the Talent Management Area, it is not the only factor necessary for the adequate development of Talent. The leader and the professional are also necessary factors for the learning and professional growth process to be successful. Thus, the model starts from the principle of co-responsibility.

- The employee: is responsible for their own learning and professional growth. They must fully commit and show a positive attitude towards self-development.
- The leader: is the facilitator and is committed to the learning and development of his/her employees.

TALENT

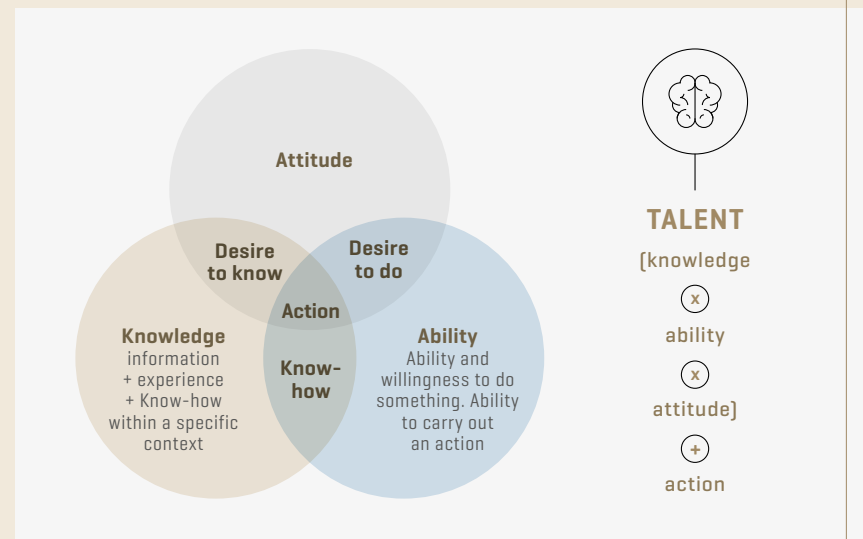




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• The Talent Management Area: guarantors of the Talent Management Model, provides support in the management of learning and professional development.

Talent Management will support the person for the duration of the employee's life-cycle within the organisation.

WHAT ELEMENTS ARE IN PLACE TO MANAGE TALENT?

Talent Management includes a set of processes designed to incorporate new employees who add value to the Company, in addition to developing and retaining the human capital that exists within the company. Therefore, Talent Management includes the employment process (recruitment,

selection, internal mobility), training (skills development and technical training), development (programmes for professional growth), the performance appraisal process and other measurement processes that will enable continuous improvement to be refocused and promoted.

Also, Knowledge Management and the Leadership Model are taken into account. These elements, key for Talent Management, make the transfer of key knowledge within the Company easier and encourage the involvement of leaders to achieve a greater commitment and development of our employees.

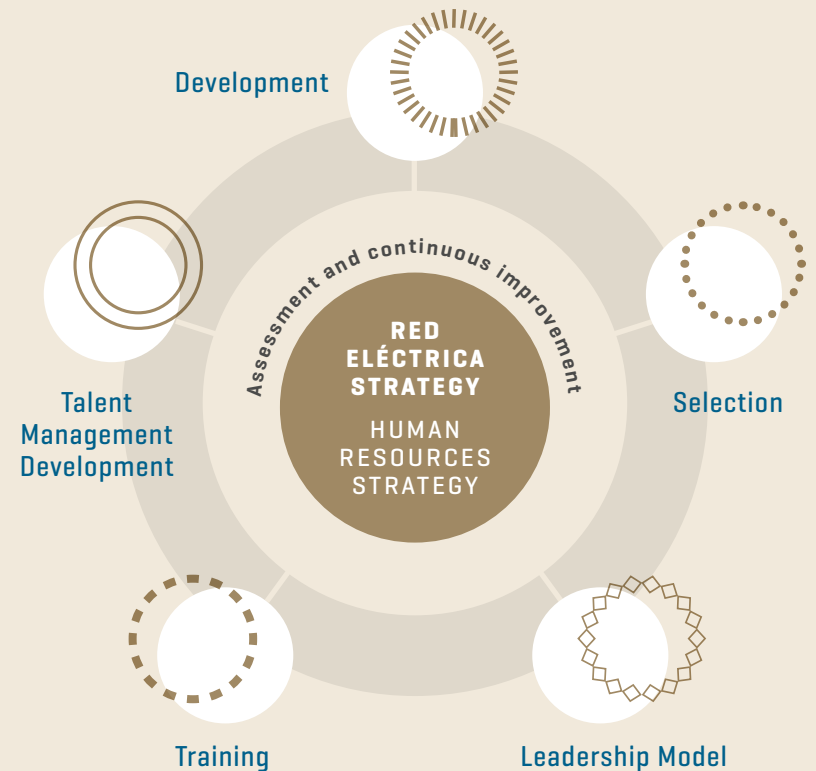
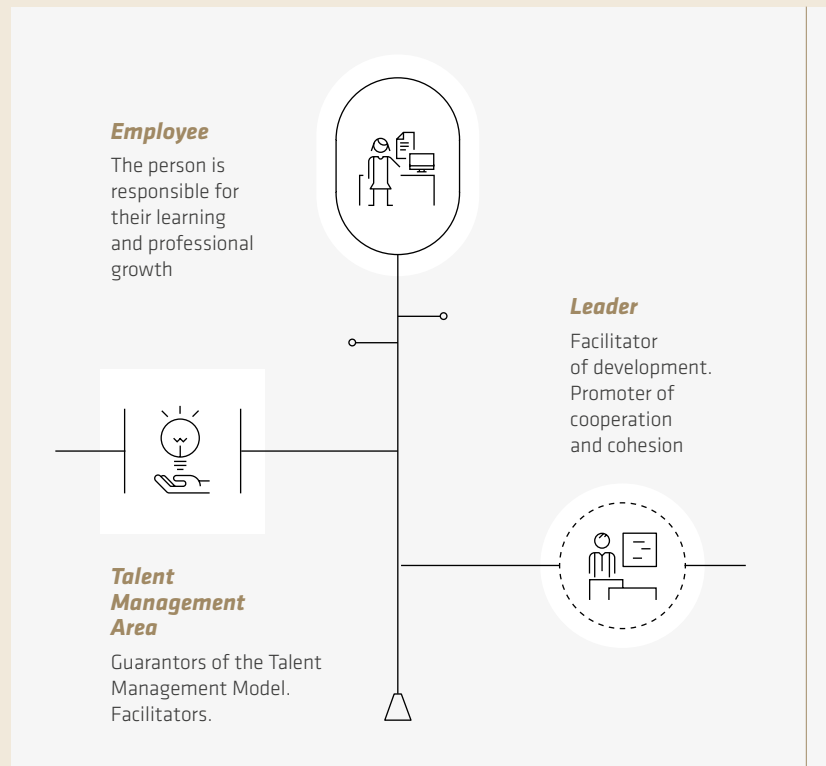




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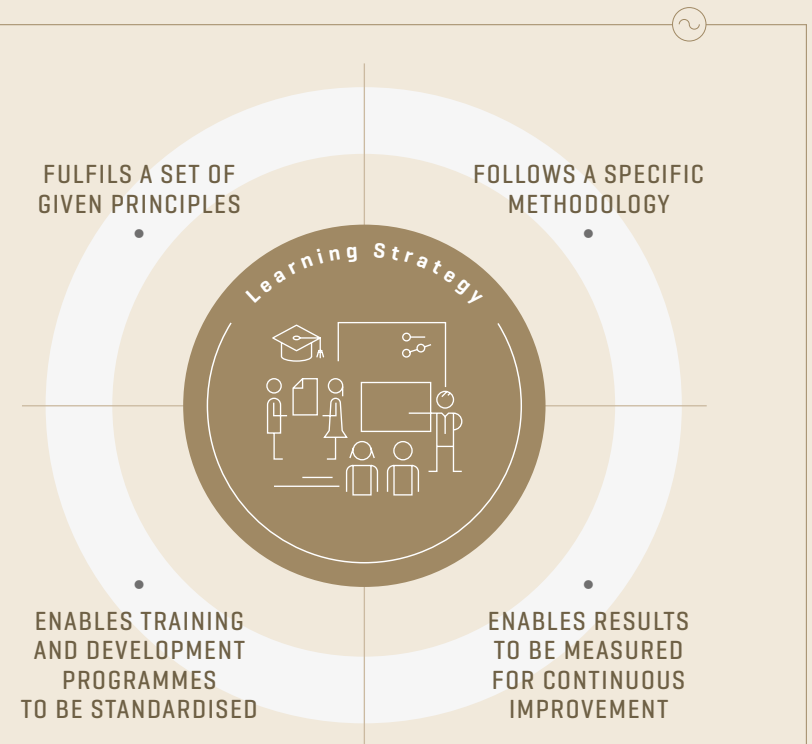
Learning Strategy

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

A Learning Strategy represents the learning style of the Company, thus establishing the features that identify it and the distinguishing elements with regard to other organisations.

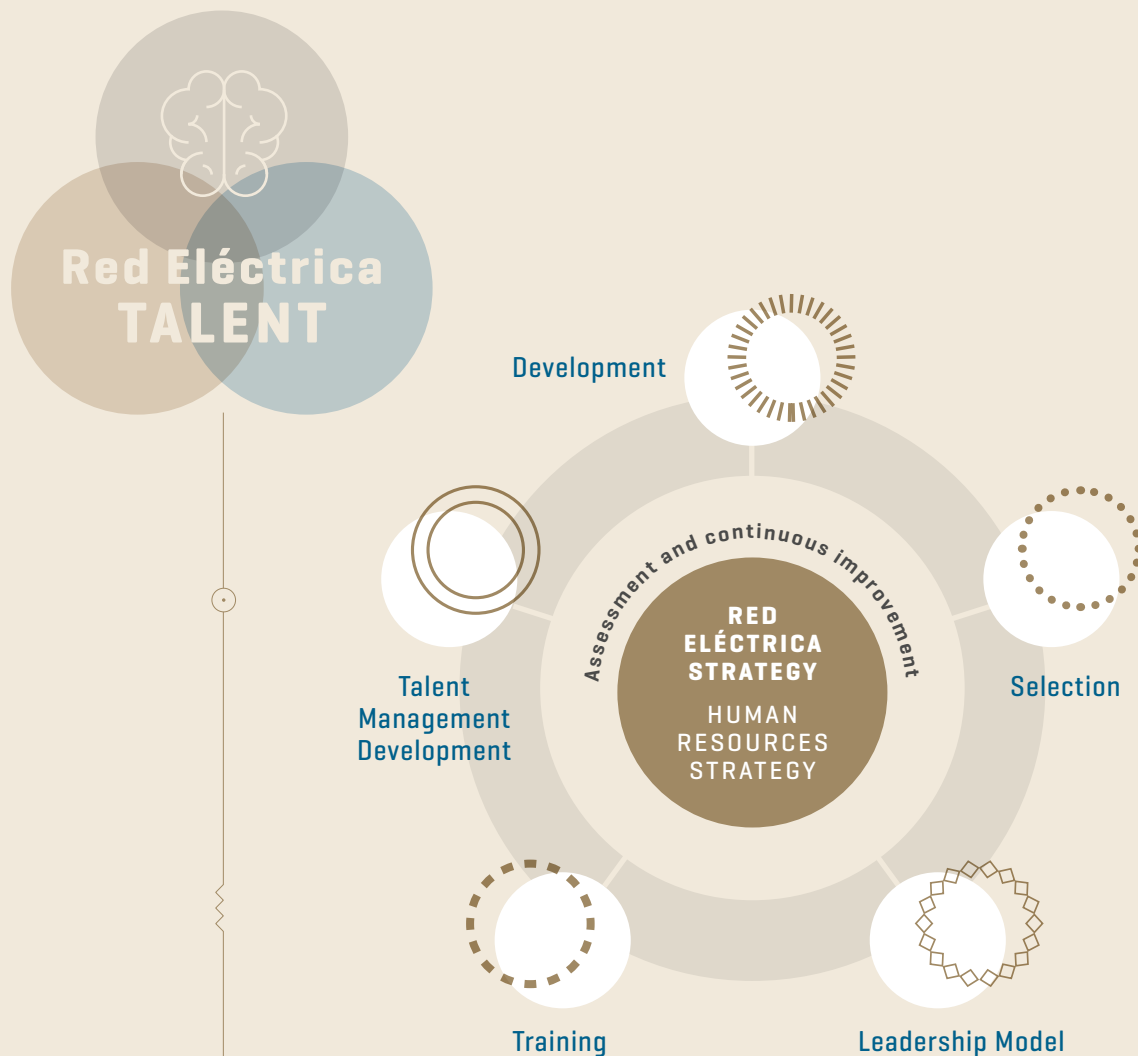


In order to ensure the success of such programmes, we have created a Learning Strategy.





ELEMENTS THAT RED ELÉCTRICA HAS AVAILABLE TO MANAGE TALENT



Training and development programmes

CapaciTa Programme

Dual FP Programme – Advanced Qualification for Power Station Technicians

Thabla Programme

AseguraT Programme

NaTura Programme

CapaciTa Competencies Programme

Training on Sustainability

Training on Work-life Balance

Training on Criminal Risks

Training on Equality

Training on Quality

InTegra Programme

Pool of ExperTs Programme

Enlace Programme

Mobility Programme

Pool of PoTential Programme

LideraT Programme

PracTica Programme

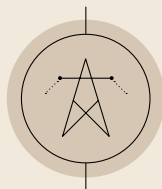
The Learning Strategy is a key element in our Talent Management Model and it defines the professional learning framework for our workforce.

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

LEARNING PRINCIPLES

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

LEARNING principles



SELF-DEVELOPMENT

EXCELLENCE

EMPLOYABILITY

LEADER INVOLVEMENT

INNOVATION AND CONTINUOUS IMPROVEMENT

- Self-development: promotion of actions that encourage the employees themselves to assume the responsibility for their own learning and to be both accountable and committed.

- Leader involvement: Fosters the role of leader as a facilitator and driver of the learning process. Key figure within the model. As a key figure in the model, the leader shall help their teams in the professional development of the training actions.

- Excellence: optimisation of resources and improvement in the quality of the training. Measuring and monitoring of actions.

- Innovation and continuous improvement: differentiated training and search for new resources.

- Employability: targeted and specialised training that may be

transferable to the employee's job role as well as it being both versatile and cross-cutting in nature.

METHODOLOGY

The Learning Strategy follows the 70-20-10 methodology. (Michael M.

Lombardo and Robert W. Eichinger), based on:

- 70% of job-related learning.
- 20% is learning acquired during interactions with others.
- 10% is formal learning events.

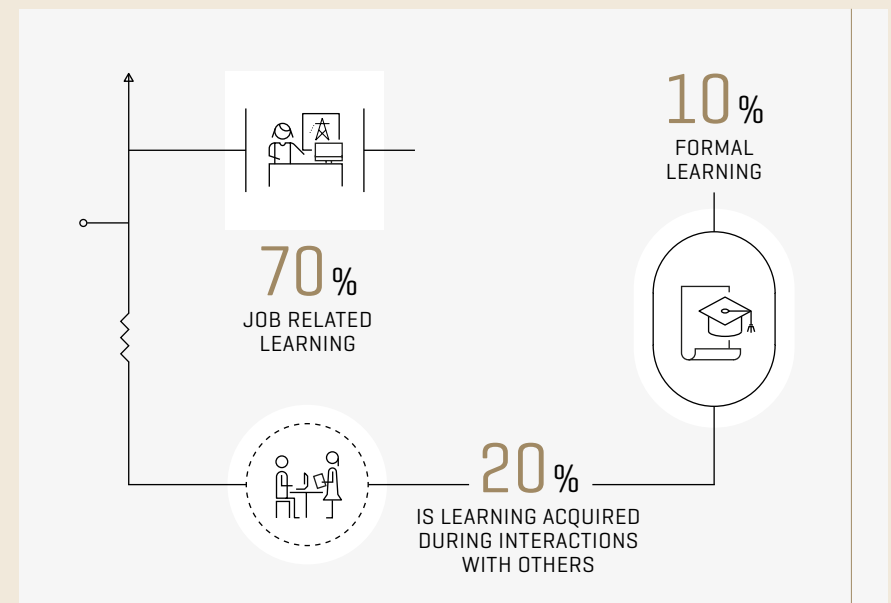




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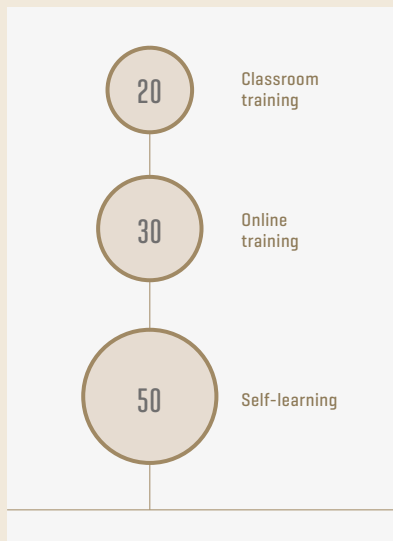
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The Learning Strategy acts as a benchmark for the design of our training and professional development programmes.

