

Talent Management Report

2020

*For a renewed future,
a renewable present*

GRUPO  RED
ELÉCTRICA

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Introduction

We are living in a time of constant transformation in which the Red Eléctrica Group undertakes the commitment to make a sustainable future centred on achieving the targets for ecological transition and the connected society. The sustainable management of expert talent is a key factor for success in the challenges of this period of global change.

The new collaborative approach to work and new information technologies are powerful levers that are changing the way we work and communicate. These new forms of work have acquired more significance during 2020, in the context of the COVID-19 pandemic.

This is why the Red Eléctrica Group has embarked on talent management strategies aligned with the present and future challenges we face as a Group, facilitating the development of potential talent, deployment of capabilities and the satisfaction of the employees of the Group. Investing in the talent of our employees will allow us to continue growing and developing new future projects for the Red Eléctrica Group and will provide value



Sustainable talent management for employees is a key factor in successfully handling the challenges of ecological transition and social connectivity that the Red Eléctrica Group has accepted in this time of global change.



for society. Sustainable management that is based on efficient processes and focused on encouraging diverse and committed talents.

The Red Eléctrica Group's new People Management Model, especially concerning talent management, uses criteria of anticipation and efficiency, seeking to optimise the demand for talent to match the priorities that are determined at the time in question. The model is based on the principle of transparency, empowering employees and enhancing their role. In general terms, it pursues the following objectives:

- **Aligning people** and the **organisation** with the business strategy by clearly defining their contributions.
- **Developing people** along with the organisation in a changing environment.
- **Personalise** and humanise the employees' experience, adapting it to their contribution, needs and preferences.

Talent Management is aligned with the Group's Strategic Plan and its Sustainability Commitment 2030 through the **Master Plan** of the Human Resources division. This Master Plan relies on **Cultural transformation**, the **sustainable management of diverse and committed talent**, focusing on **employee**



experience and the resolve to become a **benchmark as a healthy company**.

The Red Eléctrica Group continued its transformation process in 2020, in which culture is one of the key elements. The umbrella under which the **Cultural Transformation** strategy of the Red Eléctrica Group is deployed is the **Imagina** project, which looks into the addition of new ways of working in the Red Eléctrica Group, and it is here that the **Talent Management transformation initiatives** of the Group are applied:

The Red Eléctrica Group
IS PUSHING FOR
THE ADDITION OF
**NEW
WAYS OF
WORKING**
THROUGH THE IMAGINA PROJECT,
WHICH APPLIES A RANGE OF
INITIATIVES TO TRANSFORM
TALENT MANAGEMENT

- The **ImpúlstaTE** project deals with the transformation of all personnel management processes, both to digital format, with the deployment of the technology that allows moving all routine processes to the cloud, as well as the more strategic and cultural aspects;



The various initiatives to transform Talent Management seek to add efficiency and speed, to develop leadership capacity, boost the use of technology and attract young talent.

- The **Transformative Leadership** project, which has given the Red Eléctrica Group a model that defines what is expected of a leader in terms of principles, values and behaviour, and serves as the base for reviewing any leadership management processes;
- The goal of the **Agilidad** project, which drives the incorporation of the agile philosophy into the Red Eléctrica Group, is to ensure efficiency and speed, emphasising the continuous improvement of processes, thereby enabling it to adapt to complex and constantly changing situations, based on collaboration and the integration of the customer in the work team.

- The **oficina digital** project, whose goal is to transform a working environment based on paper to one in which technology is the main resource for collaboration, exchanging data and accessing information.

The Red Eléctrica Group's bid for **sustainable management of diverse and committed talent** is deployed and develops over **the employee's life cycle**:

- Attracting the best professionals, with a special focus on young talent, which requires the repositioning of the Group as a **reference among employers**;
- **Identifying talent** so that the most outstanding contributions can be acknowledged and development decisions can be split up, taking

into account **diversity within the group and each person's potential**;

- Valuing knowledge as one of the basic assets to be increased and preserved, supported by **encouraging innovation**, a model of **continuous training**, in processes of **knowledge management**, and channelled by the philosophy of the Red Eléctrica Group's Campus.
- Promoting **career plans** that encourage mobility as a key factor in development that drives internal promotion;
- And seeking at all times to offer the people in the Red Eléctrica Group the very best **Employee Experience**.

In the context of the COVID-19 pandemic, 2020 has been an opportunity for the Red Eléctrica Group to put its digital and cultural transformation initiatives into action, which means that instead of being an obstacle to our business, they have successfully produced new ways of working, learning and managing talent.

This report is, therefore, a summary of the most important aspects of talent management in the companies in which the Red Eléctrica Group has a majority share, apart from HISPASAT.



1

Sustainable Talent Management Model



In response to our commitment to sustainability in all the processes within the Company's Global Transformation Project (Imagina), and applying the principles of ImpúlsaTE, the goal of the new People Management Model is to define and implement a transversal model in the main people management processes, to make them coherent and integrate them into a dynamic organisation that contributes to the needs of the business.

A balanced [diverse] and standardised system [for all the Group companies] that allows us to apply distinct policies in selection, remuneration and development processes, and to specify management or technical careers. One of the essential components of the model is the new mobility framework [inter or intra-companies].

The key aspects of the Model are:

We align the people and the organisation:

- Through **strategic talent planning**, identifying the professional profiles needed to our operations and to sustain the business.
- Through a **management by challenge model**, which lets us align the strategy and the global targets of the Strategic Plan.

People Management Model for the Red Eléctrica Group



Aligns

people and the organisation with the business strategy by clearly defining their contributions



Evolves

people along with the organisation in a changing environment



Personalises

and humanises the employees' experience, adapting it to their contribution, needs and preferences

Empowering the employee and enhancing their role ...

... with transparency in the criteria and decisions by ...

... leaders who manage people ...

... for continuous improvement and agility for the organisation.



The new Personnel Management Model is a standardised and fair system that allows us to apply distinctive policies in selection, remuneration and development processes, and to specify management or technical careers.

The person Evolves along with the organisation:

- Through **strategic talent planning**, anticipating actions to secure future talent, planning and innovating in our training and development actions.
- Through **management of the contribution**, consolidating the culture of transparency and communication, with conversation between leaders and colleagues about their contribution, skills, knowledge, for continuous improvement and the development of the employees.
- Through the annual process of **identifying talent** among technicians that will enable us to prepare training actions to improve the

results of the organisation, investing in people with different capacities so that we can implement development plans and career plans.

- Through the process of **development and learning**, with the new learning model, skills model, development plans and mobility by profession.

The organisation Personalises these actions:

- Through **conversations between leaders and their colleagues** to identify the personal context, preferences, needs and interest in mobility.
- Through **identification of talent**, making personalised investment in training and

development for critical groups, supporting promotion processes with knowledge transfer and boosting mobility plans.

- Through the process of **learning and development**, through Individual development plans (IDP) to strengthen the 'key skills' required to reach individual and collective targets, applying a range of open courses in response to individual learning plans in the Virtual Campus.



2

Cultural transformation





Imagina

Imagina is the Red Eléctrica Group's project for cultural transformation, and it is intended to guide all changes deriving from the implementation of new ways of working in our daily routines, to enable us to be more agile and flexible and to collaborate more closely. The overall goal is to transform us into the future organisation that we want to become,

driving our evolution from within, from our personnel.

Initiatives such as the digital office, flexibility, new people management policies based on autonomy and responsibility will help the Red Eléctrica Group to meet strategic and future challenges such as energy transition,

sustainability, connectivity, innovation and technology, people management and efficiency. Major challenges that call for a higher commitment to innovation, adaptability, collaboration, agility and self-leadership. In short, everything that the Imagina project has entailed since it was set up, through cultural and technological initiatives, processes and spaces.

Its goal is to lead the opportunities of the new context, nurturing and encouraging a more positive attitude towards creating our own future, using our employees to drive the sustainable development of the Red Eléctrica Group as a reference for all our stakeholders.



Imagina includes the whole organisation: it is a project for everyone.

Its goal is to lead the new context's opportunities, develop and encourage a more positive attitude to create our own future, and use our employees to drive the sustainable development of the Red Eléctrica Group as a reference for all our stakeholders.

The initiatives derived from this project to ensure the adaptation of all Red Eléctrica Group personnel will be developed by a project team consisting of several working groups and a network of more than 160 Imagineers or ambassadors for change, who will push and promote all these initiatives.

Main *Imagina* landmarks in 2020

*Among all the initiatives included in *Imagina*, there are four that have had a direct impact on the Red Eléctrica Group's talent management in 2020.*

1. *ImpúlsaTE*
2. *Transformative Leadership*
3. *Agility*
4. *Digital Office*



ImpúlsaTE

This project puts the employee at the centre of the people management processes as a way to encourage their capacity to manage and develop themselves.

In 2020, this focused on:

- **Digitalisation** of the processes of attracting, selecting and inducting talent.
- **Consolidation** of the model of Management by Challenges, the process for identifying talent and the culture of feedback.

- **Talent development**, through the ecosystem for personal growth, development of digital skills and support for the Individual Development Plans (IDP).

Transformative Leadership

In 2020, the company's CEO promoted a leadership model, defined by what leaders are expected to be in terms of principles, values and behaviour, creating a specific, clear and explicit framework for action which each leader within the Group can draw on

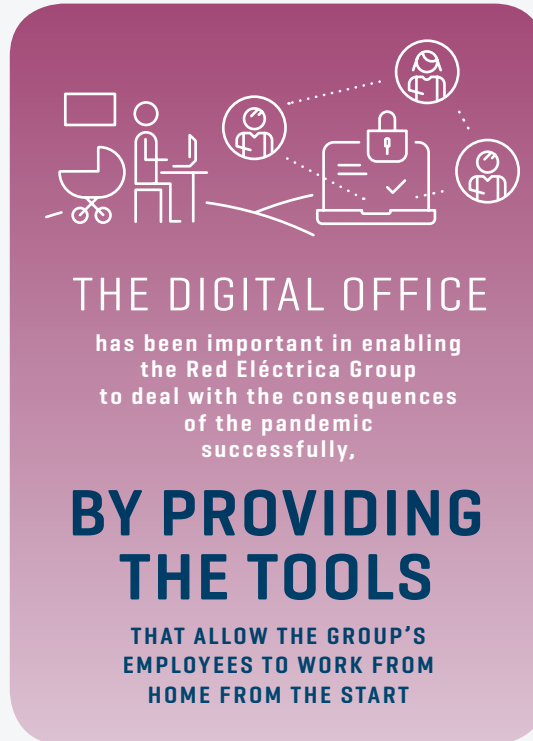


to develop towards the type of leadership that the company needs at that time.