In order to develop formal learning, the future trend within the aforementioned '10% of formal learning' may be broken down as follows:

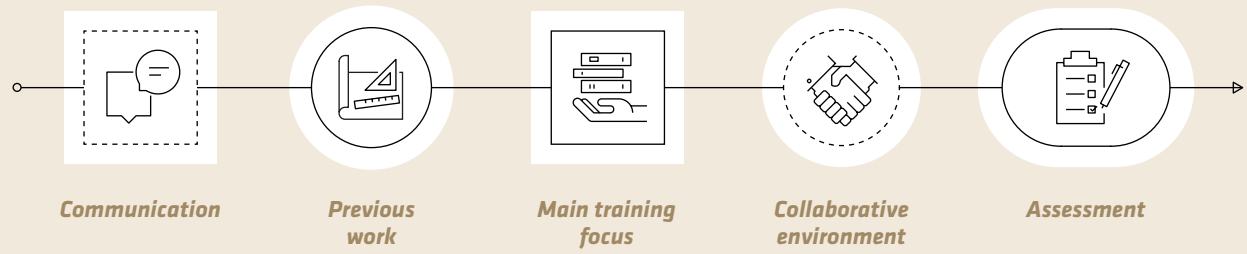


STANDARDISING LEARNING

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



COMMON STRUCTURE



The Typical Roadmap consists of the following phases:

- Initial communication of the Programme to participants.
- All training programmes will require prior work to be done by the participants.

- The main focus of the programme is that which explores the defined knowledge in depth or promotes the development of the skills and competencies that are the goal of the programme.

- All programmes will have a collaborative environment.

- Measurement of the satisfaction results of the training, knowledge acquisition, skills transfer to the workplace and even the ROI in certain programmes.



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Measuring for continuous improvement

During 2017, the Training Evaluation System was consolidated whereby allowing the training given to be assessed and enabling the return on investment (ROI) to be calculated.

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

Initially, taking the 'planning block' as a starting point (see diagram below), the business units and the Talent Management Area become involved, in order to determine the training needs and establish a yearly training plan.





The Training Evaluation System incorporates an ROI estimate which in 2017 reached a value of 25% regarding the return on investment in training.

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

Once the training plan has been established, each training programme will go through the 'efficiency block' [see diagram on previous page], consisting of:

- a first level of satisfaction [Satisfaction Perspective], in order to gather the trainees' feedback from the training, through a Satisfaction questionnaire,
- a second level of real knowledge [Real Knowledge Perspective], consisting of one test before and

another after the training, in order to check the level of knowledge increase after the training, and

- a third level of impact [Impact Perspective], aimed at determining how this knowledge is used in the trainees' day-to-day work, by means of an Impact questionnaire.

These three assessment levels confirm the training's efficiency and once these are quantified, they give way to the following block, a fourth level, called 'Training ROI'.

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

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

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

The ROI estimates for 2017 have shown a progressive positive trend that at year-end stood at 25%.





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CAMPUS
DEL GRUPO RED ELÉCTRICA

OUR CORPORATE UNIVERSITY
MODEL - RED ELÉCTRICA GROUP
CAMPUS. TRANSFORMING THE
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Red Eléctrica Group Campus - Our Corporate University model. Transforming the way we manage training

Red Eléctrica Group Campus is the natural evolution of our training management towards a new corporate university model. This new Campus represents a major advance with regard to the previous internal training centres established in the Company since 2004, as training will now move from a mainly technical approach to a more comprehensive approach.

A prior diagnostic study of the situation was carried out for the

RED ELÉCTRICA GROUP CAMPUS - GUIDING PRINCIPLES

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



design of the Campus, using the Corporate Learning Improvement Process [CLIP] accreditation tool of the European Foundation for Management Development [EFMD]. The results from the initial diagnostic have allowed the development of the desired framework and the drafting of an action plan which began in 2017.

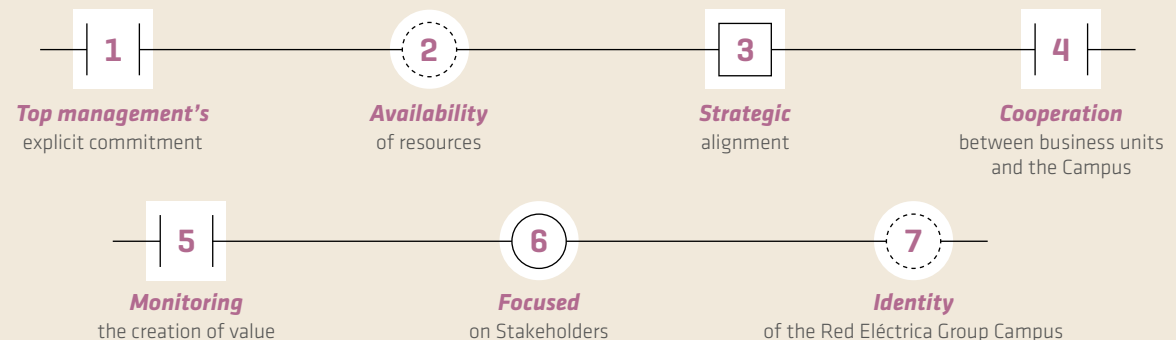
MISSION OF THE CAMPUS

A platform for the deployment of the Red Eléctrica Group's strategy, values and culture that will allow business goals to be achieved, acting as a meeting space and facilitator of learning, as well as for sharing knowledge obtained from its stakeholders.

VISION OF THE CAMPUS

To become a global reference in talent management through the development of the potential of our employees, as well as to become the best strategic business partner for academic and business institutions, both nationally and internationally.

RED ELÉCTRICA GROUP CAMPUS - SUCCESS FACTORS





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

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

Additionally, a Communication Plan has been drafted to support both the implementation and the development of the Red Eléctrica Group Campus which makes it possible to:

- Convey the vision and mission of the Red Eléctrica Group 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 it offers.
- Establish a channel that guarantees ongoing communication.

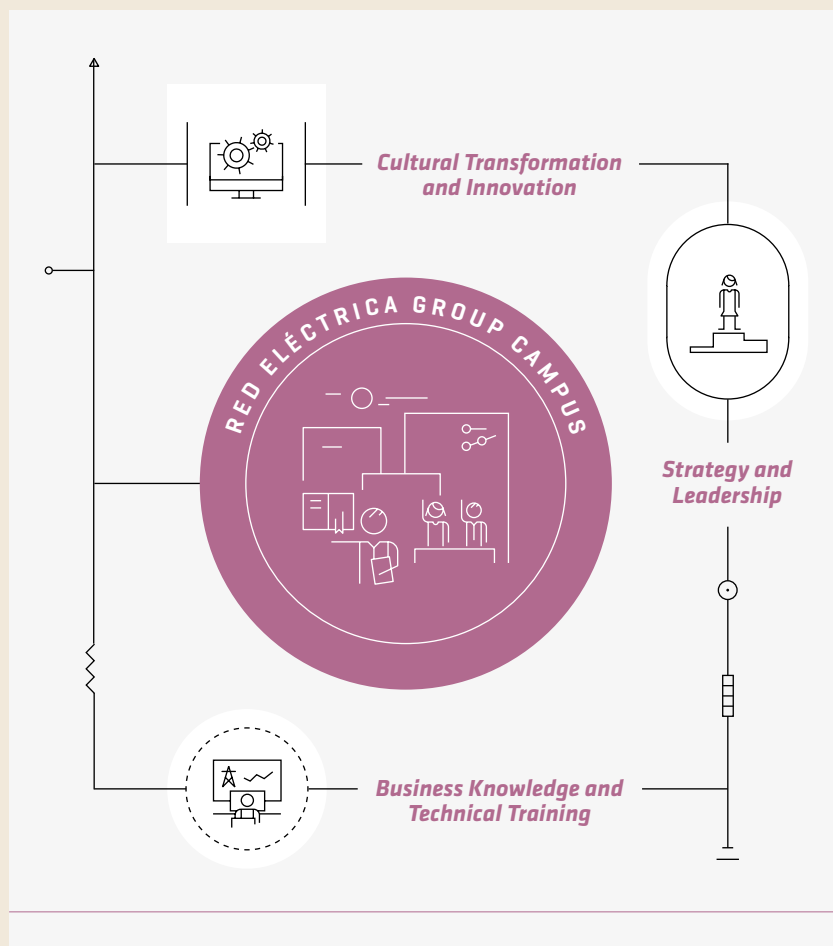
Red Eléctrica Group Campus will be a comprehensive support tool to implement the Company's strategy, moving beyond technical knowledge, and to facilitate, within the Talent Management Model, the achievement of the business goals, through learning and knowledge management.

NEW FACILITIES DESTINED FOR TRAINING, DEVELOPMENT AND LEARNING

In 2016, a new building was completed, in the town of Tres Cantos. The new building includes state-of-the-art facilities and additional spaces that will improve those resources currently available.

One of the key elements in this Communication Plan has been the definition of a motto that represents the Red Eléctrica Group Campus.

- Two 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.



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





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

- Transmission Workshop-Classroom, hosting the equipment related to practical training in high-voltage technology (transformers, equipment models, SF₆ gas handling, 66 kV substation bays, etc.) and training in occupational health and safety (low voltage electricity risk, handling of heavy cargo, etc.).

- Remote Learning is available in all classrooms: This method is best suited to those situations where standard training is less feasible due to the training topics covered and the wide-geographical dispersion of students. This option eliminates the expenses related to travel, accommodation and meals as they are not necessary for students receiving this type of remote learning.

- Training and Development classrooms.

- Meeting spaces that foster collaboration and innovation.

- State-of-the-art technology: screens, monitors and technological training tools that ensure our 'Paperless' policy.

The Red Eléctrica Group also has two further certified training centres created for the purpose of certifying SF₆ Gas handling. These centres are located in the San Sebastián de los Reyes and Vitoria substations. They have a classroom to teach theory and one for the practical element, there is a workshop equipped with all the necessary equipment to handle the gas both in Air-Insulated [AIS] and Gas-Insulated [GIS] substations, in addition to equipment to measure gas quality.

TRAINING STAFF: A TEAM OF EXPERTS

Red Eléctrica's Talent Management Model encourages individual development, as well as the acquisition and transmission of knowledge. Thus, a considerable number of Knowledge Forums and training actions are delivered by the Company's internal experts.



In 2017, a 'Pool' of Experts was launched which will enable the network of internal experts to be increased thus facilitating the transfer of knowledge.

- Identification of the people within the Company who would be a source of expert knowledge.
- Recycling and updating of the knowledge taught, and materials used, to adapt them to the specific needs of the Company.

- Exchange of knowledge among employees.

- Harmonisation of training.

- Ensuring the dissemination, up-keeping and evolution of internal knowledge.

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



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

HOW IS THE PLAN DESIGNED?

The Plan combines the planning and implementation of training actions that are geared towards development, which will encourage employees to improve their training, thus helping to achieve business goals in addition to meeting the growth needs of all employees.

In order to design the Plan, the Talent Management Area works on the following phases aligned with

the strategy of the Group and that of the Human Resources area:

STRATEGY OF THE RED ELÉCTRICA GROUP / HUMAN RESOURCES STRATEGY



Comprehensive assessment of the plan

- Satisfaction and impact assessment.
- Reports and activity assessment.
- Follow-up communication in Talent Panels. [1]



Needs analysis

Sources for the identification of needs:

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



Implementation

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



Design of the Training Plan

- Definition of contents.
- Awarding of offers [Outsourcing].
- Selection of Teachers.
- Methodologies.
- Programming.
- Financial budget.

[1] The Talent Panel is a validation and consensus body which contributes to providing greater rigour, objectivity and transparency to all processes related to the Talent Management of Employee: training, professional development, performance appraisal and mobility.



The Training and Development Plan combines the planning and implementation of training actions that will help boost the training of our professionals, thus facilitating the achievement of our business objectives.

OBJECTIVES OF THE PLAN

The Training and Development Plan aims to:

- Foster the professional development of employees by means of programmes that promote the technical and generic competencies defined by the Company.
- Support employees in the performance of their duties, paying particular attention to the needs that help new recruits integrate into the Company, as well as needs arising from functional changes which make it necessary to define specific training actions.
- Offer innovative training and development alternatives that promote excellence and continuous improvement, in line with the Company's strategy.

- Respond to the needs of the business units, whether planned or unplanned, or those derived from innovation and which require a proactive response on behalf of the Talent Management Area.
- Further develop the skills and abilities of the managerial team and employees belonging to high potential groups, establishing behaviours and styles fostering efficient management and following the guidelines defined by the Leadership Model of the Company.
- Facilitate the Occupational Health and Safety training required so that people are able to perform their duties in a safe manner.

METHODOLOGY

Each training action has a specific methodology defined, taking into account the Learning Strategy set out in the Global Talent Model.

In order to determine the most appropriate methodologies for the teaching of course contents, both the goal pursued by each activity and the target group must be taken into account.

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

VIRTUAL TRAINING: COMMITMENT TO NEW TECHNOLOGIES

We are fully committed to increasing the use of virtual training with the goal of providing employees with alternative

methodologies that enhance self-development and collaborative experiences.

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

The Talent Management Department is supporting the use of virtual tools as one of the most relevant resources that will not only encompass theoretical concepts, but that will be accessible to all and can be shared throughout the organisation. A wide-ranging catalogue of virtual training has been established through Aul@REE.



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

- Construction and maintenance of high-voltage electricity infrastructure.
- C05 High-voltage electricity risk and management of scheduled outages.
- C06 Prevention management.
- C07 Works at height [basic].
- C10 Driving off-road vehicles [basic].
- C11 Fire-fighting [basic].
- C12 First aid [basic].
- C18 Work in offices.
- C19 Efficient and safe driving of passenger cars [basic].
- C21 Works in confined spaces [basic].
- Some applications, such as SIGIMAN, PORTEMAN, MOVIMAN, etc.
- Disability awareness.
- Recordings of working procedures for certain activities, such as SF₆ gas handling, local operation, etc.
- Inclusion of training that incentivises a more efficient approach regarding ways of working

[agile methodologies, management of digital working...].

Some courses will be opened up to everyone, such as the MS Office training course.

For 2018, an adaptation of Aul@REE is foreseen with new features aimed at enhancing the user's experience.

Within this framework, the training courses will be transformed into a new concept of digital Campus.



Through Aul@REE an extensive catalogue of courses has been established as a firm commitment to the use of virtual tools.



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Training and Development Programmes

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

TECHNICAL TRAINING

Includes technical training programmes and consists of the theory and practical aspects that are required in order to work in each Business Unit, in addition to training on processes and procedures. This area also includes the new languages programme and Occupational Health and Safety training.

- CapaciTa Programme
- Dual (FP) Programme – Advanced Qualification for Power Station Technicians
- Thabla programme

- AseguraT Programme
- NaTura Programme

SKILLS DEVELOPMENT

This consists of the programmes where the necessary skills to carry out each professional function within the Company are taught and are enhanced in the performance appraisal.

- CapaciTa Competencies Programme

CORPORATE TRAINING

Embraces actions and programmes that are transversal to the whole Company.

- Training on Sustainability

- Training on Work-life Balance
- Training on Criminal Risks
- Training on Equality
- Training on Quality

PROGRAMMES TARGETED AT SPECIFIC GROUPS

Programmes specifically created to develop certain groups, such as new recruits, employees with high potential and the management team.

- InTegra Programme
- Enlace Programme
- Mobility Programme

- Pool of ExperTs Programme
- Pool of PoTential Programme
- LideraT Programme
- PracTica Programme





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Technical Training

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

The Talent Management Department manages all the Company's technical training. This requires a broad range of knowledge areas, which can be classified into the following three main programmes:

- Training targeted at employees belonging to the Transmission Infrastructure area.
- Training targeted at employees belonging to the area dealing with the Technical Management of the System.

- Training targeted at employees belonging to the areas: Corporate Services, Administration, and Economic and Financial Management.

Due to the significant volume of training required, and the high number of experts that require said training, the Talent Management Area designs specific training catalogues for these business areas with relevant training actions.

The training catalogue is a dynamic tool evolving every year to include new courses, and eliminating old ones, depending on the needs of the Company's personnel.



The Talent Management Department manages **all the Company's technical training** through a specific catalogue of courses which covers the different needs of the business areas.



CapaciTa PROGRAMME

OBJECTIVES

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

WHO IS IT FOR?

- All employees of the Red Eléctrica Group.
- The CapaciTa programme is organised around three main areas of knowledge:

- Training targeted at employees belonging to the Transmission Infrastructure area.
- Training targeted at employees belonging to the area dealing with the Technical Management of the System.
- Training targeted at employees belonging to the areas: Corporate Services, Administration, and Economic and Financial Management.

WHAT ARE YOU GOING TO LEARN?

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

CONTENTS

- Operation and Transmission of Electricity.
- Economic and financial.

- Legal.
- Transversal [cross-Company].

In 2017, noteworthy are the following actions:

- Expansion and consolidation of practical training on protection systems, in the Protections Workshop-Classroom of the Campus in Tres Cantos.
- Certification in local operation for experts of the Red Eléctrica Group.
- Specific training on pumped-storage for the Chira-Soria project.
- New Programme for Electricity System Operation Specialists.
- Training on handling SF₆ gas, without certification.
- Inclusion into the training plan of all the employees of the subsidiaries of the Red Eléctrica Group.

- Process improvement training using the Lean methodology.
- Project Management Training in accordance with ISO 21500.

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

Theory training programmes

Comprising fundamental concepts of all the aforementioned knowledge areas.

Retraining programmes

In particular, those targeted at two major groups:

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





CapaciTa PROGRAMME

- Facilities maintenance experts. To ensure their maximum professional qualification and keep their training updated. This training ensures that facilities are kept in the best condition possible, therefore ensuring they are available at all times.
- There are no specific retraining plans for those professional groups with fewer employees, but nevertheless, they do have access to advanced level courses that include specific objectives to update and recycle training.

Postgraduate training

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

1. Master's Degree in Project, Construction and Maintenance of High-Voltage Electricity Infrastructure [ICAI]

Geared towards experts, mainly from the Business Units, with a technical Bachelor's degree. It is blended learning that includes

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

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

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

2. Specialisation in the Economy of the Energy Sector [Carlos III University]

Intended for university graduates mainly from the Business Units. It provides a global vision of the functioning of the Spanish

Energy Sector within a framework of liberalisation at an international level and raises awareness about the interaction between the main industries within the gas and electricity sector. This course is entirely classroom-based and taught in exclusively English.

3. System Operation Specialist Course [Red Eléctrica-ICAI]

Postgraduate course by means of which the Universidad Pontificia de Comillas [ICAI] provides the theory for the course and the academic degree while Red Eléctrica provides the practical element, by means of the Operator Training Simulator. It is targeted at future electricity control centre operators.

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

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

Operator Training Simulator (OTS):

- The Operator Training Simulator is the benchmark training tool to retrain all the professional groups that work in the control centres.
- This simulator facilitates updated technical training and assesses the response capacity of participants in complex situations and when working under pressure.
- The simulator is updated to mirror the CECOEL and CECORE Electricity Control Centres and the Control Centre of Renewable Energy [CECRE].

Key Features of the OTS:

- It enables the behaviour of an electricity system to be modelled with great precision and exactly mirrors the actual system with which the operators will work.
- It is useful for training how to manage risk situations, as well as service restoration plans.



CapaciTa PROGRAMME

The CapaciTa Programme also offers:

- Training on systems regarding control, protections and communications, taught at the Workshop-Classroom of the Campus in Tres Cantos, mainly geared towards engineering, construction and maintenance experts.
- Training on specific equipment, organised at the manufacturers' or providers' facilities, when the appropriate conditions are not met at the facilities of the Campus.
- Other courses with a more practical approach:
 - Installation of temporary emergency electricity towers.
 - Topography and GPS equipment.
 - Thermography, etc.

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

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

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

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

- Service restoration simulation drills. The expertise of Red Eléctrica in this field means they take the leading role, guaranteeing the necessary training so that participants know how to act in emergency situations. This activity includes practical training along with the

related theory through the use of the Operator Training Simulator and includes the participation of Red Eléctrica's operation personnel and staff from Spanish and European generation and distribution companies.

- Training for SF₆ Gas handling. Upon completion of the training, a certificate for the handling of SF₆ gas is issued; a mandatory certification for all Red Eléctrica's employees in charge of the recovery of said gas, according to Royal Decree 795/2010. This latest training has now been included in the catalogue of courses.
- Additionally, through Aul@REE, employees can find short video recordings on SF₆ handling allowing them to review the works that are usually carried out with this gas.

Furthermore, and taking into account the enormous environmental impact SF₆ gas has, training sessions will be

provided on technical, safety and environmental aspects, with no associated certification.

- Certification of employees as Local Operators in Substations.

In 2017, the certification of professionals working as Local Operators in Substations has continued, by means of providing the training and testing that guarantees the safety of both people and facilities, as well as the ensuring optimal performance of those activities regarding the Local Operation of Substations.

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

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



DUAL [FP] PROGRAMME - Advanced Qualification for Power Station Technicians

OBJECTIVES

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

Through this initiative, a new way of employing technical specialists in the Facilities Maintenance Management Area will be established, which will facilitate the incorporation of the necessary staff. This system, in addition, will:

- Help identify the best candidate profiles in the preselection process.
- Reduce the time required by new recruits to adapt to the job position.

The Red Eléctrica Group is a pioneer in Spain in the Dual [FP] Programme - Advanced Qualification for Power Station Technicians.

- Represent an improvement in the educational system.
- Facilitate access for women to these positions.

The official professional certificate that will be obtained is the 'Dual FP Programme - Advanced Qualification for Power Station Technicians', which is approved by the Ministry of Education and is made up of three professional qualifications:

1. Management of thermoelectric power station operations.
2. Management of hydroelectric power station operations.

3. Management of the assembly, operation and maintenance of electricity substations.

Students will enjoy a paid internship during their time at the Company.

For the design and delivery of the training of this first edition, an initial investment of more than 8,000 hours is foreseen. The number of hours to be invested in successive editions is estimated at 1,800 for the delivery of content and 2,800 for the mentoring of students on this internship programme.

The development of the technical contents of the modules will be the responsibility of the technical expert from the Facilities Maintenance

Management Area of Red Eléctrica, mainly of the Substation Maintenance Department. There will be 444 hours of mentoring per intern (work centre training) and this will be conducted in the Company's Transmission Facilities of the various Regional Areas.

This project requires the proactive collaboration of the Maintenance Department and the Human Resources Department and will bring about a change in the current approach, which requires that Dual FP is understood as something more than a channel for recruitment, it provides a new candidate profile with a different career plan.



DUAL [FP] PROGRAMME - Advanced Qualification for Power Station Technicians

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

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

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

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

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

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

- to be recruited. This process allows the Company to have a more in-depth knowledge of the candidate profiles prior to recruiting.
- It will help incorporate women into technical specialist positions.
- It will help strengthen relations with the Public Administrations [Education, Employment and Energy].
- It will help reduce the time dedicated to training once incorporated into the workforce.

Chronology:

- Order EDU/1562/2011, of 1 June, establishes the curriculum for the **Advanced Qualification for Power Station Technicians** professional qualification.
- Graduation of the first class is expected in December 2019.



DUAL [FP] PROGRAMME - Advanced Qualification for Power Station Technicians

A process of collaboration between the education system and the working world, with benefits for both parties.

Modules of the curricular roadmap

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





Tabla PROGRAMME

Red Eléctrica maintains a firm commitment to helping all those employees that need to communicate in a foreign language, to reach the appropriate level that will enable them to do so fluently and effectively.

OBJECTIVES

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

WHO IS IT FOR?

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

WHAT ARE YOU GOING TO LEARN?

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

CONTENTS

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

The percentage of certifications obtained through this programme stood at 85%.

NEW CONTENT OF THE PROGRAMME

The new language training programme includes substantial improvements: such as a more in-depth needs analysis, that will aim to determine the needs and opportunities for using the language in the working environment and, in addition, the evolution of the training methodology that will gradually replace the on-site lessons with technology that will support the programme.

The majority of the training will be given through the Aul@REE platform, a state-of-the-art training platform that will provide a bespoke response to the needs of the employees.

In 2017 a total of 20 people obtained an official Cambridge certificate, by passing either the First Certificate or the Advanced.

Similarly, 2 employees obtained the DELF certificate granted by the French Ministry of Education.



AseguraT PROGRAMME

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

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

The purpose of the Guide is to establish a permanent plan for training actions regarding Occupational Health and Safety, optimising resources and complying with the legal regulations established in this field. The improvement and

management of knowledge can also be acquired through experience, improved processes and the analysis of the results obtained in Occupational Health and Safety.

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

Setting up of the groups for risk identification

- In order to plan occupational health and safety activities, identification groups are created, encompassing all Red Eléctrica's employees. A person can be included in more than one group.
- These groups are created depending on the activities carried out at Red Eléctrica and, as a result of that, according to the risks the workers are exposed to in their job positions. Each group corresponds to a certain professional qualification.

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

Identification of the necessary training

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

Allocation of workers to groups

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

Planning of training

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

OBJECTIVES

- Training Red Eléctrica employees to perform the activities inherent to their position or other voluntary activities, enhancing their knowledge and complying with the legal regulations on workplace risk prevention.

WHO IS IT FOR?

- All Red Eléctrica's employees.



AseguraT PROGRAMME

WHAT ARE YOU GOING TO LEARN?

- Risks associated with tasks required to fulfil the duties and responsibilities assigned.
- Safe working processes.
- How to optimise resources provided by the Company.
- Legal and internal rules on workplace risk prevention.
- Individual protection equipment available at Red Eléctrica for the various activities associated with the different job positions.
- 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 of facilities.
- Low-voltage electricity risk.
- Works at height.
- Manual and mechanical cargo handling.
- Works in confined spaces.
- Felling, pruning and clearing of trees.
- Travel in passenger cars and off-road vehicles.
- First aid.
- Fire extinguishing, building evacuation and firefighting first-response teams.
- Risk prevention representatives.
- Health care awareness.

NEW CONTENT OF THE PROGRAMME

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

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

Outsourced training:

- C07 Works at height 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 to works carried out within the Company's facilities.
- C19 Driving vehicles in adverse conditions.

- C21 Works in confined spaces.
- Adaptation to a virtual learning format of the basic level contents of C07 Works at height for electricity line personnel, C10 Driving off-road vehicles, C11 Fire prevention and evacuation plans, C12 First aid, C19 Efficient and safe driving of passenger cars (basic), and C21 Works in confined spaces.

Internal training:

- Virtual learning C05 High-voltage electricity risk and management of scheduled outages.
- Virtual learning C06 Prevention management.
- C15 Retraining in safety.
- Updating of Virtual learning C18 Working places.
- Training actions related to the Healthy Workplace Model.



NaTura PROGRAMME

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

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

OBJECTIVES

• Train Red Eléctrica's personnel in environmental matters.

WHO IS IT FOR?

• Everyone in the Company and, above all, environmental experts.

WHAT ARE YOU GOING TO LEARN?

- Technical, environmental and regulatory content.
- The impact of our actions on the natural environment.

CONTENTS

• Technical, environmental and regulatory.

NEW CONTENT OF THE PROGRAMME

During 2017, the environmental training plan was drafted to improve knowledge and comply with not only the legal regulations, but also the internal rules established by the Company in this matter. The plan includes the assignment of recommended environmental training needs, compulsory or voluntary, for most of the positions within the organisation, mainly for those belonging to the Transmission Infrastructure area.

This plan includes:

- Groups of activities related to the environment, developed by the Company's personnel.
- Job positions that are responsible for the management, supervision or execution of the activities identified for each group.

• Compulsory training for each group. Groups are formed according to the activities carried out in Red Eléctrica, and also depending on the need for knowledge acquisition related to the job position or the activity of employee.

In 2018, the execution of the training action plan designed in 2017 will begin.



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Programme for the Development of Competencies

The Red Eléctrica Group

is committed to the definition of models for the management of competencies and the design of innovative development processes. These facilitate the employees' professional development and their acquisition of knowledge, provides experience and social learning and facilitates its application in the workplace and enables them to put concepts into practice.

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

- Raise awareness among participants and supervisors regarding the importance of their role to ensure their own

development and the development of their teams.

- Involve all participants in the importance of developing Red Eléctrica's competencies as leverage to achieve their objectives and those of the organisation.
- Train the techniques and skills necessary to successfully solve real situations in the performance of their duties requiring the use of these skills.

- Ensure that full advantage is taken of the training provided, using high-impact technological resources, fostering the continuous interactivity of the workforce.
- Use various types of methodologies, Online and classroom-based training, facilitating and promoting learning, fostering efficient working habits and transferring the skills and competencies learned to the workplace.

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

The skills and competencies roadmaps propose a blended-learning methodology (face-to-face and virtual) including various resources to achieve learning objectives, and the professional development within the different level of each skill/competency.

The company has implemented a project for the development of key competencies based on the Blended learning methodology (face-to-face and virtual training) to achieve the learning and development objectives within each competency.

7 training roadmaps have been designed, to support the development of the general skills and competencies required in Red Eléctrica, with the aim of covering the areas for improvement detected in each competency.



Each training roadmap includes:

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

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

The Talent Management Department will assign the participant the

corresponding roadmap that will be managed through Red Eléctrica's training platform, which includes details of the various training and activities that will be conducted. Participants will be able to consult data regarding their progress and the degree of participation at all times.

OBJECTIVES

- Develop the skills and competencies training model so it includes expository learning/ instruction focused on theoretical knowledge acquisition and the application of experiential and social learning techniques, focused on collaborative and practical learning experiences, with a high level of gamification and motivation.
- Ensure the transfer of skill and competencies to the workplace, by means of an Individual Professional Development Plan, focused on each skill and competency. The IDP is a long-term goal and therefore will remain in force even after a training roadmap has been completed.

WHO IS IT FOR?

- All Company employees.



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In 2017, a training and development programme for all personnel of the Information Systems and Technology Area has been carried out.

WHAT ARE YOU GOING TO LEARN?

Acquisition of behaviours constituting key Red Eléctrica's skills and competencies, including a learning phase and an application to the position phase, creating Individual Professional Development Plans.

CONTENTS

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

- Team coordination.

In 2017, individual mentoring support has been promoted in order to help participants understand the activities to be undertaken and to define the actions of their Individual Development Plan's (IDP), which is the main goal of this programme.

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

Additionally, in 2017, a training and development programme for all personnel of the Information Systems and Technology Area has been carried out for 66 people, with the following objectives:

- Facilitate the professional development of the whole of the Information Systems and Technology Area.

- Promote the development of current and future IT capability requirements.

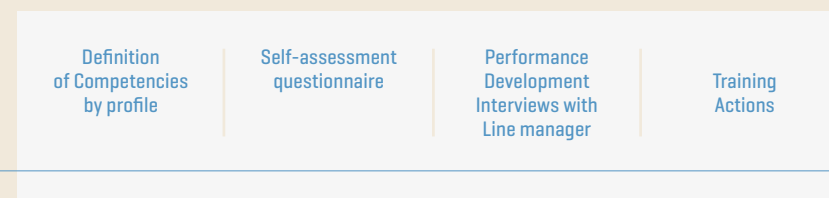
- Promote cultural change.

The basic architecture of the programme:

GENERIC COMPETENCIES



TECHNICAL COMPETENCIES





The European Commission has selected the initiative of Red Eléctrica Group as a **success story** that will be published in the next version of the e-CF ICT Profiles, based on the e-Competence Framework (European reference framework for information and communication technology competencies).

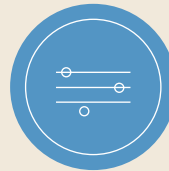
This initiative has placed special emphasis on the transfer of learning to the workplace and by supporting the Information Systems and Technology Area management team in its role of leading the process of cultural transformation of the unit.

On the other hand, a new profile of technical competencies has been defined, and has been adapted to the European reference framework of IT competencies.

NEW CONTENT OF THE PROGRAMME

During the last quarter of 2017, work was carried out on the design of a new model that will substitute the concept of 'Competencies' for that of '**Key Abilities**' and it will be implemented in 2018.

KEY ABILITIES



Transversal

1. Collaboration
2. Change management



Non-managerial staff

1. Knowledge Management
2. Innovation and continuous improvement
3. Initiative
4. Communication
5. People management
6. Planning and organisation
7. Customer orientation
8. Problem analysis and decision making



Managerial staff

1. Development of Leaders
2. Impact and influence
3. Business development
4. Being a reference regarding the values of the Red Eléctrica Group
5. Development of teams
6. Transformation and innovation
7. Stakeholder management
8. Strategic vision



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Corporate Training Programme

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

In addition, the training programme for criminal risk prevention aims to raise awareness among employees regarding the amendments to the Spanish Criminal Code. For the first time ever, criminal responsibility

for legal entities has been included for crimes committed, by the management teams or people subject to their authority, in the name and on behalf of the legal entity and for the individuals own benefit, when the criminal act may

have occurred as a result of not having exercised due control.

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





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OBJECTIVES

- Facilitate a **work-life balance culture**, in accordance with the legal framework in force and the Work-life Balance Plan approved by the Company, supporting the implementation of the work-life balance management model defined by Red Eléctrica, in addition to measures adopted on this matter for the various areas of the Company.
- Foster a **leadership style committed to work-life balance** and involve the management team as managers of work-life balance and equality.
- Strengthen the **corporate culture** regarding compliance that the Red Eléctrica Group has had in place for years.
- Raise awareness regarding the **criminal responsibility** of legal entities.
- Be aware of and understand the corporate quality management system of Red Eléctrica, based on the model defined in ISO 9001:2000.

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

- Understand and manage **digital competencies** as an essential requirement for performing work in an effective and productive manner.

WHO IS IT FOR?

- All Company employees.

WHAT ARE YOU GOING TO LEARN?

- Key concepts and criteria regarding Sustainability in Red Eléctrica and its day-to-day implementation.
- Key concepts facilitating the understanding and awareness regarding equality, work-life balance and Criminal Risks.
- Quality Management System.

CONTENTS

- The analysis of real situations facilitating the knowledge and business behaviour following the principles defined in Sustainability matters by Red Eléctrica de España.

- Training on work-life balance and on equality and its implication in people management.
- Training on criminal responsibility.
- International standard ISO 9001:2000.

NEW CONTENT OF THE PROGRAMME

- Criminal Risks: Specific training actions will be carried out for the managerial team, new recruits and the workforce as a whole.
- Digital transformation: a corporate awareness and training programme has been designed for the entire Red Eléctrica Group with the aim of developing digital skills and supporting the process of 'digital transformation' that is being demanded by society and is required for business both now and in the future.





Programmes targeted at specific groups

Red Eléctrica faces business challenges requiring that people are ready to:

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

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

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

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

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





InTegra PROGRAMME

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

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

- Welcome and adaptation phase aimed at facilitating the integration of new recruits into the team as well as Red Eléctrica's business culture.
- Integration phase: helping new recruits to acquire the general technical knowledge required to carry out their professional duties and functions.
- Training phase: phase where skills and competencies are developed.
- Consolidation phase: phase to foster a sense of belonging for the new recruit in the Company.

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

OBJECTIVES

- Positively influence their decision to join Red Eléctrica and from the outset, foster 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 position.
- Develop the skills of the new employee in accordance with the needs of their position.

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

- Identify the potential and personal interests of that new employees.

WHO IS IT FOR?

- New recruits.

WHAT ARE YOU GOING TO LEARN?

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

CONTENTS

- General knowledge about Red Eléctrica.
- Red Eléctrica facilities.
- Functions of the Business Unit the new recruit belongs to:
 - Internal functions of the job position
 - Definition of the objectives
- Business processes.
- Company's culture:
 - Mission, vision and values
 - Governance and management bodies
- Knowledge forums with other International TSOs.



InTegra PROGRAMME

• Exchange of experiences with other participants on the programme, facilitating the analysis of the various business areas and the functions performed in said areas.