- Sessions to launch this model, supported by the CEO.
- The whole executive team, including the Chairwoman and the CEO, have been assessed through the 360° feedback process, based on the conduct in the new model.
- The executive team members have been interviewed by external consultants to interpret the results and identify areas for improvement.
- The whole executive team has created their own personal improvement plan, based on the conversations about values between each team member with their immediate superior.
- The leadership goals of the Red Eléctrica Group have been tied to the development of the leaders.

Agile Mindset

Agile is an attitude or approach that combines various methods that form the basis on which we can develop the model for organising teams, placing a focus on efficiency grounded in motivated, high performing teams that can



collaborate with iterative and incremental practices to make continuous improvement possible.

- Promotional campaign available on the Virtual Campus.
- Implementation of the Agile philosophy in 4 supply processes and Human Resources.
- More than 50 people trained in Agile approaches.

Digital Office

The Impulsa digital office is a vital initiative for the cultural transformation of the Red Eléctrica Group. It means moving from a working environment based on paper to one in which technology is the main resource for collaboration, exchanging data and accessing information.

Information is considered to be another asset of the company. It entails the promotion and consolidation of a digital culture through the change of habits and customs.

The elimination of paper will allow us to:

- Eliminate the culture of physical presence, so that we can work anywhere.
- Digitalise and automate processes.
- Free space.
- Support sustainability.

The drive for digital offices has been essential in enabling the Red Eléctrica Group to handle the consequences of the pandemic successfully, empowering us to allow our employees to work from home from day one, knowing they had the tools and skills ready to deploy.



ImpúlsaTE Project

impúlsate

One of our commitments is to drive the cultural transformation of the Red Eléctrica Group.

To deliver on this commitment, the **ImpúlsaTE** initiative was set up in 2019 and consolidated in 2020. It aims to promote the development of the professional talent to be found in the Red Eléctrica Group. ImpúlsaTE, which is an offshoot of the company's cultural transformation project Imagina, is reliant on the digitalisation of the people management processes, through the implementation of a new management system for a better employee experience, completing and enriching the training options available and encouraging employees to become the drivers of their own development, with support from their leaders as part of their transformative role.

ImpúlsaTE: an innovative Talent Management culture to accompany the Red Eléctrica Group's process of transformation.

The objective of ImpúlsaTE

“Ensuring that all professionals of Red Eléctrica can grow, making the most of their full potential, offering them options to develop according to their profiles and interests, with the aim of generating value for our business and handling the transformation successfully.”

The key points of ImpúlsaTE

Employee as leading role and empowered



Greater transparency

Leaders in people management



Unique space/platform to talk about the talent of all employees

Continuous improvement and agility





The digitalisation of processes continued in 2020.

- **The process of attracting, selecting and inducting talent.** The process of attracting and incorporating talent has been centralised in one tool, which is 100% digital and standardised for the whole Red Eléctrica Group.
- **360° Assessment tool** to deploy the implementation of the new leadership model that identifies what is expected from leaders in the Red Eléctrica Group in terms of their principles, values and behaviour.



From the perspective of changing processes, the focus has been on:

- Consolidating the model of **Management by Challenges**, which guides the work of non-managerial staff towards clear, specific goals. The “challenges” ensure alignment with the strategy and global objectives of the Strategic Plan.
- Consolidating the new process of **Identifying Talent**, which is a key element in people management. The “talent identification panels” will establish development actions aimed at improving the results of the organisation and

ImpúlsaTE platform: integrating the talent management processes of the Red Eléctrica Group

January 2019



Continuous
Feedback



Management by
challenges

June 2019



Development of key
skills (ITD)

February 2020



New learning model
“Virtual Campus”

December 2020



Process of attracting, selecting,
inducting and integrating professionals
in the Red Eléctrica Group



its sustainability over time, and the development of our employees in relation to individual needs and organisational requirements.

- Talent development, through the **ecosystem for personal self-development**, which includes resources like forums for debate, online practical courses, communities and webinars, among others.
- Development of **key skills** and support for the **Individual Development Plans (IDP)** as a way to strengthen the different 'key skills' necessary to achieve the individual and collective goals, among people in the unit and other organisational units, to achieve the objectives of the Group.
- **Digital skills.** Promoting employee self-development in a setting of digital transformation, making a series of resources available for all employees to accompany and improve their day-to-day productivity through self-development in knowledge, skills and digital tools.
- Strengthening and **consolidation of the culture of continuous feedback** and orientation of results through the launch



The ImpúlsaTE project won the Cegos Prize with Teams & Talent 2020 for best practices in the category of Strategy and transformation.

of the "Oktoberfest feedback" initiative and the "Ask the expert" space, to encourage the spread of best practices among employees, using the micro-videos available for all employees.



Transformative leadership

New leadership model

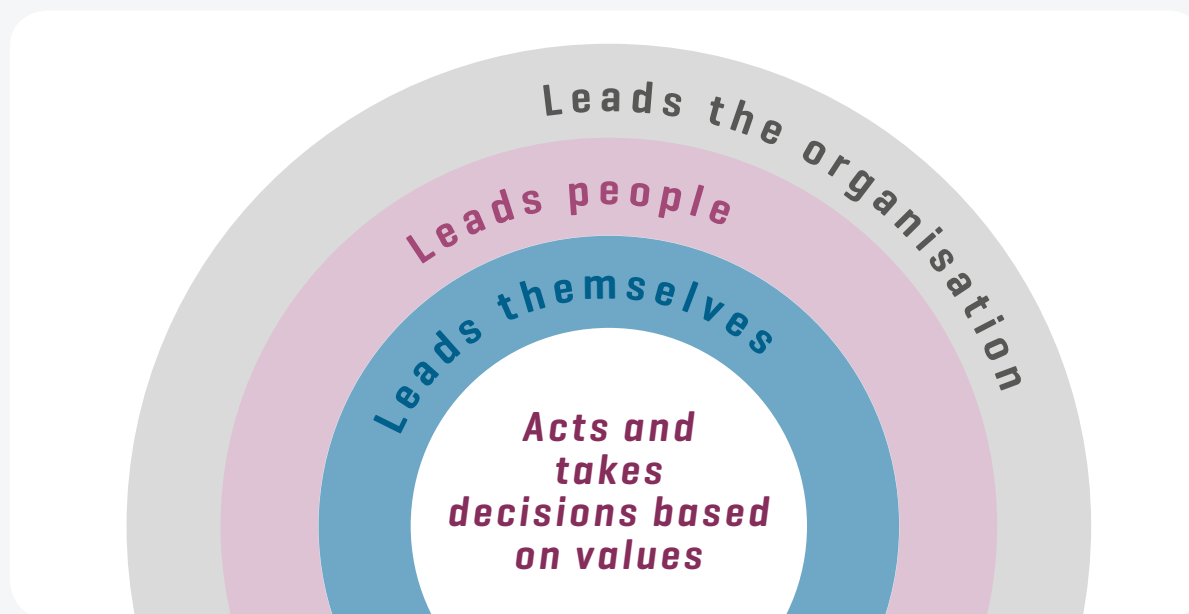
The company has taken another step in its evolution towards transformative leadership in 2020, defining a leadership model that explains what is expected from the leaders of the Red Eléctrica Group in terms of principles, values and behaviour.

The new model is based on the following principles:

1. Commitment of the leader with **continuous self-development**.
2. Evolution of the leadership style based on the tools for **development designed and implemented internally**.
3. The role of Human Resources is that of **facilitator** to accompany the process of development.

The base of the Leadership Model lies in the fundamental corporate values, relying on them for the behaviours that it endorses. It is a basic

principle that the Leader must be an example of the corporate values.





The new leadership model identifies what is expected from leaders in the Red Eléctrica Group in terms of their principles, values and behaviour.



The leadership model is structured in three lines or areas, which are:

- **Leads themselves:** thinks in terms of global contribution, always placing the general interest before personal interests and organising internal resources with generosity and flexibility to ensure that goals are met.
- **Leads people:** motivates through a positive influence, using the role to inspire and contribute to the growth and development of their colleagues, increasing both their commitment and their contributions.
- **Leads the Organisation:** thinks in terms of global contribution, always placing the general interest before personal interests and organising internal resources with generosity and flexibility to ensure that goals are met.

Each area or line can be broken down into three attributes and one value which is also associated with three behavioural indicators.



Leadership Model of the Red Eléctrica Group

Behaviour indicators

INDICATORS

Leads themselves

BRAVE

- Questions the routine assuming measured risks.
- Acts to create value for the group.
- Tackles situations of conflict or difficulty, overcoming obstacles and handling them effectively.

POSITIVE

- Frames problems as challenges, focusing on the solutions.
- Does not allow past actions or personal interests to influence themselves.
- Looks for continuous growth to raise and inspire the perspectives of others.

ASSUMES THEIR RESPONSIBILITIES

- Creates and faces challenges.
- Gets involved in complex issues.
- Accepts the results and errors committed, viewing them as learning opportunities.

Leads others

IS DEMANDING

- Expresses clearly and coherently the purpose of the targets set and the expected results.
- Sets milestones in order to advance quickly.
- Focuses on what is relevant, sets challenging targets and encourages the day-to-day contribution of value through motivation.

EMPOWERS

- Promotes their colleagues' autonomy, encouraging them to decide for themselves how to reach their targets and solve their problems.
- Shows confidence in them and creates a safe space for the inclusion of innovative proposals.
- Supports the process by offering guidance and supervision.

DEVELOPS

- Boosts the capacity of their colleagues by offering continuous feedback.
- Provides opportunities for learning and training.
- Generates valuable conversations to accompany the development plans.

Leads the organisation

CREATES A VISION

- Makes medium and long-term projects to stay ahead of developments.
- Offers clear leadership by inspiring with purpose.
- Acts to plan for and resolve future needs.