- Technical knowledge
- Skills
- Competencies

NEW CONTENT OF THE PROGRAMME

The programme continues to foster the role of the mentor: a person with the ability to coach the new employee, at all times, and help them during their 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 mentor in agreement with the Talent Management Unit. Employees with higher professional progression level will play an important role in this programme.

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

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





Enlace PROGRAMME

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

The functions of control centre operators and technical personnel of the facilities of the Regional areas are interconnected on a

daily basis, whereby it is essential for them to have a mutual understanding of each other's work, how it is carried out, and the various situations and issues they face when carrying out their work. In a second stage, guarantee of supply technical specialists have also been involved, due to the high impact of their activity on the work of other groups.

OBJECTIVES

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





Enlace PROGRAMME

WHO IS IT FOR?

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

WHAT ARE YOU GOING TO LEARN?

- The importance of considering people from other departments with whom we have to work as an opportunity.
- The importance of creating a climate of ongoing collaboration among various departments.
- The barriers we face on a daily basis when performing our work from both perspectives.

CONTENTS

- Presentations from various areas and/or activities of the Company aimed at achieving a greater degree of integration among the people participating in such areas within the Company.
- Technical sessions in Regional areas which include visits to various facilities and participation in activities and work carried out there.

- Technical sessions which include visits to control centres and practice training on the Operator Training Simulator (OTS).

NEW CONTENT OF THE PROGRAMME

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

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



Mobility PROGRAMME

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

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

- Knowledge
- Specific/general competencies
- New work environment

OBJECTIVES

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

WHO IS IT FOR?

- All Company employees.

NEW CONTENT OF THE PROGRAMME

In 2017, a revision of the Internal Mobility Model of the Red Eléctrica Group was approved, as well as the actions to be carried out. The new model will require the backing and commitment of the entire Management Team.

The new features approved are:

- Consolidation of the principle promoting internal rotation established in the employment model.

The possibility of sharing personal and professional interests is offered.

- Promotion of new internal mobility mechanisms: processes for the exchange of personnel.
- Inclusion of functional mobility in the appointment criteria for the positions of Head of Department and Director.
- Promotion of internal mobility at the senior levels of the organisation.
- Establishment of quantitative targets in terms of internal mobility: the objective value of the mobility indicator functions approved by the Executive Committee for the year 2017 is 7%.

LinkRED

On the other hand, LinkRED has been launched, a tool with the goal of becoming the platform by means of which to showcase the knowledge and experience of all Red Eléctrica Group employees and where the possibility of sharing personal and professional interests is offered.

LinkRED 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



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Mobility PROGRAMME

term, enhancing the skills of professionals and increasing their versatility and employability.

In order to have up-to-date information on the professional interests of the workforce, a total of 117 interviews have been conducted with those people who

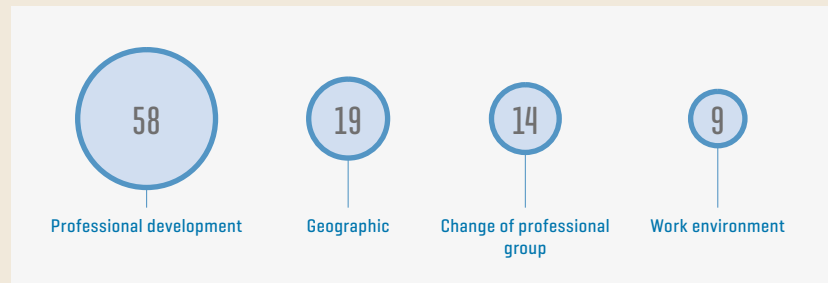
share relevant information about their interests through LinkRED, with the aim of finding out more about their professional interests and concerns.

The following graph shows the interest in mobility of those interviewed.

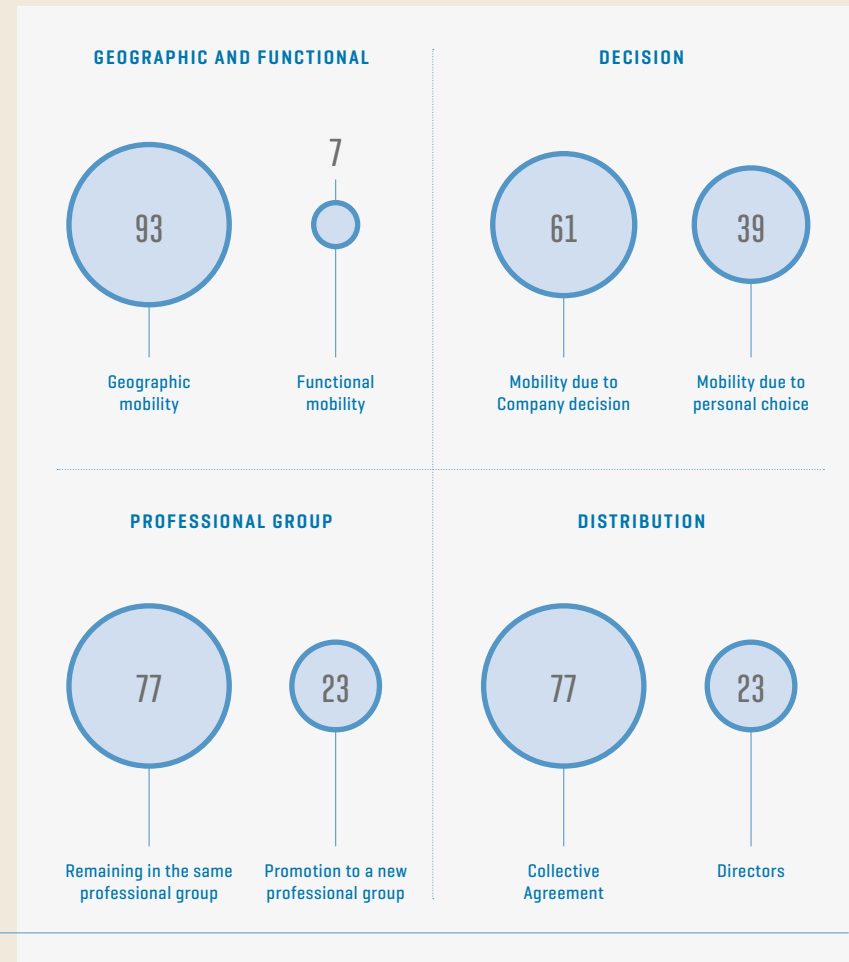
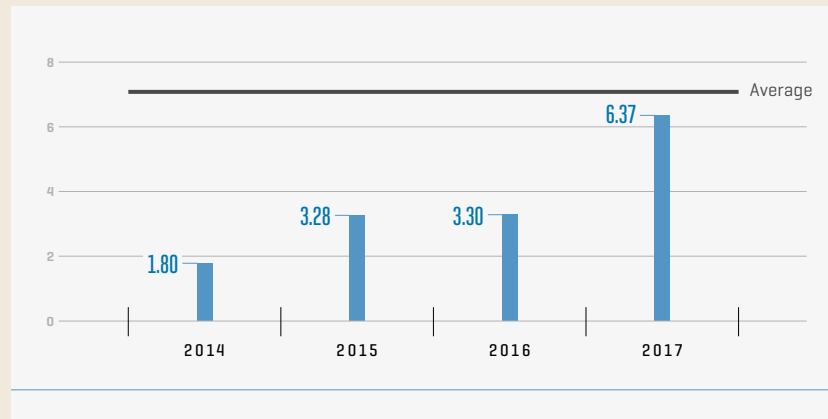
The mobility target set for 2018 is 7%.

2017 mobility results %

Reasons for interest in mobility %



Internal Mobility %





Mobility PROGRAMME

On the other hand, noteworthy are the initiatives aimed at the Operators of the Electricity Control Centre. This type of initiative is included in the framework of the Company's Age Management Model.

INTERNATIONAL MOBILITY
Other types of initiative have been geared towards promoting development through participation / collaboration on international projects within the Company or through other organisations of interest.

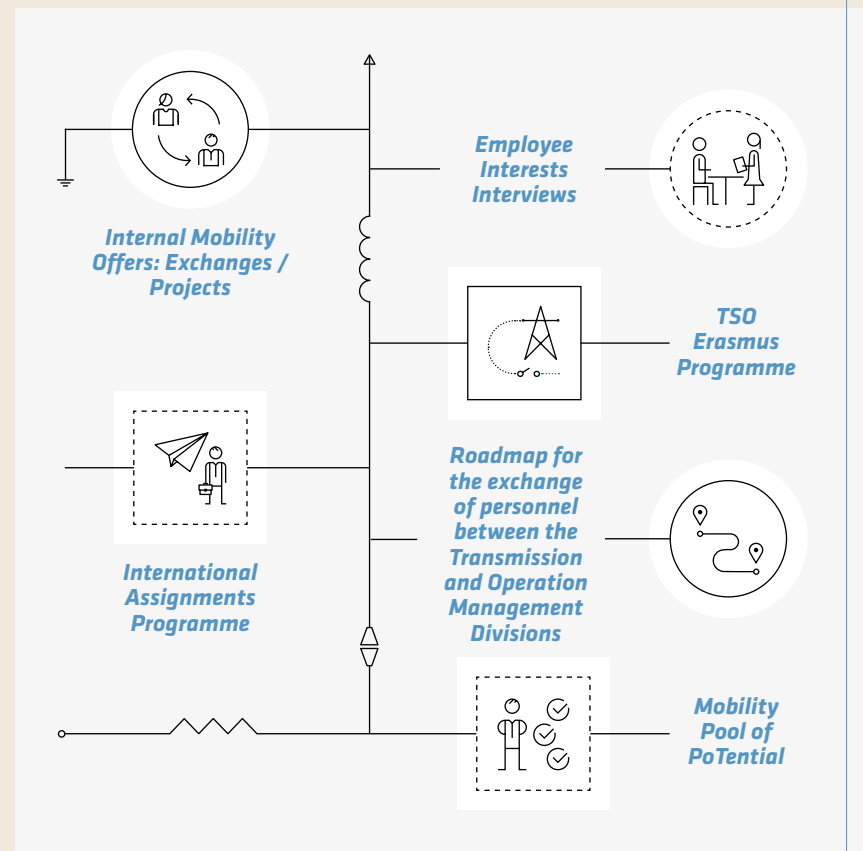
The 2018 Mobility Action Plan contemplates the following initiatives:

Actions of mobility No.

| | |
|---------------------------------|---|
| TEMPORARY MOBILITY | 4 |
| FUNCTIONAL MOBILITY | 4 |
| INTERNATIONAL MOBILITY (CORESO) | 3 |



2018 MOBILITY ACTION PLAN





Pool of ExpertS PROGRAMME

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

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

To this end, a programme targeted at **improving the technical career** of this Pool of ExpertS is proposed. Innovative learning experiences [digital competencies, creation and management of content, creation of knowledge networks, collaborative learning, etc.] to allow them to identify themselves

as a group, enable synergies, and provide ways of working to formally foster the exchange of knowledge

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

OBJECTIVES

- Train employees so that they may acquire differentiating behaviours which are required for their job positions.
- Provide them with the tools they need to continue being a reference in their respective areas.

- Motivate the employee to share their knowledge.

WHO IS IT FOR?

- Employees with a higher level of career advancement.

WHAT ARE YOU GOING TO LEARN?

- **Innovative learning experiences** [digital competencies, screening and managing content, creation of knowledge networks, collaborative learning, etc.].
- **Ways of working** to formally foster the **exchange of knowledge**.

CONTENTS

- **Technical Career Management:** Learning experiences associated with the technical career.

- **Competency Management:** Learning experiences associated with the behaviours required from the Pool of ExpertS and the professional development to establish the technical career.

NEW CONTENT OF THE PROGRAMME

In 2018, a programme will be developed based on a set of 'technological forums' with the purpose of sharing the knowledge and know-how of different functional areas of the Company in an agile and transversal way.



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APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

Leadership Model

Red Eléctrica has a **Leadership Model** geared towards strengthening the role of 'leader' within the organisation, as a model, and as a promoter of Red Eléctrica's values. This model is a key lever for the Company to address the present and future challenges.

A leader drives change by anticipating the future; they act as a reference model basing their actions on the Company's values. A leader develops teams and inspires trust and enthusiasm,

thereby making it possible for the organisation to achieve the expected results and ensure continued success.

Red Eléctrica's Leadership Model stimulates team development, and seeks that its leaders inspire trust and enthusiasm, achieving employee engagement, and making it possible for the organisation to achieve the expected results.

To facilitate the implementation of this model, a catalogue of managerial competencies has been

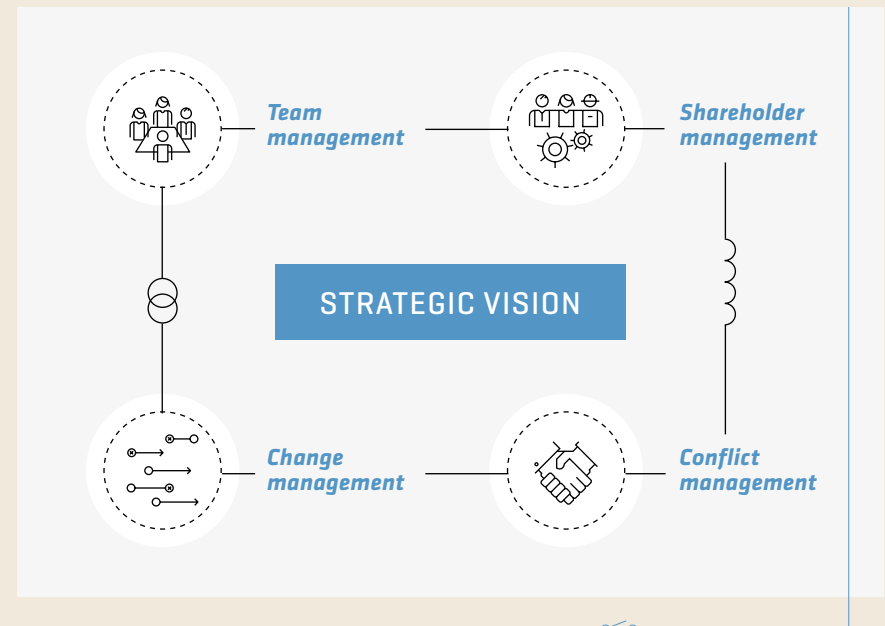
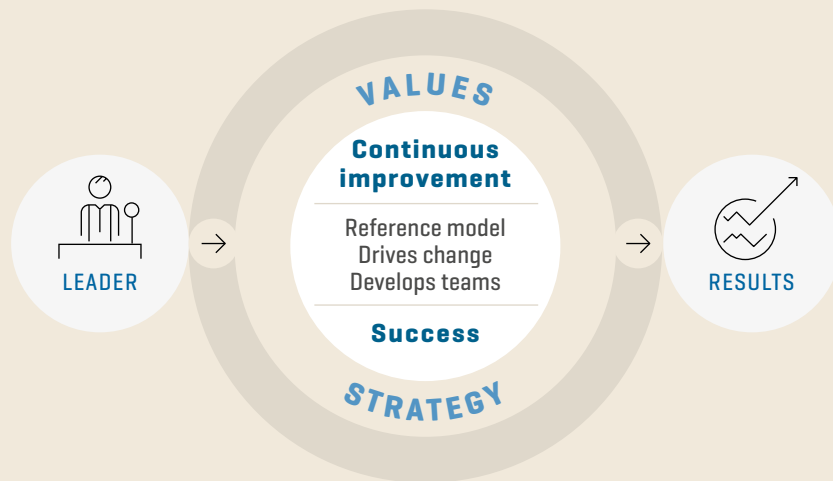
defined, structured around a core competency and four leadership competencies:

Two programmes have been designed based on this Leadership Model: Pool of PoTential programme and LideraT programme which seek to develop the managerial competencies necessary for a leadership style which is flexible, agile and

geared towards the creation of collaborative and participatory environments.

NEW CONTENT OF THE PROGRAMME

The revision of the Leadership Model has begun, to update and develop it in 2018 in line with the transformation of the Company and the new strategic challenges.





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APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

Pool of PoTential PROGRAMME

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

- Pool of PoTential - Technical Specialists.
- Pool of PoTential - Heads of Department.

OBJECTIVES

- To identify and facilitate the development of employees with high potential.
- To facilitate the availability of managers which the Company will require, in accordance with business needs and those of renewing the management team itself.

- To stimulate internal promotion by managing the promotion of specialists and heads of department with potential.
- To increase the engagement of the participant with the corporate project of the Red Eléctrica Group.

WHO IS IT FOR?

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

WHAT ARE YOU GOING TO LEARN?

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

CONTENTS

- Development of managerial competencies.
- Leadership development programmes in business schools.
- Intensive English programme.
- Transversal mobility projects.

For both groups, collaboration with national and international prestigious business schools has been established:

- For the Pool of PoTencial - Technical Specialists, a specific programme has been designed, in collaboration with other companies in the Spanish energy sector.

- For the Pool of PoTencial - Heads of Department, a programme has been designed, in collaboration with other European TSOs. This training has been held in Madrid, Barcelona and Munich in blocks of one-week residential courses.

NEW CONTENT OF THE PROGRAMME

In 2018, the third edition of the Pool of Potential - Technical Specialists will be completed.

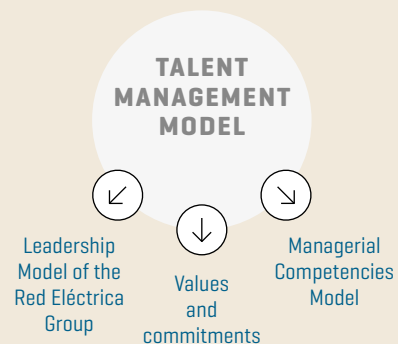
The third Alumni Programme of the Pool of Potential - Heads of Department will be held, where the participants themselves design and execute their own programme.



LideraT PROGRAMME

LideraT Programme is included in the Talent Management Model and is based on three pillars:

1. **Leadership Model** of the Red Eléctrica Group, which defines leaders of the Company ['RED leader'].
2. **Values and commitments** of the Red Eléctrica Group, as a model of reference for the organisation.
3. **The Managerial Competencies Model**, which will be the basis for the development roadmap.



OBJECTIVE

LideraT has been designed to provide our managers with the necessary resources and self-knowledge to develop their own leadership model that enables them to face the Company's current and future challenges in the best way possible.

The LideraT Programme is structured on four Complementary spaces that will boost the development of the 'RED leader'.

CONTENTS

- **'RED Leader' Space — 'Inspiration Moments'** offering a window to the most interesting thoughts in the world in the field of management, in connection with our values, management competencies and leadership model.
- **'Communication skills'** with an aim to assist employees with their self-learning and personalised training to improve their written, oral and

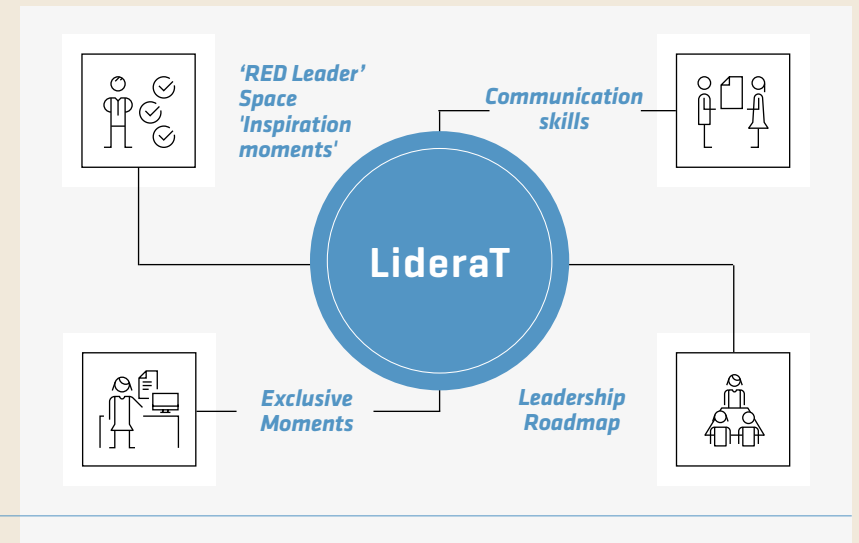
body-language skills, assessing the impact that these elements have on the improvement of their performance.

- **Exclusive moments, managers presence in exclusive national and international events** so that they have the opportunity to develop their management skills.
- **Leadership Roadmap**, that encompasses the learning roadmap

for the deployment of the Leadership Model, including actions with highly prestigious business schools.

NEW CONTENT OF THE PROGRAMME

An evolution of the programme towards a platform with greater virtual content is foreseen, which will allow the manager to administer the content of their own professional development.





Knowledge Management

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

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

DEFINITION OF KNOWLEDGE MANAGEMENT

Red Eléctrica's Knowledge Management is the set of all activities needed to create an environment in which to detect, create, transfer, use and improve knowledge within the organisation. All this will be accomplished with the suitable management of people, processes and technology, showcasing both individual and collective interests in order to satisfy current and future needs of the business and of the stakeholders.

I) The Knowledge Management Model

The Knowledge Management Model is based on the following principles:

1. Alignment with the Strategic Plan – What for?
2. In order to generate value for the business and employees – What?

3. To ensure the necessary flexibility – How?
4. To show constant evolution – Sustainability

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

II) 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. Glossary of terms

ACTION PLAN TO IMPLEMENT THE KNOWLEDGE MANAGEMENT MODEL IN RED ELÉCTRICA

The action plan has, as a general goal:

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





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

Tier 1 - Definition of structural actions

A definition stage for the development of activities and supporting elements for knowledge management, and for establishing

the specific courses of action or initiatives, according to the business challenges or needs [Strategic Plan].

Tier 2 - Launching of transversal actions

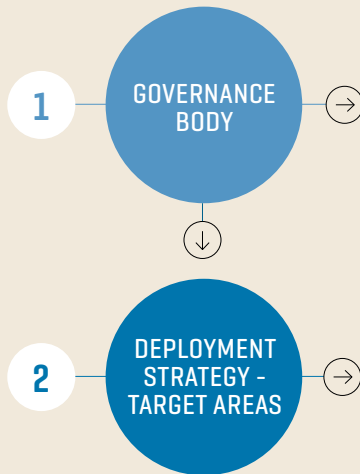
Development of the set of priority initiatives that will be the base for generating impacts that highlight the value of knowledge management.

and for the incorporation of improvements and adjustments stemming from the deployment experience.

Tier 3 - Deployment of initiatives

Deployment of activities to undertake once the initiatives and supporting elements have

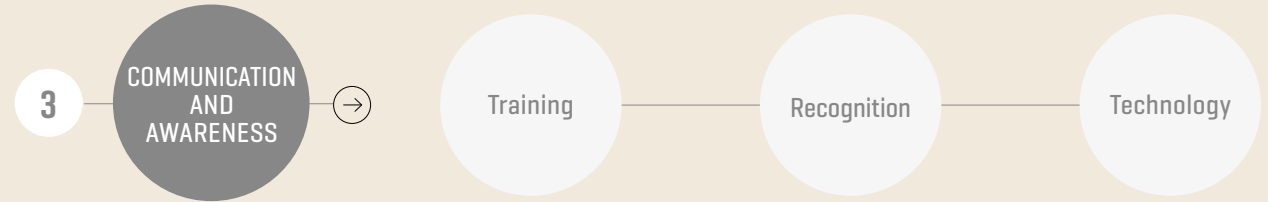
been consolidated, in order to increase the scope of knowledge management in the greatest number of areas and sites of the Red Eléctrica Group.



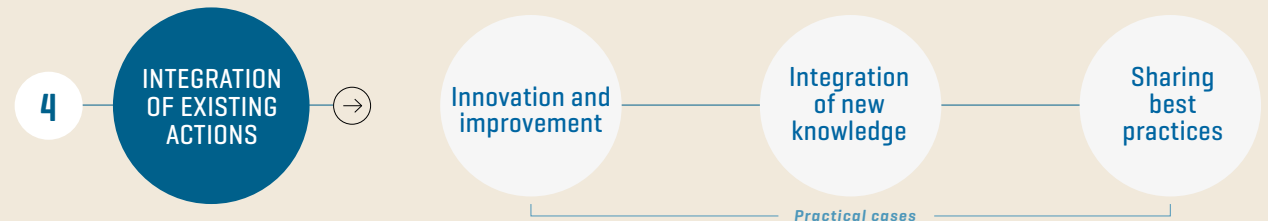
Structural actions



Cross-cutting actions



Deployment of Knowledge Management initiatives





PracTica PROGRAMME

Red Eléctrica is committed to the practical training of recent graduates through the PracTica and PracTica+ Programmes, which as of 2018 will be called the Yong Talent Model. The model will respond to the new professional requirements, will be aligned with the Company's strategy and will be an integral part of the Company's transformation process regarding future challenges.

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

- The **PracTica+** Programme: Aimed at recent graduates.
- The **PracTica+Opera** programme: Aimed at ensuring that knowledge regarding Electricity System Operation is fully understood. This programme enables people to work in the Electricity Control Centres.
- **PracTica** Programme: geared towards students in their final years of education.
- Companion programmes for final year projects.

People who join these programmes receive practical training, which makes it possible for the Company to use the training programmes as an effective source of recruitment for future selection processes. These professional development programmes are focused on 3 levers for growth: young talent, learning and technology.

OBJECTIVES

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

WHO IS IT FOR?

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

WHAT IS LEARNED?

- Knowledge of the Company
- Main business processes.

CONTENTS

- Practical training depending on the target unit.
- In 2017, Red Eléctrica had 124 interns.

NEW CONTENT OF THE PROGRAMME

By 2018, an innovative programme proposal is being developed that will encourage the professional development of young talent and that will respond to the new training requirements and profiles that the evolution of the labour market will require.



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TRAINING & DEVELOPMENT PLAN

| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------------------|-------------|---|----------------|-----------------------|--|
| CapaciTa | UF.0147.M | BDI Web | 6 | Classroom-based (F2F) | · 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 | UF.0695.M | Substation civil works maintenance | 20 | Classroom-based (F2F) | · 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 ageing of the facilities. |
| CapaciTa | UF.0787.B | Big Data and Data Science | 24 | Classroom-based (F2F) | · 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. |
| CapaciTa | UF.0753.B | Raise awareness on industrial cyber security | 6 | Classroom-based (F2F) | · 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 | UF.0382.A | Integrated control system: INGETEAM.Man | 30 | Classroom-based (F2F) | · Get to know and understand the creation, modification and management of INGETEAM databases. |
| CapaciTa | UF.0475.A | Voltage transformer. ARTECHE. Maintenance | 10 | Classroom-based (F2F) | · Analyse different diagnostic methods as well as preventive and corrective maintenance techniques. Apply the acquired knowledge when performing equipment maintenance. |
| CapaciTa | UF.0144.B | Basic electricity | 4 | Virtual - run by REE | · Provide the basic knowledge on electricity and the main elements that make up an electricity system. |
| Knowledge of the Sector | UF.0001.B | Get to know Red Eléctrica de España | 2 | Virtual - run by REE | · Get to know our business culture better, as well as what's expected from us as an integral part of it. Understand the global business lines of the Red Eléctrica Group and its most recent history within the electricity sector. |
| CapaciTa | UF.0313.M | Maintenance of High-voltage switches and switchgear | 24 | Classroom-based (F2F) | · Get to know and understand the functionality of HV switches and switchgear, how they are manufactured, their operational features and learn how to carry out the maintenance on these elements. |
| CapaciTa | UF.0393.B | The Electricity Sector | 2 | Virtual - run by REE | · Get to know the general aspects of the beginnings of the Spanish Electricity Sector and how it works today. |
| CapaciTa | UF.0390.M | GEMAS. Maximum Admissible Wind Power Generation | 5 | Classroom-based (F2F) | · Get to know the GEMAS application, which allows maximum generation orders to be sent in real time to wind-power generation production control centres. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|------------------------------------|---|
| CapaciTa | UF.0025.B | General Service Restoration Plans - Peninsular System | 6 | Virtual - run by REE | · 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 | UF.0163.A | e-SIOS | 12 | Classroom-based (F2F) | · 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 | UF.0462.M | Special regime settlements | 9 | Classroom-based (F2F) | · Understand how settlement mechanisms work for agents under the Special Regime of the Spanish electricity market. |
| CapaciTa | UF.0499.A | Post-maintenance. HV infrastructure | 375 | Virtual - run by external provider | · 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 | UF.0527.A | P&C Maintenance. HV electricity infrastructure | 75 | Virtual - run by external provider | · Address all aspects related to the management of the construction of high-voltage transmission infrastructure, such as financing, environmental management, Human Resources, etc. |
| CapaciTa | UF.0528.A | HV electricity infrastructure projects | 75 | Virtual - run by external provider | · 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 | UF.0530.A | HV substations | 75 | Virtual - run by external provider | · Study the existing and future technology of high-voltage substations, including the project and construction phases. |
| CapaciTa | UF.0531.A | Other systems required for HV Electricity Infrastructure | 75 | Virtual - run by external provider | · Discuss and understand what systems are required for the correct functioning of high-voltage facilities/infrastructure. |
| CapaciTa | UF.0532.A | Maintenance Management - HV Electricity Infrastructure | 75 | Virtual - run by external provider | · Cover areas regarding the maintenance management of high-voltage facilities such as maintenance models and plans, environmental management, safety, etc. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|---|----------------|------------------------------------|--|
| CapaciTa | UF.0534.A | Maintenance techniques for HV Cables | 75 | Virtual - run by external provider | · Learn more about and understand the different maintenance techniques for high-voltage cables, the different types, the terminals, earthing systems, etc. |
| CapaciTa | UF.0535.A | Maintenance techniques for primary systems in substations | 75 | Virtual - run by external provider | · Analyse the maintenance techniques for primary systems in substations taking into account different technologies and the role they play. |
| CapaciTa | UF.0536.A | Telecommunications control and other systems | 75 | Virtual - run by external provider | · Cover the maintenance techniques and practices used for the systems required for the correct functioning of high-voltage facilities/infrastructure. |
| CapaciTa | UF.0538.B | Protection systems | 8 | Virtual - run by REE | · 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. |
| CapaciTa | UF.0546.B | High-voltage switchgear | 9 | Virtual - run by REE | · 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 | UF.0551.B | GPS Trimble GeoXT 2008 | 6 | Classroom-based (F2F) | · Provide a general description of the operation of the GPS equipment Trimble GeoXT 2008, including theoretical and practical aspects. |
| CapaciTa | UF.0588.B | Electrical machines | 12 | Virtual - run by REE | · 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 their type of protection they offer. |
| CapaciTa | UF.0615.M | ADIR | 3 | Classroom-based (F2F) | · Understand how the ADIR document management system works. Learn how to use it to search for and upload documents. |
| CapaciTa | UF.0457.B | HVDC I & HVDC-LCC Technology | 4 | Virtual - run by REE | · 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. |
| CapaciTa | UF.0452.B | GIS Technology. Gas Insulated Substations | 5 | Virtual - run by REE | · 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. |
| Thabla: French | FRANCES | French. Face-to-Face Classes. | 130 | Classroom-based (F2F) | · According to level: A1, A1+, A2, A2+, B1, B1+, B2, B2+ C1, C2 |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|----------------------|-------------|--|----------------|------------------------------------|---|
| Tabla: French | FRANCÉS | French. Virtual Platform | 130 | Virtual - run by external provider | · According to level: A1, A1+, A2, A2+, B1, B1+, B2, B2+ C1, C2 |
| CapaciTa | UF.0701.A | ISODEL Switches. Multi-purpose Model HFF | 21 | Classroom-based (F2F) | · 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 | UF.0702.M | FACTS Devices | 15 | Classroom-based (F2F) | · Learn and understand more about FACTS Electronic Devices used in the Transmission Grid. |
| CapaciTa | UF.0709.M | P&C Maintenance. HV electricity infrastructure | 75 | Virtual - run by REE | · Address all aspects related to the management of the construction of high-voltage transmission infrastructure, such as financing, environmental management, Human Resources, etc. |
| CapaciTa | UF.0710.M | 'HV electricity infrastructure projects | 75 | Virtual - run by REE | · 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 | UF.0713.M | Other systems required for HV Electricity Infrastructure | 75 | Virtual - run by REE | · Discuss and understand what systems are required for the correct functioning of high-voltage facilities/infrastructure. |
| CapaciTa | UF.0715.M | Maintenance techniques - HV overhead lines | 75 | Virtual - run by REE | · 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 HV overhead line. |
| CapaciTa | UF.0716.M | Maintenance techniques - HV cables | 75 | Virtual - run by REE | · Learn more about and understand the different maintenance techniques for high-voltage cables, the different types, the terminals, earthing systems, etc. |
| CapaciTa | UF.0718.M | Maintenance techniques - primary systems in substations | 75 | Virtual - run by REE | · Analyse the maintenance techniques for primary systems in substations taking into account different technologies and the role they play. |
| CapaciTa | UF.0719.M | Telecommunications control and other systems | 75 | Virtual - run by external provider | · Cover the maintenance techniques and practices used for the systems required for the correct functioning of high-voltage facilities/infrastructure. |





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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|-----------------------|-------------|---|----------------|------------------------------------|---|
| CapaciTa | UF.0720.M | FACTS Maintenance. Torres del Segre | 14 | Classroom-based (F2F) | · Get to know and understand the intervention procedures for the maintenance of FACTS in Torres del Segre. |
| CapaciTa Competencies | UF.0730.B | Efficiency and Productivity | 50 | Virtual - run by external provider | · 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 | UF.0750.A | ABB REB670 Busbar Protection | 15 | Classroom-based (F2F) | · Learn more about and understand how it works, the principles of maintenance and the REB670 busbar differential protection test |
| CapaciTa Competencies | UF.0757.B | Customer orientation | 50 | Virtual - run by external provider | · 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. |
| CapaciTa Competencies | UF.0738.B | Coordination of teams | 50 | Virtual - run by external provider | · Foster team spirit, seek group cohesion, encourage cooperation and not competition. Integrate contributions and different points of view among people of one's team. |
| CapaciTa | UF.0797.M | GEMAS Algorithm | 4 | Classroom-based (F2F) | · Understand the GEMAS calculation algorithm to be able to review the calculations made and understand their consistency. |
| CapaciTa | UF.0798.M | Oscillations, PMU and WAMS system | 6 | Classroom-based (F2F) | · 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 Competencies | UF.0799.B | Digital Competencies | 10 | Virtual - run by REE | · Analyse own technological and learning needs. Select and effectively use technological environments. Update knowledge continuously, as a way to achieve permanent self learning. |
| CapaciTa | UF.0500.B | Electrical Configuration of Substations | 6 | Virtual - run by REE | · 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 | UF.0572.B | Overhead Lines | 12 | Virtual - run by REE | · 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. |