PROMOTES CHANGE

- Encourages the search for more efficient and creative ways to achieve results.
- Builds an environment permanently oriented towards innovation and disruption.
- Supports new ideas by promoting their application.

COLLABORATES ACROSS DEPARTMENTS

- Encourages cross-departmental work, pointing out shared objectives.
- Encourages the exchange of knowledge and support within the group.
- Manages and employs resources towards the company's strategic needs in a changing environment.

VALUES

Integrity

- Is coherent and honest.
- Is transparent, professional and resolute in their behaviour.
- Honours their commitments as a leader of the group.

Shows respect

- Is honourable and loyal to people in their daily activities.
- Views diversity as an integrating and enriching factor.
- Promotes multiple viewpoints and opinions as a source of development.

Sustainability

- Contributes actively to the successful achievement of present and future goals.
- Creates shared value with the stakeholders.
- Acts with responsibility and excellence.



Transformative leadership project

This is the framework within which the transformative leadership project was created and planned for the years 2020, 2021 and 2022, marked by the following key aspects:

- Defining the specific and personal context for behaviour around which the management team has to align its management and leadership style (leadership).
- Adapting policies, processes and procedures to include all the elements and mechanisms required to prepare a context for coherent

and transparent leadership management based on objective and shared criteria.

- Include the whole management team of the Red Eléctrica Group in the programme.

Plan of the Transformative Leadership Project 2020-2022

Introductory phase 2020-2021

Consolidation phase 2021-2022

2020



Definition of the leadership model for the Red Eléctrica Group.
Adjustment of policies, processes and procedures of leader management.

2021



Implement leadership trajectories for the structural requirements of the Group.
Systematic leadership model as the process for growth in management and pre-management processes (potential).

2022



DEVELOP THE CAPACITY OF THE MANAGEMENT TEAM APPLYING THE LEADERSHIP MODEL OF THE RED ELÉCTRICA GROUP



360° Assessment of leadership

2020 has been the defining year for framing the management team as an essential part of communications with their teams, with more direct messages and contact that has helped to overcome the distance imposed by the pandemic.

The following actions were taken in 2020 to support the development of Transformative Leadership:

- Sessions on **awareness and communication** to support the whole process to explain the new model of leadership and the project for 2020-2022. These sessions have been supported and directed by the CEO, who has played a vital role in them.
- **360 Questionnaire**, for the whole management team, including the Chairwoman and CEO, in which each one has received feedback from their immediate collaborators (managers, peers and team) to get a wide-ranging assessment of where they are stronger or weaker in relation with the leadership model.
- The members of the executive have been **interviewed** by expert consultants to interpret the results and identify areas for improvement.

100 % of the management team has created a personal development plan which has been guided and approved by their supervisors.



messages, in which active listening also plays a fundamental role.

Individual leadership development plans (IDP)

To support the creation of individual development plans, the rules that define the steps in the IDP design process have been stated (focus, involvement, plan and follow up). These rules will help the directors to define the action plan but also involve them and dictate how they must support the development of the managers under them. This procedure will contribute towards the creation of a formal approach to internal development of the “leaders of leaders”.

- **Internal Communication Manual** for leaders, whose aim is to instil a new kind of communication between managers and their teams, applying the principles of simplicity, proximity, transparency and inspirational



A series of resources have been defined to make the “Red Eléctrica Group leader kit”, with the aim of consolidating the deployment of the model. These resources have been adapted to the learning and development needs of the leader, as a vehicle for ensuring awareness and alignment with strategies and paradigms.

Resources:

- Guide to self-development of a Red Eléctrica Group Leader. The purpose of this document is to make the creation of individual action plans easier. It contains ideas, actions and considerations to inspire and guide managers when developing the attributes and values inherent in the model. Each leadership aspect is accompanied by recommended readings, videos and supplementary resources.
- Communication guide. This document explains the role of the director as a vital “communication channel” within the organisation.
- Library of digital content in which directors can access a platform of micro-learning resources (over 27,000 book summaries, videos and reports) to create an ecosystem for self-education that ensures that leaders are up-to-date and have a “window” onto the outside world.

In 2020,
THE LEADERSHIP GOAL
was to drive the directors' commitment to their development through the results of the
360° FEEDBACK,
INVOLVING IMMEDIATE SUPERIORS IN INDIVIDUAL MONITORING OF THE PROGRESS OF THE ACTION PLAN FOR EACH DIRECTOR UNDER THEM

A calendar of cross-departmental actions was set up in 2020, along with other actions, and made available for the management team to address the main areas for improvement identified in the results of the 360° feedback.

Leadership goals

Leadership goals are a tool to align and reinforce behaviours, practices and approaches associated with the leadership role, so that directors can meet the strategic challenges of the Company. These goals are a key mechanism for involving the whole management team in the critical actions and changes that are needed to complete the cultural transformation through the leadership style.

In 2020, the focus was set on affirming the new leadership style and the key lever for creating effective change in teams and the organisation, aligned with the strategic needs of the Group. To achieve this, the directors' commitment to their development was driven by the results of the 360° feedback process, involving the immediate superior in the individual monitoring of the progress of each manager under them in their action plan.



Agile Methodologies

The Red Eléctrica Group insists on advancing in the adoption of agility as a way of working that will enable us to be more efficient and productive.

What does Agile mean for the Red Eléctrica Group?

- It is a work philosophy that imposes efficiency and speed and enables us to adapt to complex environments.

- It is based on collaboration and the integration of the client in the work team.
- It focuses on production, seeking rapid approval and continuous improvement.

The benefits of Agile

- Achieve maximum value.
- Increase productivity.
- Provide a global vision of how work contributes to the business.



This approach has continued in 2020, introducing it in some Procurement and Human Resources processes.



The Agile project promotes transformation through the development of new ways of working, team leadership and strategies based on business objectives and a culture of innovation.

The Agile project drives transformation through:

- New ways of working
- Team leadership
- Strategies centred on business targets
- Innovative culture

2020 has seen the continued deployment of this approach with various projects to implement the Agile philosophy in some Procurement and Human Resources processes. Following a phase for evaluating the agility level, a plan of action was agreed jointly for training and support in the adoption of this working method.



After these pilots, the Agile philosophy will be deployed through work on two fronts: firstly, on the dissemination, understanding and assimilation of Agile culture, and secondly

with the gradual implementation of agility in processes and projects.

In this sense, the Imagina agility project has a series of targets that configure a road map to promote the adoption of the Agile Mindset in 2021.

- **Spread and promote awareness of the Agile philosophy** to accompany its integration in the Red Eléctrica Group through communication and training resources.
- **Transfer Agile forms of work to new areas** to continue its contribution to the transformation of the Red Eléctrica Group, choosing vital initiatives for the Strategic Plan and efficiency.
- **Integrate current Agile initiatives** into the organisation to add the experience acquired and make them agents of the Agile transformation.
- **Review the process map of the organisation** to be prepared for the coming expansion of agility which will enable us to be more efficient in processes and in our organisation.



3

Development of the Talent Management Model



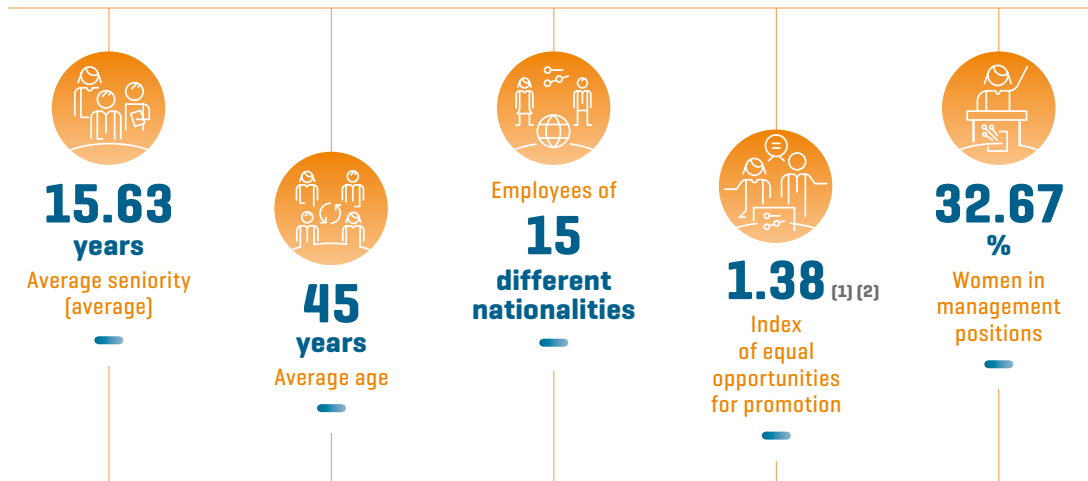
The Talent Management Model is aligned with the Strategic Plan of the Company, with the Human Resource Master Plan and the Red Eléctrica Group's Commitment to Sustainability 2030.

One of the four fronts for action of the Group's Human Resources Master Plan is the sustainable management of diverse, committed talent.

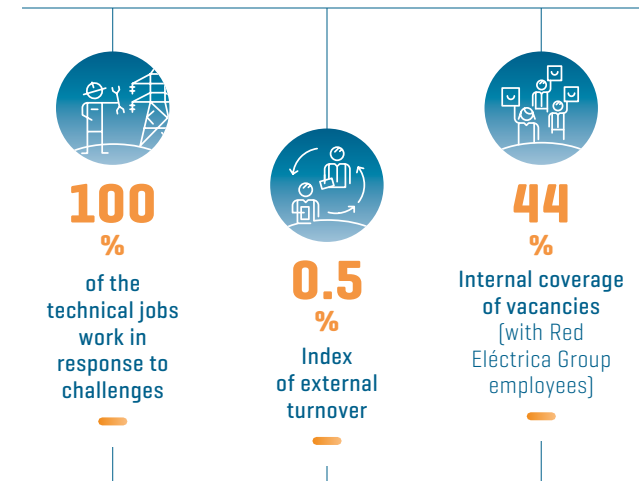
Talent in the Red Eléctrica Group is **diverse** (in age, gender, knowledge, experience, capacity and interests) and **committed**.

We see talent as the combination of the **contribution** to the mission and goals of the organisation, and the **group of capacities** (skills, knowledge and values) required to sustain this contribution and even improve it.

Diverse Talent



Committed Talent



[1] In 2020, there were 1.38%, above the target of 1.20% set for the year. [2] Promoted women out of the whole promoted workforce.



- valuing knowledge as one of the basic assets to be increased and preserved, supported by **encouraging innovation**, a model of **continuous training**, in processes of **knowledge management**, and leveraged by the **Campus** of the Red Eléctrica Group, a meeting place and, since 2020, also a virtual space.
- Promoting **career plans** that encourage mobility as a key factor in development that drives internal promotion;
- And seeking at all times to offer the people in the Group the very best **Employee Experience**.

The goal of the Talent management model is to encourage the sustainable contribution of the employees of the Group and to be able to organise all actions on this topic in the most coherent and structured way, for planning, monitoring and assessing them.

In this context, the Talent Management Model is deployed in professional development programmes based on three drivers of growth: induction of young talent, continuous training and sustainability.

To ensure this throughout the employee life cycle, the model is structured in accordance with the following lines of action:

The Red Eléctrica Group's bid for **sustainable management of diverse and committed talent** is contained in the Talent Management Model and develops over the **life cycle of the employee**:

- Attracting the best professionals, with a special focus on young talent, which requires the repositioning of the Group as a **reference among employers**;
- **Identifying talent** so that the most outstanding contributions can be acknowledged and development decisions can be split up, taking into account **diversity within the group and the potential of each person**;

Lines of action



Attracting, Selecting and Integrating Talent. Commitment to the future

I like them. I join them



Identifying Talent. Bonding

They set me projects/tasks [challenges] I am appreciated



Professional training and development plans Red Eléctrica Campus

I am progressing. I am moving



Knowledge Management. Transference plan

I share what I know



The Talent Management Model uses a systemic approach to all processes to enable their interdependent management during the employees' life cycles.



The most important milestones in 2020 included in this report are:

- Define and implement the new strategy for prospecting and attracting talent.
- Consolidate the Management by Challenge model.
- Consolidate the new process for identifying talent by implementing a new model of recognition.
- Promote technological innovation for professional learning and development.
- Develop the new learning ecosystem [Campus Virtual].
- Support and promote the digital transformation of the Red Eléctrica Group.
- Develop the Occupational Health and Safety Training Plan with the collaboration of regional personnel and the department of Health, Safety and Diversity.
- Define the programme for female leadership within the key milestones of the diversity 2020 programme.
- Transform the mobility model to consolidate it as a lever for professional development.



Attracting, selecting and integrating talent

I like them. I join them

We attract talent

The first line of action in the Talent Management Model is the attraction, selection and integration of candidates, to ensure that the Red Eléctrica Group is agile and efficient in incorporating the best candidates.

The goal of the process of attraction and selection is to ensure the company has the professionals it needs to meet the strategic challenges it faces.

To achieve this and to ensure maximum commitment and retention of talent, the principles and guidelines for the hiring policy must be transparent and objective, using the following criteria:

- Compliance with legislation on employment.
- Equality and non-discrimination.

- Confidentiality.
- Internal promotion.
- Stable contracts.

There were 128 recruitment processes in 2020, and internal candidates covered 44% of these.



29% of new hires
are under
30 years of age



1.1 ⁽²⁾ Equality in
external hiring

⁽¹⁾ Selection of women compared
with total selections.

⁽²⁾ External hiring of women compared
with total external hiring.



0.96 ⁽¹⁾ Equal Opportunities
ratio in selection





New process for attracting, selecting, welcoming and integrating

In the second half of 2020, the company designed an innovative strategy for attracting, selecting, welcoming and integrating talent that is 100% digital, flexible, agile and efficient.

As an offshoot of the Red Eléctrica Group's Transformation Project, and under the aegis of Imagina [ImpúlsaTE], it is intended to achieve efficiency and to centralise the process of attracting and incorporating talent (attraction, selection and integration of talent) in a single

cloud-based tool, Success Factors, which is standardised for the whole Group, and to improve

We innovate with a new process for attracting, selecting, welcoming and integrating, 100% digital, as part of the Success Factors platform.



the experience of the candidates and their integration in the company with a **new Integration and Welcome Plan**.

Sub-processes in the process of attracting and incorporating talent



Talent Capture

Redesigning the positioning of the Red Eléctrica Group as employers, with the support of a new corporate website for professional careers, with the offer of multi-channel work and integration in social networks, to boost the brand and provide an enhanced and interactive candidate experience.



Selection process

To enable more centralised handling of the selection processes in the same tool for the whole Group, capable of handling internal and external processes and improving the experience of internal clients and the processing period.



New process for welcoming and integrating

It will allow new and current employees to meet and work successfully in their new positions in the organisation, using a multi-dimensional programme that considers vital information for the company and specific aspects of the role that the employee is to occupy.



In the Attraction phase of the ImpúlsaTE philosophy, was launched an exclusive channel for handling internal vacancies, in which employees can apply for positions in the company autonomously, at home or abroad. It is a space that enables internal recommendations between colleagues in the Group and to suggest external candidates to form part of the pool of candidates.



There is a web page to support the process of attracting external applicants, launched in 2021, which announces vacancies but is also a window onto the outside world to promote our status as an employer, our culture and interesting initiatives in the area of professional development.

The selection process includes a “candidate portal” as a means of direct access for the future employee, where they can learn about the company before they sign the contract, its main projects and initiatives, as well as the onboarding and integration plan that will start once they join.

The new process is completed by the Onboarding and Integration Plan, designed as a gamified digital experience in a space open for the new employee to learn about the culture

The figure of the mentor is particularly important in this Welcoming and Integration plan, as a reference for speeding up the integration and performance of the new recruit.

of the company from day one, its structure, the companies in the group and the people that they will join “aboard the Red Eléctrica Group”.

The figure of the mentor is particularly important in this plan, a trusted figure who is responsible for significantly speeding up the integration and performance of the new recruit.



Descubre Jóvenes Talentos



In 2020, 47% of those taking part in the 2020 scholarship programmes (DescubRE and FP Dual) have joined the company.

We incorporate new talent. Commitment to the future

The Red Eléctrica Group maintains its commitment to the practical training of recent graduates. There are various scholarship programmes that are run every year to support access of newly qualified employees to the workforce and their incorporation in the business world through different agreements for cooperation in education, aimed at:

- Boosting the practical training of young graduates.
- Supporting access of newly qualified professionals to the workforce, enhancing their employable skills for their future.

- Disposing of a source of recruitment and selection that favours diversity.
- Active and voluntary contribution to social progress, incorporating recent graduates into the labour market.
- Reinforcing our image as an employer brand.
- Establishing points of entry for professional careers within the Group.

DescubRE Jóvenes Talentos

In 2020, a group of 11 people took part in the second edition of this programme, the aim of which is to be a tool that encourages the new ways of working and cultural transformation that the company is working with, through the incorporation of young talent that is diverse, creative and innovative.

DescubRE runs for 1 year and is aimed at talented young graduates, who will form part of a team for one year to develop their skills, capacity and knowledge, collaborating in the cross-departmental transformation projects of the Group. Each participant is assigned a tutor who works to achieve the targets and is responsible for their development and orientation. At the



The Red Eléctrica Group is a pioneer in Spain, creating and developing the Dual (FP) Programme - Advanced Power Station Technician.

same time, the scholarship is supplemented by a 100% online post-graduate course in English: Master Decision Making and Innovation.

Talent Pool Programme

In 2020, for the second year running, we created a new Red Eléctrica Group **Talent Pool**, employing 47% of the participants in the scholarship programmes. This programme enables us to offer the best professional candidates in the scholarship programme a trainee contract so that we can retain this talent to continue their training and count on them for future employment opportunities within the Group.



These specialists will form a team of young talent that offers support across departments for the different priorities of the Group, helping in important projects that require this kind

of skill in the short-term. They are initially hired for 6 months, and their development path can extend for up to 2 years, and in many cases they continue their professional careers with the Red Eléctrica Group.

Objectives

- To retain the best young talent and continue developing it.
- To be a source of recruitment and selection, increasing the different points of access to the company.
- To reinforce our employer brand image and offer induction pathways in different companies of the Red Eléctrica Group.

Who is it for?

For the best participants in the scholarship programmes of the Red Eléctrica Group. Participants are selected under technical and skills-based assessment criteria by the units and the human resources team.

Dual (FP) Programme - Advanced Power Station Technician

The Red Eléctrica Group is a pioneer in Spain, creating and developing the Dual (FP) Programme - Advanced Power Station Technician. The programme combines training in the Integrated Centre for Professional Technological Industrial Training in León, and the Red Eléctrica Group



Campus, with practice in the company's eight Transport Regions.

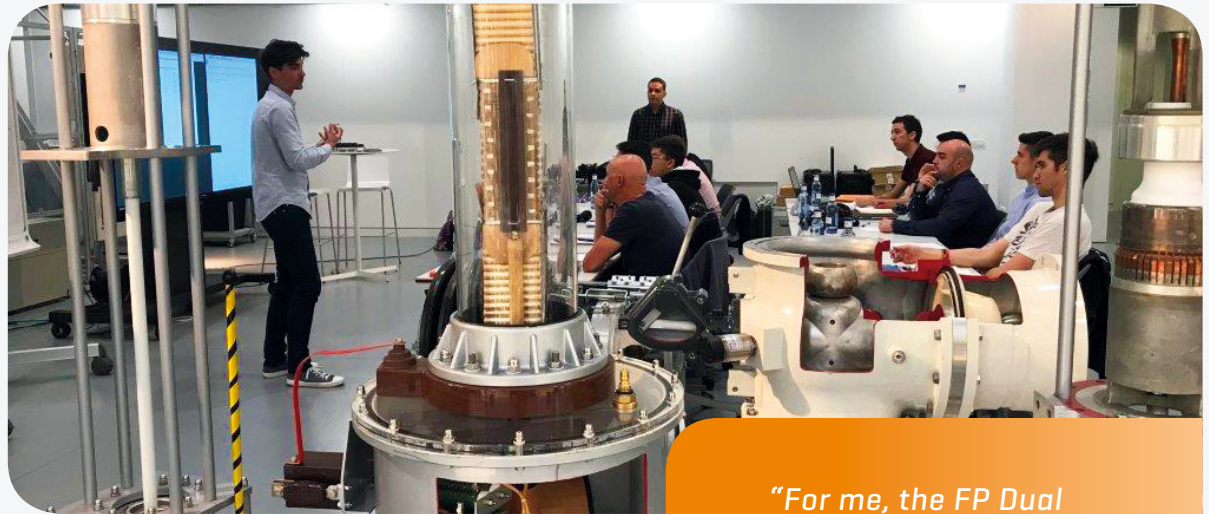
The students receive a paid scholarship during their time in our company.