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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|-----------------------|-------------|--|----------------|-----------------------------|---|
| CapaciTa | UF.0571.B | Insulated Cables | 12 | Virtual - run by REE | · Understand 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 | UF.0729.B | PreDESC | 4 | Classroom-based (F2F) (F2F) | · 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 | UF.0238.M | Power and Measurement Transformers | 25.5 | Classroom-based (F2F) | · The objective of the course is to acquire a global vision of power and measurement 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 | UF.0558.B | Electrical Equipment - Load Connection | 6 | Virtual - run by REE | · 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. |
| CapaciTa | UF.0431.M | Reading and Interpreting Electrical Diagrams | 24 | Classroom-based (F2F) | · 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 properly use substation documentation. |
| CapaciTa | UF.0591.A | Visual Basic applied to Microsoft Word | 16 | Classroom-based (F2F) | · 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 | UF.0326.A | ArcGIS | 18 | Classroom-based (F2F) | · Provide the foundations for the understanding of what a Geographic Information System (with ESRI technology) is. Study the main functions of a Geographic Information System and how geographic databases are integrated into a map. Analyse coordinate systems and the main projections, to design an ArcMapmap layout/map. |
| CapaciTa | UF.0070.B | Automated Control System - Generation | 4 | Classroom-based (F2F) | · Understand how the Peninsular Shared Regulation (RCP in Spanish) works at a theoretical and practical level. |
| CapaciTa Competencies | UF.0448.B | Using Initiative and Problem-Solving | 15 | Virtual - run by REE | · Increase capacity to identify threats and opportunities, to ask questions to solve doubts, etc. To promote and encourage the proposal of solutions to the problems detected and to give ideas for improvement. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|-----------------------|-------------|---|----------------|------------------------------------|---|
| CapaciTa | UF.0562.A | Visual Basic applied to Microsoft Access | 7.6 | Classroom-based (F2F) | · 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 Competencies | UF.0447.B | Team Working | 15 | Virtual - run by REE | · 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 team members. |
| CapaciTa Competencies | UF.0754.B | Innovation and Continuous Improvement | 50 | Virtual - run by external provider | · 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 your performance or that of your 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 | UF.0755.B | Adaptation and Change Management | 50 | Virtual - run by external provider | · Learn to accept changes and/or decisions, even if they are contrary to one's point of view. Adapt the work pace or the working conditions, when faced by unforeseen events, without it affecting performance. |
| CapaciTa Competencies | UF.0756.B | Global Vision of REE | 50 | Virtual - run by external provider | · 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. |
| CapaciTa | UF.0498.A | Construction Projects for HV electricity facilities. | 375 | Virtual - run by external provider | · 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. |
| AseguraTe | UF.0235.M | C16 Felling, Pruning and Clearance Works | 16 | Classroom-based (F2F) | · Acquire knowledge about the basic techniques and regulatory safety measures for carrying out clearing works, pruning and felling of trees. · To understand the general characteristics and the operation of the different equipment, machinery and materials that are used. |
| CapaciTa | UF.0009.M | Electricity Substation Description and Single-Line Diagrams | 16 | Classroom-based (F2F) | · Get to know and understand the structure and operation of electricity substations. Interpret single-line diagrams. |
| CapaciTa | UF.0006.B | Visits to Electricity Substations | 4 | Classroom-based (F2F) | · Learn more about the physical topology of a substation and how the different elements that it is comprised of work. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|-----------------------|---|
| CapaciTa | UF.0689.M | High-voltage grid power electronics | 28 | Classroom-based (F2F) | · 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. |
| AseguraTe | UF.0246.M | C07 Works at heights (overhead lines) | 8.5 | Classroom-based (F2F) | · Become familiar with the use of fall arrestor Personal Protection Equipment when working at heights on metal structures - following the work model described in technical document AM004. |
| AseguraTe | UF.0249.M | C08 Manual and mechanical cargo handling | 6 | Classroom-based (F2F) | · Acquire knowledge about the existing risks and the preventive measures that are established to move cargo by manual or mechanical means. |
| AseguraTe | UF.0252.M | C13 Low-voltage electricity risk | 7 | Classroom-based (F2F) | · Learn how to apply regulatory safety measures to avoid risks in low-voltage electrical work. Know how to perform work in low-voltage facilities using the specific techniques regarding live-working in low voltage, method of contact and learn more about the existing materials used to carry out these techniques. |
| AseguraTe | UF.0159.M | C10 Driving off-road vehicles | 18 | Classroom-based (F2F) | · 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. |
| NaTura | UF.0170.M | Iberian Fauna and Flora | 27 | Classroom-based (F2F) | · Become familiar with the species of birds and flora through their field observation, in order to be able to identify them according to species or family. Raise awareness of the importance of flora and fauna and the reasons why it is necessary to conserve biological diversity. Understand the issues regarding the conservation of the Iberian flora and fauna, and develop responsible behaviours. |
| CapaciTa | UF.0622.A | SIEMENS line protections | 24 | Classroom-based (F2F) | · Get to know and understand the criteria, methodologies and operation of SIEMENS line protections. |
| CapaciTa | UF.0047.M | Functioning of the Electricity market | 8 | Classroom-based (F2F) | · Understand the functioning of the electricity market in Spain. Interpret the rules of the electricity market. |
| CapaciTa | UF.0510.M | Electricity substation design. Introduction. | 24 | Classroom-based (F2F) | · Understand, at a theoretical-practical level, the fundamentals of design and operation of high-voltage substations and transformer stations. |
| CapaciTa | UF.0552.M | Handling of SF6 gas - High-Voltage Equipment | 16 | Classroom-based (F2F) | · Acquire the necessary knowledge for the handling of SF6 gas in accordance with EC-842/2006 Standard. |

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APPENDIX A1 TRAINING & DEVELOPMENT PLAN



APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT



TRAINING & DEVELOPMENT PLAN

| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|------------------------------------|--|
| CapaciTa | UF.0608.M | Introduction to Protection Systems | 18 | Classroom-based (F2F) | · Learn more about and understand the basics of how REE's protection systems work. |
| Thabla: English | INGLÉS | English- Virtual Platform | 130 | Virtual - run by external provider | · According to level: A1, A1+, A2, A2+, B1, B1+, B2, B2+ C1, C2 |
| Thabla: English | INGLÉS | English. Face-to-Face Classes. | 130 | Classroom-based (F2F) | · According to level: A1, A1+, A2, A2+, B1, B1+, B2, B2+ C1, C2 |
| CapaciTa | UF.0711.M | High-Voltage Lines | 75 | Virtual - run by REE | · Study the current and future technologies of high-voltage lines - including the project and construction phases. |
| CapaciTa | UF.0712.M | High-Voltage Substations | 75 | Virtual - run by REE | · Study the current and future technologies of high-voltage substations - including the project and construction phases. |
| CapaciTa | UF.0714.M | Maintenance Management (HV Electricity Infrastructure) | 75 | Virtual - run by REE | · Address the aspects related to the management of the maintenance the high-voltage facilities, such as maintenance models and plans, environmental management, safety, etc. |
| CapaciTa | UF.0673.B | Smart Grids. | 20 | Virtual - run by REE | · 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 resources are integrated, among which the following are noteworthy: distributed generation, electric vehicles, demand-side management and energy storage. |
| CapaciTa | UF.0752.M | Grounding Systems | 10 | Classroom-based (F2F) | · Description, necessity and importance of the earthing systems The objective of the course is fundamentally practical, it includes an initial theory session and afterwards measurements will be made in the field. The course is aimed at both line and substation technical specialists. |
| AseguraTe | UF.0614.M | C21 Working in confined spaces | 5 | Classroom-based (F2F) | · 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. |
| CapaciTa | UF.0517.M | Statistical Methods with Microsoft Excel | 16 | Classroom-based (F2F) | · 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 in a given manner. |



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APPENDIX A1 TRAINING & DEVELOPMENT PLAN



APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

TRAINING & DEVELOPMENT PLAN

| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|---|----------------|------------------------------------|---|
| CapaciTa | UF.0240.A | Visual Basic applied to Microsoft Excel | 20 | Classroom-based (F2F) | · 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 can be used. |
| CapaciTa | UF.0165.M | Finance for Non-Financial People | 24 | Classroom-based (F2F) | · Provide the essential knowledge of financial fundamentals, tools and practices, as well as how to assess investments. |
| CapaciTa | UF.0529.A | High-Voltage Lines | 75 | Virtual - run by external provider | · Study the current and future technologies of overhead lines and insulated high-voltage cables, including the project and construction phases. |
| CapaciTa | UF.0533.A | Maintenance Techniques for HV Overhead Lines | 75 | Virtual - run by external provider | · Study the different high-voltage overhead line maintenance techniques, focusing on the treatments applied to the different components. |
| AseguraTe | UF.0489.M | C19 Safe and Efficient Driving - Passenger Vehicles | 8 | Classroom-based (F2F) | · Learning and practice of safe, accurate and effective driving techniques. Reaction when faced with dangerous situations. Ability and control of the vehicle in habitual and critical situations. Knowledge about the operation and behaviour of the vehicle. Achieving a good level of durability of the vehicle by learning good driving principles and skills. |
| AseguraTe | UF.0248.M | C02 Workplace Risk Prevention - Informative Session | 0.5 | Virtual - run by REE | · Inform new recruits of the basic health and safety measures that must be known in order to prevent accidents that could be caused by the risks associated with the work and the facilities. Record in the employee training register the receipt of the "Manual on Prevention of Workplace Risks". Each new recruit receives the Manual when they join the workforce and signs to acknowledge receipt of the same. |
| AseguraTe | UF.0250.M | C12 First-Aid. CPR | 5 | Classroom-based (F2F) | · 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 external semiautomatic defibrillators (DESA). Manage techniques for the unblocking of airways. |
| AseguraTe | UF.0089.B | C11 Basic Fire-Fighting-Evacuation Plan | 3 | Classroom-based (F2F) | · Make the attendees aware of the importance of the carrying out preventive actions. · Train attendees on their functions as members of the Response Teams. · Cover and discuss how fire incidents occur and their consequences. · Train attendees on the selection of extinguishing agents. · Describe the different extinguishing equipment available. · Describe the most appropriate techniques for the control of different fire situations. · Instruct students on the guidelines for action in case of fire, according to their respective job positions. · Train students in the techniques on how to use the Extinction and Protection Equipment on different projects by means of 'live' fire created for practical training. · Share and convey information, in terms of safety, to increase personal self-confidence. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|---------------------------|--------------|---|----------------|------------------------------------|---|
| AseguraTe | UF.0795.B | C18 Office Working | 2 | Virtual - run by REE | · Understand the risks of one's job position, preventive measures and available resources. Learn how to avoid accidents with a change of attitude by learning criteria on how to act. Identify the risks of the different activities. Prevent risks following recommended guidelines. |
| CapaciTa | Voluntariado | Corporate Volunteering Guidelines | 16 | Classroom-based (F2F) | · Train students in the necessary skills and in the theory and practical knowledge, and provide the tools and training to launch or adapt a corporate volunteering programme, so that it is sustainable and has a strategic vision. |
| AseguraTe | UF.0437.M | C15 Recycling of Training regarding Workplace Risk Prevention and Electricity | 8 | Classroom-based (F2F) | · 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. |
| CapaciTa | UF.0014.B | Renewable Energy | 2 | Virtual - run by REE | · Understand and learn more about the fundamental aspects of renewable energy and the main methods used to maximise "renewable" resources for energy production. |
| Corporate Training | UF.0190.B | EFQM Assessors. Basic level | 32 | Virtual - run by external provider | · Acquire general knowledge about the fundamental concepts of Excellence. Learn about the basic assessment process of an organisation by an external team, and the documentation that it uses and generates. Analyse and know the content of the EFQM Excellence Model 2013. |
| CapaciTa | UF.0457.A | High-Voltage Direct Current Links | 20 | Classroom-based (F2F) | · Learn about the fundamental concepts to be able to understand in detail the continuous operation of direct-current high voltage links in its two technologies; conventional (LCC) and VSC. Analyse issues related to the dynamic operation scheme of converters. |
| CapaciTa | UF.0644.A | Testing Transformer differential relay protection | 15 | Classroom-based (F2F) | · Identify the magnitudes and parameters related to power transformers · Outline differential relay test techniques. · Illustrate differential relay test techniques · Associate the testing techniques to differential transformer protections. |
| CapaciTa | UF.0764.A | Fault Locator Laboratory (INELFE) | 16 | Classroom-based (F2F) | · Provide specialised personnel with theoretical-practical training in order to determine the location of failures and faults in the HVDC Spain-France interconnection. |
| CapaciTa | UF_570B | Work-life Balance and Equality | 1 | Classroom-based (F2F) | · Raise awareness of the importance of work-life balance and equality in the professional and personal environment of REE employees. |





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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|------------------------------|-------------|--|----------------|-----------------------|---|
| CapaciTa Competencies | UF.0739.M | Innovation and Continuous Improvement | 2 | Classroom-based (F2F) | · 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 Skills | UF.0446.A | Performance Appraisal Process [Interview with the Employee] | 8 | Classroom-based (F2F) | · Provide support for the successful implementation of the new Performance Appraisal System, through a training process that reinforces the necessary skills, accompanying the cultural change associated with the implementation of the new system, for this it will be necessary to: Reflect on the importance of the performance appraisal system and its management as a driver of individual development and that of the business. Work on the development of key skills which are required to carry out the overall process (plan, follow up, communicate, evaluate, offer feedback, engage teams, draft a development plan [IDP]). Create a mock environment where these skills can be practiced. Understand how we transpose the appraisal interview into specific actions in the IDP of the person being evaluated. Be aware of the obstacles that may be encountered when we change the way we do things. |
| CapaciTa Competencies | JEFES | Team Management and Leadership | 16 | Classroom-based (F2F) | · Provide participants with the necessary skills and tools, whose objective is to learn how to manage and lead excellence teams. Discover the importance of organisational leadership. Understand the model of the basic elements of leadership and the model of the effective leader. Introduce techniques and skills to improve motivation, leadership and teamworking, as well as collaborating on new initiatives. Learn how to differentiate between teamwork and essential collaboration. Understand and apply the behavioural foundations of excellence. Learn to build more effective and productive relationships, based on the intelligent use of emotions. Engage and motivate managers to provide and contribute to the development of the leadership model itself, aligned with the mission, values and strategic objectives of the Company. |
| CapaciTa | UF.0745.M | Operator of Local Manoeuvre Operations Certification. REE Theory | 21 | Classroom-based (F2F) | · Provide the necessary theory training to REE employees for their certification as Local Operators in REE facilities. |
| CapaciTa | UF.0746.M | Operator of Local Manoeuvre Operation Certification. REE Practical | 17 | Classroom-based (F2F) | · Provide the necessary practical training to REE employees for their certification as local operators in REE facilities. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|-----------------------|---|
| CapaciTa | UF.0080.M | Microsoft Outlook Calendar | 10 | Virtual - run by REE | · Improve MS Outlook knowledge as well as its practical application in administrative tasks. |
| CapaciTa | UF.0080.A | Microsoft Outlook Calendar | 3.5 | Classroom-based (F2F) | · Acquire the necessary knowledge for the adequate management of email and calendars through Microsoft Outlook 2007 - advanced level. |
| CapaciTa | UF.0459.B | Substation Local Manoeuvre Operations. Theory | 6 | Virtual - run by REE | · 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 | UF.0771.B | MOVIMAN | 7.5 | Classroom-based (F2F) | · Explain the use of the new mobility device in REE. |
| CapaciTa | UF.0708.A | Switch Protections | 15 | Classroom-based (F2F) | · Identify the magnitudes and parameters related to the switches. · Outline the test techniques for switch relays. · Illustrate test techniques for switch relays. · Apply the previously indicated test techniques to switch relays. |
| NaTura | UF.0396.B | Environmental Awareness | 15 | Virtual - run by REE | · 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. |
| CapaciTa | UF.0641.B | GeoRED. User Visor. | 6 | Classroom-based (F2F) | · Provide students with the necessary capabilities for the visualisation, consultation and spatial analysis of the REE infrastructure on a geographical visor. |
| CapaciTa | UF.0748.B | Programming in Python | 60 | Virtual - run by REE | · Acquire the necessary knowledge about programming with Python (programming language). |
| CapaciTa | UF.0763.B | PSSE-33 Operation. Operation tools in the event of faults. | 10 | Classroom-based (F2F) | · Understand and learn how to manage PSSE-33 when faced with faults of applications of the system operation tools. |





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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|------------------------------------|---|
| CapaciTa | BME | Electricity Derivatives | 8 | Classroom-based (F2F) | · Familiarise participants on how the derivatives market works, as it has a larger volume than the OMEL market, and whose prices serve as a reference for CESUR auctions. Understand the perspective of a broker as a professional that helps buyers and sellers to close negotiations, and incorporate the vision of a first-line trader that is operating daily in the market. Explain the service provided by counterparties and how they can help entities that wish to access the market. Offer practical expert knowledge, which explains the coverage mechanisms and tools that can be used by a trade, or a generator agent belonging to wind energy and cogeneration energy sectors to protect themselves from adverse situations regarding market prices. |
| CapaciTa | UF.0334.A | Power Restoration Plans: Operating Procedures | 25 | Classroom-based (F2F) | · Get to know, understand and execute the Electricity Service Restoration Plans, in the event of widespread incidents in the national or interconnected transmission grid, being aware of the actions that must be carried out by the REE Control Centres (CECOEL and CECORE), the Control Centres of RTE, REN and ONE, and the Control Centres of the Generation Agents and those of the Distribution Agents. |
| CapaciTa | UF.0760.B | Interconnection management for the creation of the IEM | 6 | Classroom-based (F2F) | · Learn about and understand European trends in relation to the management of international interconnections for the creation of the Internal Energy Market (IEM) |
| NaTura | UF.0347.M | Forest Fire Fighting | 5 | Classroom-based (F2F) | · Gain further knowledge about the behaviour of fire and the methods and means necessary for the extinction of forest fires. |
| CapaciTa | UF.0705.B | Royal Decree 337/2014. High-Voltage regulation substations | 14 | Classroom-based (F2F) | · Get to know and understand the contents and modifications of Royal Decree 337/2014 on High Voltages in Substations. |
| CapaciTa Skills | UF.0169.M | Written communication and the drafting of reports | 12 | Classroom-based (F2F) | · Improve written communication, according to the REE style book. Know and be able to apply the various sources used for consultation - both printed and electronic - and the IT software programs for daily use, with which to be able to write the communiqués in less time and with fewer doubts and errors. |
| CapaciTa Skills | ASK | Written communication and the drafting of reports | 11 | Virtual - run by external provider | · Understand the development of a text as a process and improve personal drafting strategies. · Understand and practice the necessary tools to provide greater efficiency, clarity and conciseness to documents. Establish a personal improvement action plan to implement changes in the day-to-day work, in relation to written communications that need to be drafted. |
| CapaciTa | UF.0582.A | MESA Disconnectors | 30 | Classroom-based (F2F) | · Understand and practice the fundamental concepts of maintenance and commissioning of MESA disconnectors. |