The second promotion ended in December 2020 with 20 trainees, 3 of them women, and the expectation that up to 75% of the students would join the workforce of the Red Eléctrica Group during 2020.

Those taking part in the third promotion will join the programme in 2021. The fourth promotion started in October 2020 in the Integrated Centre for Professional Technological Industrial Training in León.

The programme is based on active involvement and collaboration in the area of Facilities Management, with the firm support of the Human resources team. It is also an opportunity for the employees of the Red Eléctrica Group to develop their skills as trainers and tutors.

This initiative opens a channel for hiring specialist technicians for the facilities maintenance area to enable recruitment of the workforce required. The programme also aims to increase the presence of women in a group where their presence is minimal.



The programme is a significant contribution by the Red Eléctrica Group that means:

- Enhancing the employment skills by offering a process of incorporation to the company, providing the labour market with the best professionals.
- Creating value for educational bodies by improving the range of qualifications where there is a real demand for trained workers.
- Introducing students to the world of work.
- Providing the participants with advanced technical skills.

"For me, the FP Dual was a great opportunity to enter a sector where I want to work. Besides, we were with a major company like Red Eléctrica de España, with the best equipment and professionals. I was lucky to be able to share work and experience there, so for me, the experience could not have been more beneficial".

Luis Flórez, 2nd promotion



Identifying talent. Bonding

I am assigned to projects/tasks [challenges]. I am appreciated

The second line of action within the Talent Management Model is identifying and recognising talent. The company encourages the acceptance of challenges, appreciating and recognising outstanding contributions, making them visible and promoting personal development plans to meet the expectations and interests of its employees.

In terms of differentiation, we rely on a model that aims to evaluate the contribution and key skills, with recurring feedback over the year and a clear inclination for recognition that includes remuneration but also time (additional time off), development and visibility.

The evaluation model used by the Red Eléctrica Group effectively separates the assessment of key skills from that of contribution, as a way of making the process more objective and enabling the alignment

of all employees with the Group strategy, to generate greater commitment, motivation and clearer guidance towards the overall objective of the company.

The model considers continuous feedback to be a key element, encouraging internal dialogue as the basis for interpersonal relations, with regular and transparent communication across sections.

Management by challenge

In 2020 the implementation of the challenge-based management model was consolidated in the company, contributing towards each employee's orientation towards their work, with greater autonomy and flexibility.

The deployment of the challenge model was extended in 2020 through a pilot project

What are the challenges in the Red Eléctrica Group?

These are the goals to be achieved individually and collectively, to facilitate the achievement of the priorities of the Red Eléctrica Group, based on the resources that are suited to the position and in a specified time.



among the operators. Challenges have also been applied to the specialist technician group for their professional development. All the remaining non-management staff work towards challenges or targets.

This model responds to certain key questions:

- It is focused so that each employee can clearly control their work in order to provide greater value and be able to work with greater autonomy and flexibility when, where, how and with whom they consider appropriate.

Transparency

- It generates a clear vision of the progress of the work, based on the established targets, and the employee is responsible for completing it. **Objective assessment of the contribution.**
- This can clarify aspects for improvement that can make the work more efficient.

Identifying talent

The process of identifying talent was consolidated in 2020, with the scrutiny and segmentation of employees by talent through an objective analysis of their different contributions to the organisation and the varying capacity they have and manifest to sustain and improve their contributions.



The goals of this process are:

- Identify the employees who add significant value to the organisation, and who have the capacity to increase this value in the future.
- Identify the employees who are not making a suitable contribution to the organisation so that measures can be adopted to correct this situation.
- Take discriminating but fair investment decisions in response to the talent of the employees and the influence that this investment may have on improving the results.
- Be fairer when making decisions on investing in people, based on relevant evidence of their contribution and capacity.

The model for identifying talent allows us to use two variables to distinguish between the employees of the Red Eléctrica Group (components of talent):



Contribution

This shows how the person adds value through their work and how they fulfil their responsibilities towards the business strategy and sustainability, identified in their challenges and targets.



Capacities

This indicates the possession and application of suitable skills to sustain and improve their contribution (talent, knowledge, motivation and values), differentiating between proper skills for:

- Contributing to their current level and role.
- Contributing to a higher level in another role.



The result of identifying talent forms the basis for deciding where to invest in people to obtain improvements and enhance their contribution to be more effective, efficient and sustainable, considering social responsibilities, the mission and goals of the Red Eléctrica Group and ensuring the talent that the organisation needs at all times.

This investment takes the form of policies and actions to improve:

- Alignment of people's work with the objectives.
- Our employees' capacities.
- Our employees' motivation.

Segmentation of the investment, and the choice of work in each case will use criteria of efficiency and effectiveness.

- The greater part of the effort in people management will be devoted to those who are most likely to increase their contribution.
- Sustain general investment to develop the workforce as a whole.
- Simplification of identification actions and limiting of individual efforts to ensure that management is viable.

Recognitions awarded in 2020



Development

- **Identification** actions reserved for groups with **excellent contributions**.



Visibility

- **Actions** that entail **public recognition** and **can personalise the experience** of our employees.



Monetary

- **Extra bonus.**
- **Permanent salary review.**
- **Salary itinerary.**



Time

- Up to **two days off per person** per year for additional rest
- Participation in the programme for external flexibility **+ one day.**

The identification process branches out into a wide range of actions for development and recognition made available to the employees of the Red Eléctrica Group.

Recognition

In 2020, as part of a new people management model, we have extended our credit with innovative actions to accompany traditional

bonuses and achieve a greater impact on the processes for distinguishing talent for excellent contributions. Our goal is to encourage motivation and the development of key skills in our organisation that we can retain and obtain the strongest commitment and contributions towards the strategic objectives of our businesses.



More than 250
people have
benefited from
recognition actions
in 2020.

Total No. of people

254

DEVELOPMENT
ACTIONS



No. of people taking
part in one of the actions

194

VISIBILITY
ACTIONS



No. of people taking
part in one of the actions

120

Development as a means of recognition

Insights Discovery: Self-awareness Workshop

Insights Discovery is a psychometric tool based on the theories of the Swiss psychologist Carl Jung, and it has been created to enable people to understand themselves and others better. It is a way to achieve better and more effective interpersonal relations, which are also more genuine. This workshop is oriented towards strengthening individual self-knowledge of those attending, and the value that they can offer when challenged.

It is run by internal monitors who are qualified in the techniques, and due to the pandemic, it has been offered online.

43 employees chose to take part
in this workshop in 2020.

These workshops earn a high degree of satisfaction. Some comments by those taking part:

"The Insights Discovery course clearly improved my understanding of the reactions of my colleagues and bosses. It gives us the tools to identify chromatic energies so that we can improve our personal relations with our team."



"It is amazing how you can achieve such a high level of analysis and accuracy with just 20 questions. In general, I am very satisfied with the course, and I think it will be of great help in my personal and professional development. Thank you."

eSports workshop

It is an experience activity based on video games, which takes participants to a VUCA [Volatile, Uncertain, Complex, Ambiguous] environment, where they experiment with 6 critical behaviours to deal with types of transformation in their situation.

32 employees took part in this workshop in 2020.

Comments from some of the participants:

"The experience took me out of my comfort zone. A great experience with a very good focus."

"I have enjoyed the experience, I had no idea that a video game could help us, but I do now. A perfect explanation of skills."

"I enjoyed the experience very much, totally different from other activities I have done, and I recommend its application to everyone in the company."

Visibility as a means of recognition

Internal Mentoring

This is a unique opportunity for those employees who, after earning the company's recognition, want to act as internal mentors for their colleagues, sharing their experiences and helping them to grow. Once trained to carry out this role, they are paired with employees who need this kind of support.

#CompartoMiExperiencia **GRUPO RED ELÉCTRICA**



Hablamos de:

- Liderazgo
- Colaboración
- Comunicación en remoto
- Pensamiento Disruptivo e Innovación
- Aprendizaje continuo
- Gestión del cambio
- Gestión de las relaciones
- Planificación y Organización

#CompartoMiExperiencia

As part of this programme, 33 Red Eléctrica Group employees have recorded their experiences of success and failure, and related how they responded to the challenges they faced and what they learned from the process.



87

employees trained to act as

MENTORS

54

54 MENTORING PROCESSES UNDERWAY IN 2020





In 2020, more than 200 employees have used an Individual development plan (IDP) derived from a talent identification process, 85% of whom had an additional support programme which included coaching sessions with external consultants and mentoring with colleagues from the Group.



Individual development plans

The process of discrimination enables us to identify employees who are able to improve their contribution, to prepare processes for individual development to enhance their key skills, in which leaders play a meaningful role, their involvement being essential in ensuring that this powerful idea achieves its goal.

The evaluation of key skills focuses on qualitative aspects by noting the strengths and areas for improvement which need to be developed, including the employee's own

self-assessment of this aspect as part of the process. The outcome of the evaluation of contribution and key skills will be the basis for making decisions about talent that are grounded in consensual data and information, and more attuned to the real situation of the organisation, in the process of identifying talent.

The employees define their own Individual Development Plans (IDP), which their leaders are committed to monitoring and supporting during their development process, in



response to the review and updating of the key skills, and to cover their needs as identified in the analysis of their contribution and capacities.

The preparation of an IDP will help to identify actions for improvement to achieve the targets set, so when defining them, the employees and their leaders can focus on:

Aspects to take into account when preparing a IDP (Individual Development Plan)



Demanding challenges

The supervisor can examine the challenges assigned to their colleague and assess whether they are sufficiently demanding to ensure the development of the employee in question.

If they are not, they can be revised and the targets for this action can be "raised" in agreement with the employee.



Mobility

This is a key tool for promoting and reinforcing the development of the employees' capacity, giving them more resources to be able to respond to the demands of their position in the short and medium term.

The motivation and interest of the employee in mobility must be identified [duration, functional roles, etc.].



Training/ Qualification

The employee can choose from a catalogue of courses available on the Virtual Campus.

If the course is not in the catalogue and needs to be requested, registration in the Talent Team should be considered.

The Talent Management Partners will guide participants towards courses most suited to advance their IDP.



Key skills

The employee can choose from a catalogue of courses related with Key Skills available on the Virtual Campus.

The Talent Team will offer an Ecosystem with a wide range of support resources [webinars, online pills, social media...].



Professional training and development plans. Red Eléctrica Group Campus

I am progressing. I am moving

Our commitment to the “Sustainable management of diverse and committed talent” is to develop and encourage knowledge and continuous learning for the people in the Red Eléctrica Group.

To do this, every year, we define a Red Eléctrica Group Training and Development Plan within the framework of the Talent Management Model to combine the planning and implementation of professional development programmes and training actions, which will help achieve both the goals of the organisation and the people in it. The content is aligned with the three levers of the philosophy of the Red Eléctrica Group Campus: knowledge of the business and technical capacity; strategy and leadership; cultural transformation and innovation.

The corporate university model of the Red Eléctrica Group Campus provides us with a platform for the deployment of the strategy



of the Group, its values and culture in order to facilitate the achievement of business goals, and which is a reference as a meeting space that helps drive and promote learning, innovation and knowledge management.

The Plan puts special emphasis on driving innovation in talent management and the role of flexible and agile “transformative leaders” to inspire, promote and support collaborative learning, to encourage knowledge sharing and make a commitment to the evolution and development of their teams, driving mobility and knowledge management in the organisation.

Physical, mental and social health are all covered by the Plan, as part of the Healthy Company Model. The company must offer appropriate tools and knowledge to ensure that each employee has a safe and healthy environment to adopt the best practices in this area.

The Plan supports and promotes company goals oriented towards the establishment of a culture that welcomes diversity among the employees and the other stakeholders, and adds diversity to all the processes of the Group, especially in its people management.



The Training and Development Plan has the following objectives:

- Boost employee development through programmes that encourage technical learning and key abilities.
- Support employees in the process of cultural and technological transformation.
- Offer innovative training alternatives that boost continuous improvement and excellence.
- Respond to the needs of the business units.
- Strengthen the preventive culture with a special focus on personal well-being, concentrating on staff in Red Eléctrica Group facilities to create a safe working environment.
- Support and promote a company culture that welcomes diversity.
- Encourage the development of leaders.

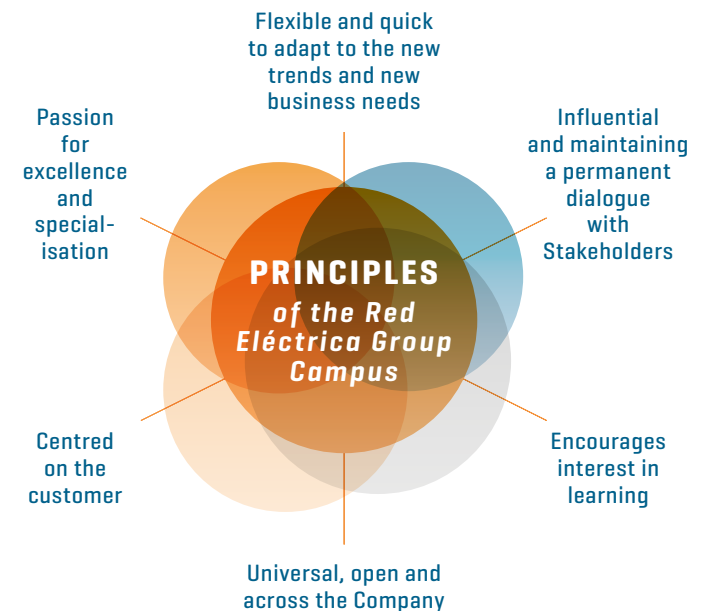
Red Eléctrica Group Campus

Campus is Red Eléctrica's corporate university. It is a meeting place for our employees, a faculty for driving cultural transformation and innovation, a place to enhance knowledge on the business and qualifications, and a platform for energising the strategy and leadership of the Group in the key sectors of the organisation, and for transmitting knowledge to our stakeholders.

Campus, whose main premises are located in the Tres Cantos technology park in Madrid (in facilities with energy efficiency and 0 waste), is a disruptive factor when compared with previous centres for internal training, as it has moved from a mainly technical focus to adopt a more holistic outlook. It was designed using the CLIP accreditation tool (Corporate Learning Improvement Process) of the EFMD (European Foundation for Management Development).

Red Eléctrica Group Campus

—
whose motto
is **Creer, Crear
y Crecer (C3)**,
[Believe, Create
and Grow], has
been shaped by
certain essential
principles:
—





The main learning activities are framed by the Campus philosophy, with the development of abilities, innovation, operator training, knowledge transmission.

Innovation Hub of the Red Eléctrica Group, a portal for innovation and talent

Innovation is one of the main levers of the Red Eléctrica Group Campus.

Innovation drives our world

We want to encourage transformation and technological innovation to create value in the Red Eléctrica Group and make it a reference point for innovation in the energy and telecommunications sectors, both at home and abroad, by integrating the foremost internal and external innovation agents.

The Global Innovation Hub covers a number of activities that encourage knowledge exchange between Group employees and those of other companies, references and experts in different sectors and technologies related to our activity: Workshops, Talks, Round tables, Networking sessions, Hackathons, Masterclasses, etc.



The Hub hosts both in-situ and online activities to ensure that the maximum number of Red Eléctrica Group employees have access, regardless of their location, and will open in the first quarter of 2021.

Participation is open to all Group employees and its goal is to establish and create internal and external ties with the innovation ecosystem.

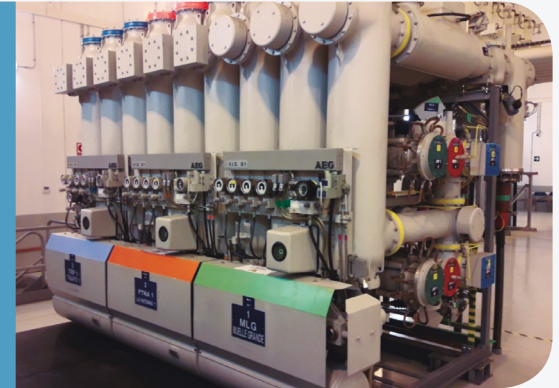
Campus in El Sabinal and San Sebastián de los Reyes

In 2020, the Facilities Maintenance and Human Resources teams have worked together to extend the presence of the Campus to the new Training Centre in San Sebastián de los Reyes, making it the second technical centre for training internal personnel of the Red Eléctrica Group, specialising in Gas Insulated Substations [GIS], following the creation of the El Sabinal Campus in the Canary Islands in 2019.

The founding of the new centre at San Sebastián de los Reyes in 2020 continues the drive for professional improvement for the facilities maintenance personnel, enabling the knowledge acquired by our technical staff to be passed on, contributing to the know-how of the Red Eléctrica Group. These technical training centres specialised in GIS substations ensure that episodes when the transmission grid is out of service are kept to a minimum, and support the professional growth of our technicians.



The presence of the Campus in the new Training Centre at San Sebastián de los Reyes increased in 2020, continuing the drive for professional advances for our facilities maintenance personnel.



These training centres enable us to:

- Acquire the knowledge necessary to increase our technical capacity with GIS.
- Consolidate our expertise by training with real equipment and materials.
- Optimise the costs of repairs and maintenance for GIS substations.
- Become less reliant on the equipment manufacturers and increase our autonomy when carrying out work.
- Reduce the time when the transmission grid is out of service.



- Make it easier for the Red Eléctrica Group personnel to share their knowledge and improve their skills.

Besides, the Red Eléctrica Group has two other certified training centres created for the purpose

of certifying the handling of SF₆ gas. These centres are located in the San Sebastián de los Reyes and Vitoria substations. They both have a classroom to teach theory and one for the practical part, there is a workshop equipped with all the necessary equipment to handle the gas, both in AIS and GIS substations, and equipment to measure gas quality.

Learning model

Promoting continuous learning and knowledge among employees through constant innovation in talent management is an essential aspect for the sustainable success of the company and the satisfaction of its employees.

The ImpúlsaTE initiative encourages people to enhance their talent by making them the key actors of their own development, supported



and guided by the leaders as one of their main responsibilities towards their colleagues.

One key element of the global talent management model is strategic and standardised learning.

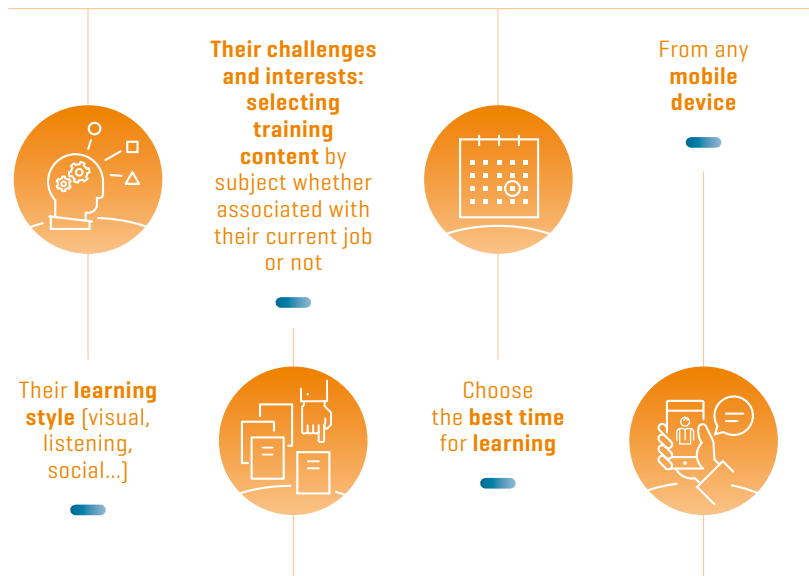
The advances in the Red Eléctrica Group learning model are based on the following drivers:

- Empowerment of the worker to decide on their own training plan. Responsibility and commitment towards learning.
- The leader must be involved as the facilitator and partaker in the learning process as part of their people management role.

- Availability of a unique, integrated platform to take full advantage of the new technologies.