Continued on next page

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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|-----------------------|-------------|--|----------------|-----------------------|--|
| CapaciTa | POWERPIVOT | PowerPivot analysis | 12 | Classroom-based (F2F) | · Use the different PowerPivot tools to analyse information from different perspectives. |
| CapaciTa | UF.0594.M | Electricity System Demand settlements | 7 | Classroom-based (F2F) | · Understand how the demand settlement mechanisms are applied to the Electricity Market Agents in Spain. |
| CapaciTa | UF.0776.B | Markets, Constraints, Ancillary Services | 10 | Classroom-based (F2F) | · Get to know and understand the basic principles of the electricity generation market, the process of technical constraints and the ancillary services of the system. |
| CapaciTa | UF.0704.A | Protection Systems for Generation | 28 | Classroom-based (F2F) | · Get to know and understand the criteria, methodologies and how the protections regarding generation work. |
| CapaciTa | UF.0744.A | Pumped-Storage Power Stations | 25 | Classroom-based (F2F) | · 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 | UF.0602.B | IEC61850 Standard | 8 | Classroom-based (F2F) | · Cover and explain the basics of the IEC61850 standard and how it works. |
| CapaciTa | UF.0602.M | IEC61850 Standard | 16 | Classroom-based (F2F) | · Training on the IEC61850 standard. |
| CapaciTa | UF.0327.M | Criteria regarding the Standardisation of the Design of HV Underground Electricity Lines | 14 | Classroom-based (F2F) | · Explain the criteria and standardisation that REE is using in the design of high-voltage underground electricity lines in order to unify its application in the design and drafting of final projects for this type of line. |
| CapaciTa Competencies | UF.0736.M | Adaptation and Change Management | 16 | Classroom-based (F2F) | · Learn to accept changes and/or decisions, even if they are contrary to one's point of view. Adapt the work pace or the working conditions, when faced by unforeseen events, without it affecting performance. Apply the proposed changes demonstrating a constructive attitude when faced with new situations, adapting their planning and reorganising resources. |
| CapaciTa Competencies | UF.0799.M | Digital Competencies | - | Classroom-based (F2F) | · Analyse personal technological and learning needs. Select and effectively use technological environments. Update knowledge continuously as a way to achieve permanent self-learning. |
| CapaciTa | UF.0747.A | Underground Lines | 18 | Classroom-based (F2F) | · Acquire the necessary knowledge regarding underground lines. |

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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|-----------------------|---|
| CapaciTa | UF.0236.M | Topography (for line technical specialists) | 15 | Classroom-based (F2F) | <ul style="list-style-type: none"> 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 discussed with the use of GPS and the total station. |
| CapaciTa | UF.0659.A | ABB Load Changeover Switches | 18 | Classroom-based (F2F) | <ul style="list-style-type: none"> Learn and understand how load regulators work, in addition to their operating and maintenance characteristics. |
| CapaciTa | UF.0507.B | Fibre Optic Cables | 10 | Classroom-based (F2F) | <ul style="list-style-type: none"> Provide basic theoretical knowledge about fibre optic cables. |
| CapaciTa | UF.0643.A | Adjustment Criteria for Protections | 12 | Classroom-based (F2F) | <ul style="list-style-type: none"> Identify the magnitudes and parameters that are involved in adjustments in relation to protection systems. State the main adjustments to be calculated Identify the adjustment criteria, associating them with each type of protection Illustrate the adjustment calculation techniques. |
| CapaciTa | UF.0649.A | OMICRON CMC Testing Case | 18 | Classroom-based (F2F) | <ul style="list-style-type: none"> Identify the components of the equipment. Outline the test modules associated with the OMICRON testing case. Illustrate the testing techniques of each module. Apply the test techniques to the protection test. |
| CapaciTa | UF.0146.M | Maintenance of Direct Current Equipment | 6 | Classroom-based (F2F) | <ul style="list-style-type: none"> 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 | UF.0653.B | Basic Telecommunications - Substation Brigades | 7 | Classroom-based (F2F) | <ul style="list-style-type: none"> Train the personnel who carry out substation control tasks so they have the practical knowledge necessary to support the telecommunications brigades 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 motherboards if available, etc.). |
| CapaciTa | UF.0412.A | Earthing Operations in Substations | 18 | Classroom-based (F2F) | <ul style="list-style-type: none"> 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. |





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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|-------------------------------------|----------------|-----------------------|---|
| CapaciTa | UF.0474.A | ABB Power Transformer Maintenance | 19 | Classroom-based (F2F) | <ul style="list-style-type: none"> 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 | UF.0620.A | ISODEL Mod. HP-500 Switches | 15 | Classroom-based (F2F) | <ul style="list-style-type: none"> Get to know and understand the criteria, methodologies and operation of ISODEL switches. |
| CapaciTa | UF.0438.B | Maintenance Definition and Criteria | 4 | Classroom-based (F2F) | <ul style="list-style-type: none"> Present an overview of maintenance, with details on the definition of the philosophy and the criteria applied in Red Eléctrica's facilities. |
| CapaciTa | UF.0663.A | Remote Testing of Protections - SEL | 15 | Classroom-based (F2F) | <ul style="list-style-type: none"> Identify the magnitudes and parameters related to electricity lines. Outline the remote testing techniques for relays. Illustrate the remote testing techniques for relays. Associate testing techniques to remote protections Apply the points above to the remote relay testing. |
| CapaciTa | UF.0379.M | Thermography | 10 | Classroom-based (F2F) | <ul style="list-style-type: none"> Acquire the fundamental physical concepts of infrared thermography. Understand the techniques and good practices for conduct thermography. Learn to properly interpret the results of thermography. |
| CapaciTa | UF.0496.M | HV Line Regulation and its ITC-LAT | 21 | Classroom-based (F2F) | <ul style="list-style-type: none"> The course provides a detailed explanation of the new High-Voltage Line Regulation (RLAT), comparing it with the previous from 1968, which differs substantially. The course will also address the following issues: a) Regarding design, propose simple solutions that comply with the new Regulation. b) Regarding the use of materials, those that comply with the Regulation will be analysed, whereby the designer will assume that by using the materials defined, the Regulation will basically be deemed as being complied with. c) All the necessary data will also be provided in order to perform the wide and varied electrical and mechanical calculations, all of which are necessary to meet the requirements of the new Regulation. d) Finally, by way of example, in the drafting of projects (ITC-LAT 09) the course will define situations that are more favourable in terms of regulatory requirements. |
| CapaciTa | UF.0547.M | HV Switches. Measuring and Testing | 6 | Classroom-based (F2F) | <ul style="list-style-type: none"> To facilitate the understanding of tests conducted on high-voltage switches through the use of testing equipment. To adequately apply the tests for the maintenance of switches. |



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| TRAINING PROGRAMME | COURSE CODE | COURSE NAME | TRAINING HOURS | TRAINING METHOD | OBJECTIVES |
|--------------------|-------------|--|----------------|-----------------------|--|
| CapaciTa | UF.0669.M | Earthing Operations for Overhead and Underground Lines | 18 | Classroom-based (F2F) | <ul style="list-style-type: none"> The course is aimed at high-voltage line maintenance technical experts, the objectives are: <ul style="list-style-type: none"> - Explain the basic concepts regarding the earthing of medium and high-voltage lines. - Present the amendments of the new High-Voltage Line Regulation for earthing operations. - Explain the regulatory measurements from a practical point of view. |
| CapaciTa | UF.0669.A | Earthing Operations for Overhead and Underground Lines | 18 | Classroom-based (F2F) | <ul style="list-style-type: none"> The course is aimed at high-voltage line maintenance technical experts and support specialists, the objectives are: <ul style="list-style-type: none"> - Explain the basic concepts regarding the earthing of medium and high-voltage lines. - Present the amendments of the new High-Voltage Line Regulation for earthing operations. - Explain the regulatory measurements from a practical point of view. |
| NaTura | UF.0440.M | Environment and Sustainability | 8 | Classroom-based (F2F) | <ul style="list-style-type: none"> Understand the requirements of REE's Environmental Management System, the interactions/ impacts of maintenance activities with the environment, the environmental regulations applicable to each of the maintenance tasks and the environmental responsibilities, and know how to act in order to avoid or minimise the impacts of our activities on the environment for each action performed. |
| NaTura | UF.0349.B | Waste Management | 5 | Classroom-based (F2F) | <ul style="list-style-type: none"> Update knowledge on the management of waste generated during works on lines and substations. Create a communication and discussion forum on best practices. |
| CapaciTa | UF.0601.A | Physical Security - Fire Detection Installation | 14 | Classroom-based (F2F) | <ul style="list-style-type: none"> Provide fire protection training adapted to the unique characteristics of REE's activities, in relation to: Understanding the Regulation applicable in applicable in fire protection matters regarding substations and transformer substations. Carry out a risk identification process. Propose delimiting measures in a substation. |
| CapaciTa | UF.0222.A | SCI XBU of SAC | 30 | Classroom-based (F2F) | <ul style="list-style-type: none"> Understand the creation, modification and management of SAC / ARTECHE databases. |
| CapaciTa | UF.0383.A | Integrated Control System: TELVENT. | 30 | Classroom-based (F2F) | <ul style="list-style-type: none"> Understand the creation, modification and management of TELVENT / SCHNEIDER databases. |
| CapaciTa | UF.0679.M | Electricity System Stability in DigSILENT | 24 | Classroom-based (F2F) | <ul style="list-style-type: none"> The seminar includes a presentation of the mathematical models of synchronous generators, induction machines, loads, excitation systems, turbines and governing systems. Participants perform numerous exercises, in which they investigate the stability of single-machine and multi-machine power systems, using time-domain and frequency-domain techniques. |



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|--------------------|-------------|---------------------------------|----------------|-----------------------|--|
| AseguraTe | UF.0348.A | C20 L.C.I. First Response Teams | 24 | Classroom-based (F2F) | · Raise awareness on the importance of the execution of preventive actions. Train members of First Response Teams in their duties and responsibilities. Discuss and analyse in details the potential incidents and consequences of fire. Describe the different extinguishing equipment available. Train on the action guidelines in the case of fire pertaining to their job position. Provide training on techniques for the use of fire extinguishing and protection equipment in live fire training simulations. |
| CapaciTa | UF.0766.M | AGILE01 | 3 | Classroom-based (F2F) | · Show the principles of agile methodologies, digital transformation and the role of managers as catalysts for the implementation of said methodologies. |
| CapaciTa | UF.0767.M | AGILE02 | 5 | Classroom-based (F2F) | · Obtain a strategic vision of projects and learn to define a project in a more detailed way, based on user case studies. |
| CapaciTa | UF.0768.M | AGILE03 | 5 | Classroom-based (F2F) | · The execution dynamics of a project based on Scrum methodology will be explained, as well as the team-building guidelines. |
| CapaciTa | UF.0769.M | AGILE04 | 5 | Classroom-based (F2F) | · 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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APPENDIX 2 ACTIVITY SUMMARY. TALENT MANAGEMENT



Activity Summary. Talent Management

Talent management is directly linked to each employee's 'Life Cycle' in the Company.

Throughout 2017, activities related to employment processes, training, development and assessment included in this life cycle were carried out.

A summary of the Talent Management activity is shown below, including representative indicators that make easier to carry out a follow-up and implement on-going improvement actions.

IDENTIFICATION OF EXTERNAL TALENT

68.5% of the selection processes managed during 2017 were covered using external hiring agencies.

COLLABORATION WITH THE ACADEMIC SECTOR

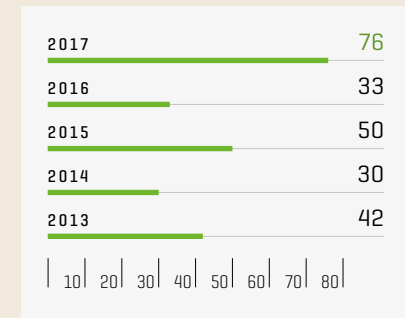
In 2017, 122 people participated in these processes, 16 of whom have also been part of a special theory-

practical programme regarding the position Electricity Control Centre Operator. This programme, carried out in collaboration with universities, is a valuable recruitment source

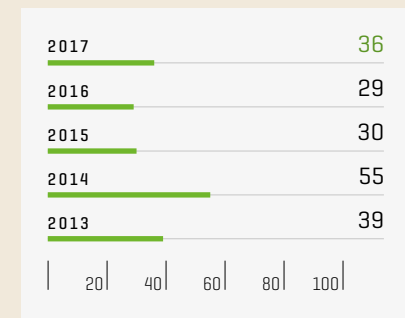
BREAKDOWN OF THE TALENT MANAGEMENT ACTIVITY



Number of new employees No.



Selection process - Average number of days Days





for the Company. Also, 2 university students did their internships in the Company.

THE DUAL (FP) PROGRAMME ADVANCED QUALIFICATION FOR POWER STATION TECHNICIANS

For the design and delivery of the training of this first edition, an initial investment of more than 8,000 hours is foreseen. The number of hours to be invested in successive editions is estimated at 1,800 for the delivery of content and 2,800 for the mentoring of students on this internship programme. This training will be carried out in the period September 2017 to December 2019 with a total duration of 2,820 teaching hours for students (1,620 in the FP centre / 1,200 in the Red Eléctrica Group).

The development of the technical contents of the modules will be the responsibility of the technical expert from the Facilities Maintenance Management Area of Red Eléctrica, mainly of the Substation Maintenance Department. There will be 444 hours of mentoring per intern (work centre training) and this will be conducted in the Company's Transmission Facilities of the

various Regional Areas. In 2017, a number of different development programmes aimed at boosting the talent of Red Eléctrica's personnel were carried out.

A summary table of the programmes conducted, the number of attendees in each case, the editions of each course and the evaluation received is included below.

The Red Eléctrica Group is a pioneer in Spain in this Advanced qualification.

| | No. of attendees | No. of courses | No. of Hours | Evaluation (0-10) |
|---|------------------|----------------|----------------|-------------------|
| Development programmes | | | | |
| CapaciTa Competencies (Competencies) | 652 | 45 | 8,690 | 8 |
| CapaciTa Competencies (Skills) | 652 | 45 | 1,057 | 9 |
| Pool of PoTential - Technical Specialists | 124 | 6 | 4,005 | 9 |
| Expertos en Red | 68 | 6 | 315 | 8 |
| LideraT | 67 | 15 | 1,413 | 9 |
| InTegra | 235 | 10 | 772 | 8 |
| Total Development programmes | 1,798 | 127 | 16,252 | |
| Training Programmes | | | | |
| Thabla Programme | 1,198 | 80 | 90,614 | |
| Sustainability Programme | 26 | 7 | 166 | 8 |
| NaTura Programme | 13 | 2 | 95 | - |
| AseguraT Programme | 2,059 | 208 | 15,841 | 8 |
| CapaciTa Programme | 2,884 | 406 | 59,236 | 8 |
| Knowledge of the Company and the sector | 3 | 1 | 18 | |
| Total training programmes | 6,183 | 704 | 165,987 | |
| Total training and development | 7,981 | 831 | 182,239 | 8 |
| PracTica Programme (interns) | 55 | 12 | 2,231 | |
| Total (employees + interns) | 8,036 | 843 | 184,470 | |



53% of the training is virtual, showcasing the Company's commitment to the digitalization of training contents using online methodologies.

In 2017, there was an increase in the number of training hours per employee aimed at promoting employee ability. This increase can be seen in the following areas: technical training, languages, professional skills and abilities.

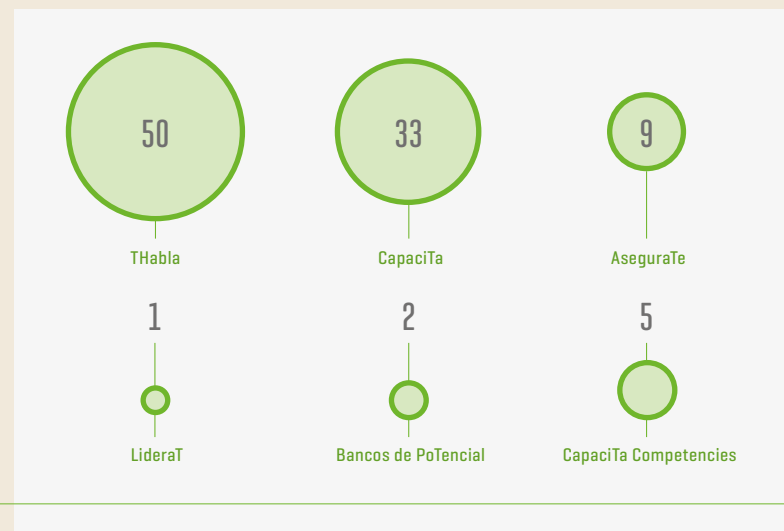
The Red Eléctrica Group is committed to the digitalisation of training content using an online approach that has allowed the training resources to be optimised. Due to this fact, online training represents 53% of the total, whereas classroom-based training

represents the other 47%. Taking into account the experience and technical understanding of our employees, Red Eléctrica prioritises in-house training, particularly in those programmes where internal expertise and knowledge is a must. The percentage of employees who acted as instructors during 2017 was: 9%; representing 12% of the training provided.

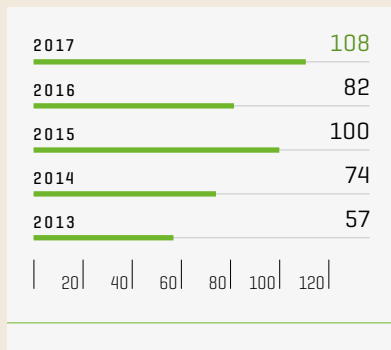
Distribution of training hours per method used %



Distribution of training hours per programme %



Average hours of training per employee hours



Internal instructors





Training is concentrated within the '31 to 40 years old' age group, as this is the area where the majority of the training is focused.

The total volume of training in the under 30 age group continues to be high and the over 50 age group continues to receive training focused on their duties and responsibilities.

EQUALITY IN TRAINING

The Equal Opportunities ratio in training 2017 stood at 0.86. ⁽¹⁾

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

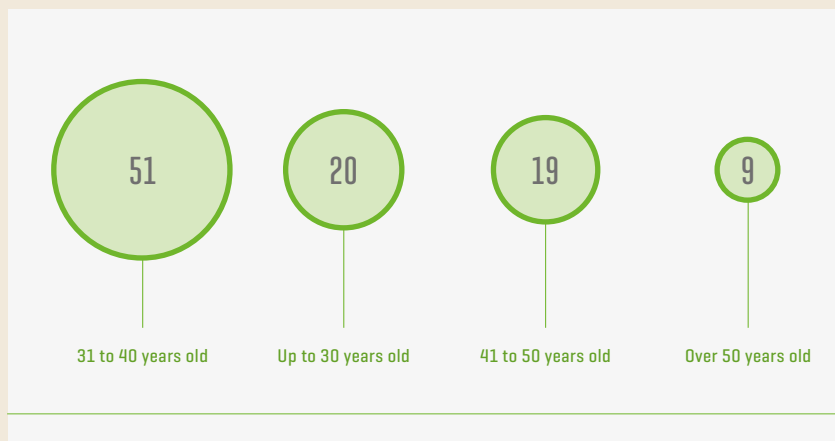


INVESTMENT IN TRAINING

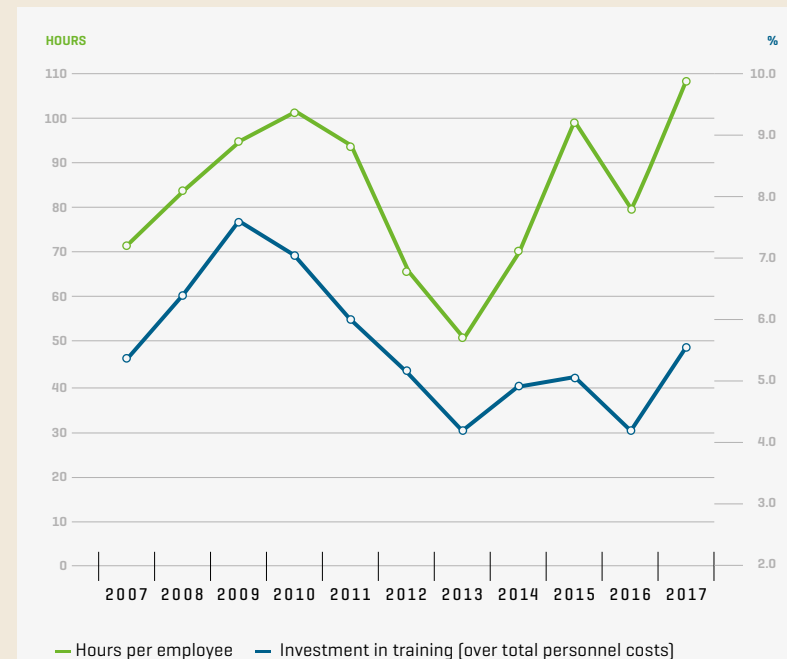
Investment in training shows an increase due mainly to the growth in training hours derived from technical training programmes, languages and Occupational Health and Safety. The percentage of investment in training over total cost of personnel stands at 5.63%.

In 2017, the Equal Opportunities ratio in training at 0.86.

Training breakdown by age %



Investment in training





EVALUATION OF THE TRAINING

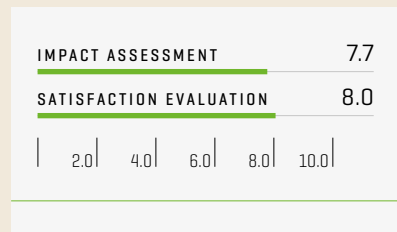
The overall evaluation, in terms of training, for 2017 stood at 8.3.

The training evaluation takes into account the feedback received from attendees after the course has finished.

On occasion, an impact assessment is performed but only for specific courses. This assessment measures whether the student has directly applied what they have learned and if it helps to carry out their duties and responsibilities in their job.

The average satisfaction level for the courses given stands at 8, achieving an impact assessment score of 7.7.

Average score of evaluations - courses conducted

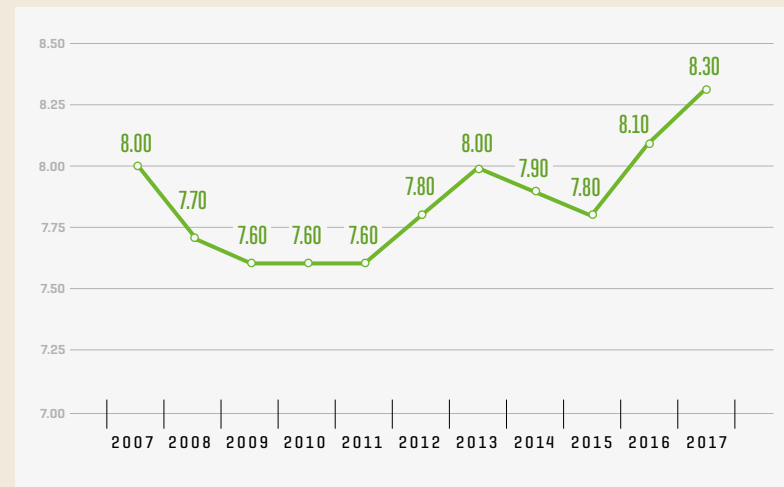


In 2017, the training assessment and measuring system has been consolidated to include the Return of Investment (ROI) calculation. The system contemplates different parameters: satisfaction with the training, acquired knowledge and its applicability, and the impact of the training. This allows the overall ROI and the ROI per programme to be calculated. The ROI estimations in 2017 have shown an upward trend resulting in an ROI of 25%.

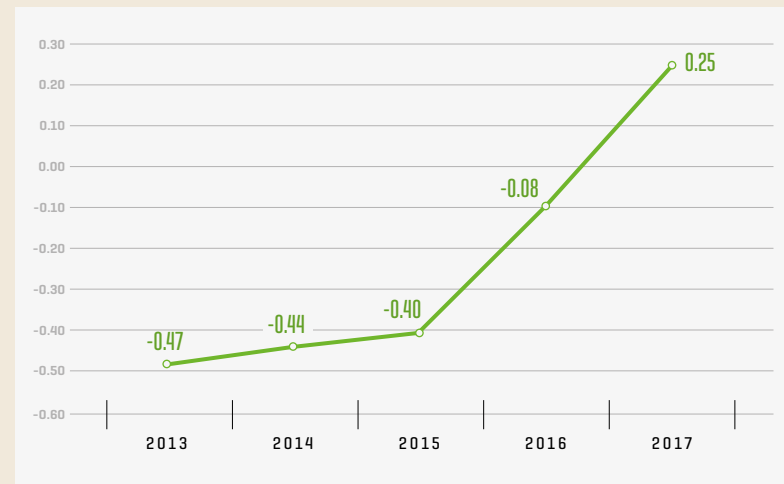
MAIN TRAINING AND DEVELOPMENT ACTIONS IN 2017

- In 2017, the design of the corporate university model 'Red Eléctrica Group Campus' was completed as a platform for the deployment of the strategy, values and culture of the Red Eléctrica Group.
- In 2017 the construction of the new training and learning facilities of the 'Red Eléctrica Group Campus' in Tres Cantos have been completed.
- A specialised training course on project management in accordance with the ISO 21500 standard has been completed.

Overall training assessment



Return of Investment (ROI)





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APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

- Practical training courses continue in electricity substations using actual equipment that is temporarily offline for training purposes.
- Actual hands-on training has been carried out in Company facilities, between control centre operators and operators who in the future will manage local operation in substations.
- Language training has moved to an on-line/virtual format, thanks to 2.0 technology, replacing almost all of the classroom-based training.
- A new Induction and Integration programme has been consolidated, to significantly strengthen the importance of the role of 'mentor'.
- In 2017, 100% of the management team took part in the LideraT programme, which includes four development spaces: Inspiration Moments, Exclusive Moments, Communication Skills, Leadership Roadmap.

- The Pool of PoTential Programmes have been continued for specialist technical positions and Heads of Departments. Similarly, the third edition of the Pool of PoTential - Technical Specialists has had 27 participants in the programme.
- The deployment of the Knowledge Management Model has been continued with actions and tools proposed in the White Paper on Knowledge Management.
- The second edition of the Pool of Experts Programme has taken place, with 315 hours of training given for the acquisition of skills aimed at the dissemination of knowledge in the workplace.



- In regard to the development of skills and competencies, 8 roadmaps have been launched aimed at improving the results obtained in employee performance appraisal.
- Regarding training on Sustainability, elements related to human rights have been included, and managerial and non-managerial staff from the Company have participated.

In 2017, the design of the corporate university model 'Red Eléctrica Group Campus' was completed as a platform for the deployment of the strategy, values and culture of the Red Eléctrica Group. The new training and learning facilities at the Campus are currently in use.



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APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

Recognition

PERFORMANCE APPRAISAL

In 2017, the performance appraisal model has been implemented, following the criteria set in the relational framework for REA (Peru), and the implementation has also been planned for 2018 in REDENOR (a subsidiary in Chile in which Red Eléctrica has a 70% shareholding).

The Human Resources Management area, with a view to continue improving in terms of personal development, has created a questionnaire so that all employees evaluated can give their opinion on the performance appraisal system. Analysis of the results of this questionnaire, which is entirely confidential, is useful in terms of assessing the quality of the process. The results from the latest survey regarding the performance appraisal system were (on a scale of 1 to 5):

Performance appraisal system Rating (from 1 to 5)

| | |
|---|-------------|
| 1. 'Global Process' | 4.03 |
| 2. 'Evaluation factors' | 3.62 |
| 3. 'Strengths and areas for improvement' | 3.71 |
| 4. 'Looking forward and consolidation' | 3.79 |
| 5. 'Individual Professional Development Plan' | 3.41 |
| 6. Opinion' | 4.35 |
| 7. 'Information regarding my performance' | 3.67 |
| 8. 'My evaluator's performance' | 4.02 |
| Overall Average | 3.83 |

The employee (belonging to the Collective Bargaining Agreement) and the management appraisal results are presented in the following graphs. The resulting areas for improvement

emerging from the appraisals are Flexibility and the Global Business Vision in the case of employees, and Change Management and Team Management in the case of managers.

Employees under the Collective Bargaining Agreement and management appraisal results

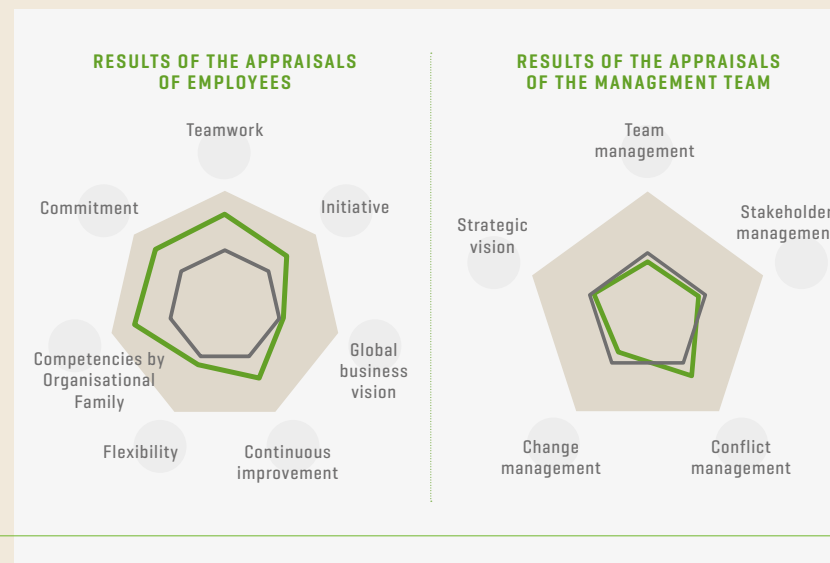




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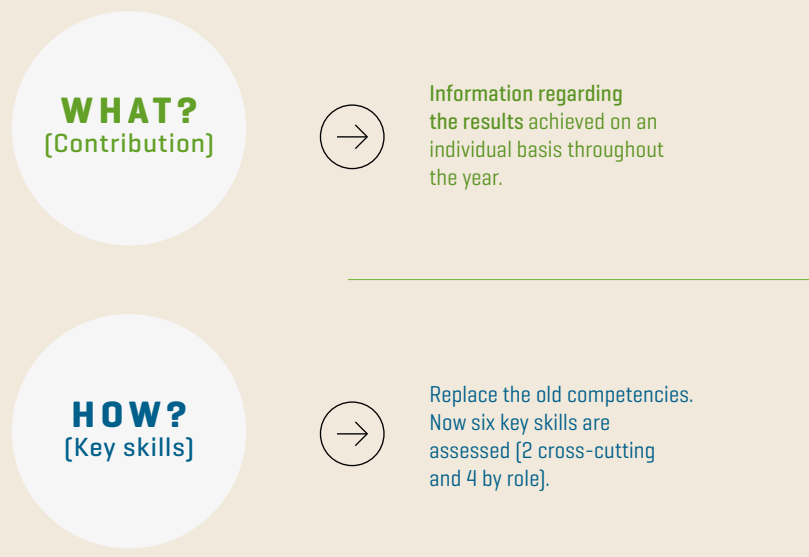
APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

During 2017, a review of the assessment model was conducted, which is committed to promoting a culture of development for professionals and teams, which guides and motivates the continuous improvement of its performance and which drives the evolution of the Red Eléctrica Group.

The new aspect which is most noteworthy is that of the so-called 'key skills' [a total of 6 will be evaluated]:

- **2 key cross-cutting skills:** Knowledge, skills and attitudes necessary for the business, reflected in the behaviour and ways of working and defined by the Human Resources Department.
- **4 key skills by role:** Knowledge, skills and attitudes of exclusive application to a functional scope or specific position.

New Performance Appraisal Model



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

The revision of the appraisal model has given rise to the so-called 'key skills', two cross-cutting skills and four key skills per role. It is about knowledge, skills and attitudes developed in the workplace.





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APPENDIX A2 ACTIVITY SUMMARY, TALENT MANAGEMENT

A clear commitment to the promotion and development of the people working for the Company.

TEAM INTEGRATION ACTIONS

Taking the responses obtained from the last climate and engagement survey carried out as our starting point, we have been able to continue with team integration projects with the aim of improving the work climate in some organisational units.

- Creation, activation and development of high-performance work teams.

A cohesion and integration plan has been developed that is cross-cutting in nature, aligning personal and departmental interests with the global interests of Red Eléctrica.

This plan seeks to promote integration among teams, increase employee engagement with Company values and culture and develop workforce commitment in favour of a common goal. 126 people have taken part in 18 actions in 2017.



INTERNAL PROMOTION

In 2017, 100% of the appointments in the Company to managerial positions were covered by internal promotion. 92% of the new heads

of department and 50% of director positions were filled with participants from the Pool of PoTential programmes.

HIGH PERFORMANCE

126
PARTICIPANTS



DEVELOPMENT OF TEAMS

18
ACTIONS



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APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

Within the LideraT Programme, in 2017, 22 personalised actions have been launched to support the integration and transition of people who have taken new or different managerial positions in Red Eléctrica. These actions have made it easier to implement changes in the organisational structure of the Company.



In order to improve the work climate in some organisational units, team integration has been achieved through the creation, activation and development of high-performance work teams, aligning personal and departmental interests with the global interests of Red Eléctrica.



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APPENDIX A2 ACTIVITY SUMMARY. TALENT MANAGEMENT

Talent Management: 'Our priority' Main 'Challenges 2018'

- Consolidate the Corporate University model 'Red Eléctrica Group Campus'.
- Design the contents that will constitute the teaching material in the Dual FP programme, responsibility of the Red Eléctrica Group.
- Implement the new performance assessment model based on the definition of the new key skills.
- Deploy the technical training plan designed for the Information Systems and Technology Area to support the cultural transformation process of the unit.
- Carry out the dissemination actions that accompany the digital transformation process of the Red Eléctrica Group.
- Consolidate the mobility model as a lever for professional development.
- Implement a new performance evaluation model that promotes continuous improvement and facilitates communication between evaluators and those evaluated.
- Evolve the leadership model according to the new strategic challenges and the transformation of the Company.
- Provide the necessary technical-training support to guarantee that the service restoration simulation drill of the Balearic Islands electricity systems is executed maintaining the criteria of safety, quality and efficiency.
- Deploy the Knowledge Management Model.
- Design an innovative cooperation programme with the education sector, vocational training (FP) centres, universities and schools.
- Encourage technological innovation to serve as a tool for learning and professional development: new cases to be used in simulators and new virtual courses.
- Start the training of Operators responsible for Local operations in substations in 66 kV bays.
- Start the training for the local operation of substations, through the modules designed with the latest technology in virtual reality [VR].

Our main challenge: Continue to develop the talent of the Professionals of the Red Eléctrica Group.





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