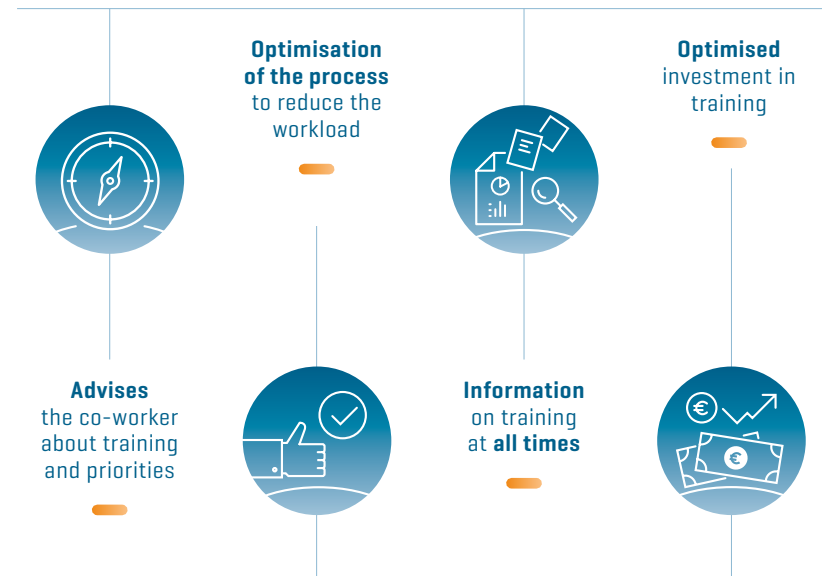
Empowered co-workers

who decide on their own training plan depending on



Supervisor

performs the role of transformative leader





Each employee will configure their own individual learning proposal in the needs detection model.

Personalised learning

We are applying the ImpúlsaTE philosophy, which guides our people management processes, developing a new model of needs analysis to be deployed in 2021, in which each employee will configure their own individual learning proposal, with the support of their supervisor, based on the needs detected in the contribution interview and the challenges proposed. This aspect will engage each employee in their development, the configuration of their plan and its subsequent application.

This learning proposal completes the training actions that the organisation considers necessary

both for the employees and to contribute towards the Red Eléctrica Group achieving its objectives.

Methodology (70-20-10)

The Red Eléctrica Group learning model is based on the principle that people use different channels to learn and develop themselves.

EXPERIENCE

70%

of our learning happens
at the workplace

RELATIONS

20%

of our learning comes from
other people

TRAINING

10%

of our learning takes place in
a formal setting

The 70/20/10 model suggests the importance of these sources in ensuring that training is powerful and useful.

Incorporation of technological advances

Intensive use of new technologies will improve experience and will increase efficiency. These tools have achieved their full strength in 2020, when the pandemic prevented our employees from taking part in training activities in person. They include the following:

- Development of **self-education** in the Virtual Campus for online learning with multi-disciplinary training products available for the employees to use as part of their own learning schedule.
- Design and launch of a new **gamified** learning method using an app to access virtual training on mobile devices which are used as part of the promotion of **virtual classrooms**, to offer the whole organisation remote access to training sessions.



Standardised learning

Learning is structured in programmes. In each case, the main focus is on strengthening the

defined expertise or on working to develop the skills that are the programme's goal. This enables us to have personalised, flexible digital

courses And a sustainable, flexible and efficient management system.

Training catalogue



Personalised

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

Choose what they need.

Structured by subject areas.

Takes the distinct experience of each employee into account.

Distinguishes individual differences in groups with the same function.



Digital

Accessible from a single entry point.

Employees can enter whenever they want to.

Space for learning and collaboration.



Flexible

Constantly revised and with the option to adjust to the environment and changing needs.

Adapted to the needs of businesses and groups.

Improves the way and timing of presenting content.

In-house experts can review and change the content directly on the platform.

New spaces for learning, mentoring, collaborative environments, gamification of training.

Management system



Agility

Employee-centred. Digital management.

Automated and simplified processes.

Improved process for detecting needs and requests beyond the catalogue.

Workers are responsible for their own development. More commitment.

Directors focused on their role as transformative leader.



Control

Built-in reporting in real time.

Maximum reliability of the information.

Variety of reports for collaborators and supervisors.

Simplified processes.

Instant access to training plans and their status.



Efficiency

Standardised processes across the group.

Single library for content at group level.

Centralised reports.

Cost effectiveness (travel, extensive digital training).



Promoting the use of mobile devices will offer employees the chance to do training where and when they want to.



Virtual Campus

Unique place for discussing talent

The philosophy of ImpúlsaTE relies on an agile, dynamic and connected technology platform (SuccessFactors) which can support the different talent management processes of the Red Eléctrica Group.

In 2020, was opened the digital version of the Campus designed and developed prior to the pandemic but which has enabled and supported our training activities in a year marked by a health crisis in which we have had to adapt our actions to online, virtual models to give training courses.

Virtual Campus is the learning space of the Red Eléctrica Group, and it is here where each employee can access a wide range of learning resources structured by subjects, to enable them to see, consult and take them. It has a broad and varied training catalogue consisting of more than 600 units in self-learning mode, without any restriction on access, other than the user's professional and personal interest.

With a total of 136,748 hours of training given in 2020, over 60% of the courses have been taken in their online form, while the rest of the timetable was devoted to face-to-face sessions, including synchronised online



MORE THAN

80%

OF THE TOTAL
COURSE TIME
WITH AN
INSTRUCTOR

took place in
a virtual classroom,

WHICH MEANS THAT WE CAN
CONSOLIDATE THIS MODEL IN
THE SHORT AND MEDIUM TERM

classes held through virtual channels such as Teams, Zoom, etc.



Impulsa tu aprendizaje and *Impulsa tu desarrollo* are the two main areas in which our training materials are divided. Employees can find their technical training, closely related to the functions derived from their position, which make up 80% of all the courses, and training in the core skills they need to do their jobs every day.

Virtual training. Committed to new technologies

In March 2020, we decided to stop all in-situ training courses to safeguard the health of our employees. From this point on, Talent Management has focused its work on:

- Selecting external courses that can cover the needs of our employees while respecting the online format.
- Redesigning our internal training courses using the support of our virtual corporate platforms.

This new approach to training has enabled us to create new digital materials that we have applied when setting up new online courses that are always available and can be accessed in the Virtual Campus of the RE Group at any time.

In 2020, we expanded the range with new courses and “virtualisation” of already existing courses of a recurring or critical nature.



- **C11** Basic firefighting and evacuation plans.
- **C22** Stress Management. Emotional Control.
- **C25** Road safety.
- **C27** Supplement to basic level prevention training.
- **C36** Safe definition of protected areas.
- Safety Delegates for Critical Infrastructures.

On the other hand, 2020 saw 85 new courses included in the Virtual Campus, with an attractive and innovative structure and design. The objective of these courses is not just to support our employees as they continue to develop in the soft skills of our company, in areas such as initiative, change management, innovation or collaboration, but also to offer courses to meet other kinds of needs, which are always important but especially in this, the year of the pandemic, such as courses to develop positive psychology, stress management and personal well-being.

Continuous improvement and agility

The platform will continue to grow in the coming years by anticipating change and accompanying the transformation of talent among the employees of the Group in every way.

The new Virtual Campus also incorporates automated and simplified processes to boost the efficiency and agility of our talent management, such as self-enrolment.



Training and development programmes

I am progressing

In 2020, the training and development courses offered are currently grouped into the following thematic areas:

Technical training

These are training and skills-based programmes that deal with theoretical and practical aspects that are required to perform the different activities of our business units, and to engage with functional and technological changes. The most significant new developments in 2020 are:

Certification of employees as local operators in substations

The goal of this training programme is the certification of professionals working as Local Operators in substations through the training and testing that guarantees the safety of both people and facilities, as well as ensuring the optimal performance of this work.



Since this course was started in 2017, it has been run in-situ. After courses were stopped in the first months of the pandemic, we have worked closely with the internal instructors in the regions to define a new format adapted to the current

situation. This has resulted in the theoretical aspect of the course and the examination being held partly in the virtual classroom. Secondly, to prevent unnecessary travel and to reduce the number of students in each session, facilities in each region have been selected to carry out the practice sessions in total safety conditions.

Now that the new format has been defined and agreed upon, it is ready to be launched and run in 2021.

Training programme for new protective equipment

There will be training for the new protective equipment because of the need to prepare the protective equipment for the Transmission Grid lines, with courses that cover all the protection technicians in the transmission facilities maintenance department and the team responsible for defining the criteria and settings



for the protection for the electricity grid, which consists of more than 50 people. The purpose of this training is to learn about and understand the tools, criteria, methods and operation of the protection circuit breakers acquired.

This training was originally in-situ but underwent a partial transformation to remote training in response to the pandemic, in the sections dealing with adjustment and configuration software, resulting in students acquiring the qualifications required to carry out the installation safely and operate the new Transmission Grid equipment.

Training in the IEC-61850 protocol

With the gradual introduction of the communication protocol IEC-61850 in the field of communication equipment and protections for the Transmission Grid, it has been necessary to deploy the training at Group level, in Spain and in the companies in Latin America. Originally designed for in-situ classes, it has been adapted to be taught in remote sessions with over 50 students. These sessions have served to create a virtual course that is over 15 hours long, which is available for all group employees in our Virtual Campus.

Training in Parameter Engineering

The concept of Parameter Engineering has emerged in the world of engineering as a new

The addition of the new El Sabinal and San Sebastián de los Reyes centres has enabled a new programme for training teams for GIS insulated sub-stations.



way of working that groups installation design, document updates, material requirements and ease of viewing the status of the project according to a holistic approach. The drive for advancement, transformation and continuous improvement in the Red Eléctrica Group means that the transmission substation engineering team has been supported in its transformation towards the new engineering concept by offering them training in Parameter Engineering. This has focused on theory in the first part, followed by a longer second part with practical sessions supported by the day-to-day work of the team on real projects, as a way of framing engineering from a viewpoint of value creation and efficiency.

New training programme for GIS insulated substation equipment

The addition of two new Campus centres at El Sabinal and San Sebastián de los Reyes has led to the creation of a new training programme with advanced technical content to enable our technicians to carry out work on GIS substations [Gas Insulated Substations]. The programme consists of 4 new in-situ qualifying courses that amount to 71 hours of training.

- Generic training.
- Specific improvement training TI 8DN9-2.



- Specific training in mechanism operations HMB range.
- Specific training GIS-Cable link.

OTS. Control Centre Operator Training

The Campus runs regular sessions for the simulation of service restoration for control centre operators, where the leadership of the Red Eléctrica Group takes part to ensure the qualifications for action in an emergency situation. This activity includes theoretical and practical training through the use of the Operator Training Simulator and incorporates the participation of Red Eléctrica's operation centre personnel and staff from Spanish generation and distribution.

Two training sessions were held at the start of 2020 for Control Centre Operators on the restoration plans, as well as the analysis and study of different critical situations in the operation of the system. They benefited from the participation of the electricity companies involved in the service restoration plans. This action drives a number of important aspects both for day-to-day operations and exceptional circumstances.

The running of this course, which requires physical presence in the OTS simulator, has been directly affected by the situation arising from the



The Campus facilities run regular simulations for control centre operators for the process of restarting services.

pandemic, so that in-person training sessions have been temporarily suspended, because caring for the health of the group of control system operators is a priority.

In this situation, there has been continuous training for the group through the virtual classroom during 2020. The continuous training of operators helps to improve efficiency and productivity among employees, resulting in improved grid maintenance and high service quality along with assured energy supply. This approach also results in better customer satisfaction, a positive effect on our costs and greater profitability for Red Eléctrica in Spain.



NatuRa Programme

The safety and protection of the environment is one of the company's cultural values: environmental awareness. Red Eléctrica goes to great lengths to make its business requirements compatible with environmentally responsible behaviour.

Within this framework, and as a complement to it, there will be training courses to teach about prevention and reduction of environmental damage run during the period when this plan is active, along with knowledge and compliance with internal procedures and respect for current environmental legislation and regulations.

A training plan was drawn up in 2020 whose general objective was to ensure that the agents of the Red Eléctrica Group were aware of and trained in the "Method for studying and assessing ecosystem services for the electricity transmission grid", whose goal is to assess the positive and negative impacts of the electricity transmission facilities, in order to define and apply compensatory measures.

Development of transversal skills

This includes programmes that train the necessary skills to carry out each of the functions required for each employee of the Company

Development of key skills

With **ImpúlsaTE**, we will continue working to help to identify and enhance the essential key skills to develop our employees.

Individual Development Plans have been prepared to cover their needs identified through discussion with their supervisors about their

contribution and capacities, and they will be handled by the employees themselves.

10 vital non-managerial skills were worked on in 2020:

Key skills

Non-management personnel

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

Transversal

1. Collaboration
2. Change management



More than 200 **Individual Development Plans** have been made, supported by interesting learning resources: events in the virtual campus, new information pills, webinars, workshops.

85% of these IDP were accompanied by an additional programme: **coaching** sessions [6 processes for non-managerial staff, and a total of 18 hours], and **mentoring** sessions.

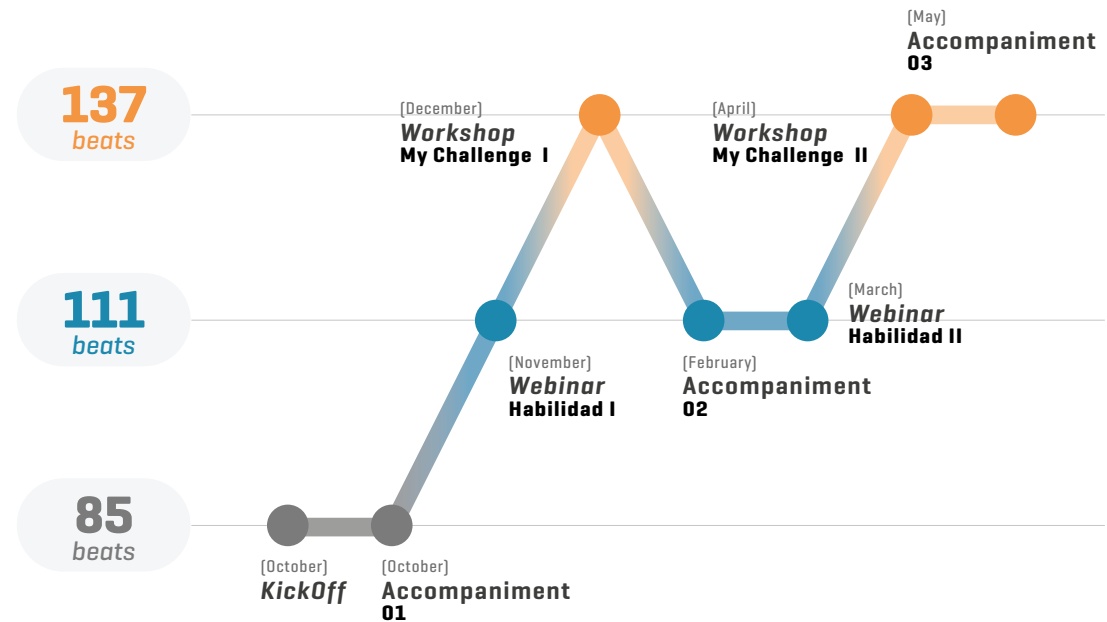
The programme that accompanies the IDP is structured around training actions carried out to reinforce the key skills and individual support sessions with experts in professional orientation.

Thabla programme

Red Eléctrica maintains a firm commitment to helping its employees to acquire language skills in English and French to enable them to communicate fluently. In 2020, as part of the growth of the Red Eléctrica Group in South America, particularly in Brazil, lessons in Portuguese have been added. There is a complete language training programme, "Thabla."

In accordance with the philosophy behind **ImpúlsaTE**, which encourages employees to take responsibility in their own development, the language teaching offers the option to self-enrol, with the courses linked to a series

137 beats programme



of criteria governed by the need and potential for exploiting linguistic skills in the position.

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



The new model of training and qualifications in Health and Safety, which was implemented in 2019, has continued to grow in 2020.

Most of the training will be provided through the Virtual Campus, a state-of-the-art training platform that will provide a bespoke response to the needs of the employees.

This gamified programme has a plan for back-up and recognition of the efforts made by the participants.

In 2020, the programme was expanded with a group of online development actions in English and French for the language skills which are most in demand in the organisation, which are available for all RE Group employees in the Virtual Campus.

There are also occasional experience-based “Campus Day” actions with English speakers, to encourage group conversations and team building, to build confidence in their capacity to communicate.

Safety, health and well-being

In view of its business activities, the Red Eléctrica Group considers that training and awareness regarding health and safety questions, reducing accidents and maintaining the health and safety of its employees are vital.

Health and safety

The new model of training and qualifications in Health and Safety, which was implemented in 2019, has continued to grow in 2020.

The new model is based on qualifications that correspond to each person’s role, instead of the activities generically assigned by default, to the type of organisations role that the worker has been assigned to. This is a significant improvement on the previous model because it allows us to personalise the training and ensure that people will have the resources they need, regardless of the position that they are currently associated with.

There were 9,600 hours of training on Health and Safety in 2020, for a total of 1219 participants and 39 courses of those defined in the training and qualification model for occupational health and safety (AM012), in virtual and face-to-face mode.

Also, in 2020, 5 mixed workgroups have been set up, containing technicians from the Facilities Management organisational units and Human Resources, to review all the training content of the mandatory courses in this programme.

There is currently a new occupational health and safety plan in development which will add new training activities to the programme, and compliance will be mandatory from 2022.

- C22 Stress Management. Emotional Control.
- C23 Work Supervision.



- **C24** Types of facilities and specific risks.
- **C25** Road safety.
- **C26** AESA Qualification for drone pilots.
- **C27** Supplement to basic level prevention training [50 hours].
- **C28** Qualification in local operations.
- **C29** Qualification in handling SF₆
- **C30** Forklift Handling.
- **C31** Recycling course in the safe handling of SF₆
- **C32** Recycling course on overhead power line work.
- **C33** Recycling course on overhead work in substations and warehouses.
- **C34** Safety in tunnel construction.
- **C35** Working with explosives.
- **C36** Safe definition of protected areas.

Well-being

There have also been a number of actions taken in parallel in 2020 to raise awareness about people's psycho-social environment, which is essential

for their well-being, and how to improve our healthy lifestyle habits in a complex work environment, to enable and promote practices, behaviour and skills to enjoy a healthy form of life, especially during the most difficult stages of the pandemic.

Aware of the need to guarantee all-round health, and in view of the serious impact that the pandemic could have on people's well-being, a recovery plan for the post-COVID-19 period has been designed, which includes initiatives aimed at both the physical and emotional balance, and social well-being.

Long-standing campaigns have continued in 2020, subject to adjustments for the situation forced on us by the pandemic, preferably by moving online and thereby becoming available to all the employees in the Group.

- Mindfulness workshops, consisting of 3 sessions lasting 2 hours each, with the participation of employees from different centres.
- Stress control activities [online courses].

A number of training activities have been added to the virtual campus that are intended to reinforce healthy habits and behaviour:
Increase your vitality, Unclutter your mind, Happiness is in your hands, Optimism for beginners.

Transformation programme for digital skills

In 2020 we also acted in response to one of the basic strategies for cultural change in the Red Eléctrica Group that is also one of our commitments; to speed up the cultural transformation in technological terms to become more efficient and flexible, improving process automation, driving innovation, evolving the IT infrastructure, spreading knowledge of the digital world, the use of Agile methods and investing in cybersecurity and data protection.

In 2020, our contribution towards the strategy of speeding up the transformation of digital skills has focused essentially on two areas of action:

Transformation programme for Information Technology Management

The first step to carry out the digital transformation that the Red Eléctrica Group requires is to update the training and qualifications of the experts in the IT department, reviewing and adapting their profiles to our new requirements and the demands of a world that is in continuous upheaval. We also need to ensure that the IT systems team have acquired a standard level of knowledge. It was with this in mind that the project of transforming IT Management was initiated in 2018.



The objective of the programme for Managing Technological Innovation and Systems, which the European Commission recognised as a success case because of its definition of professional profiles, was created to enable professional advancement, boost the development of the IT skills that we need now and in the future, and to drive cultural change.

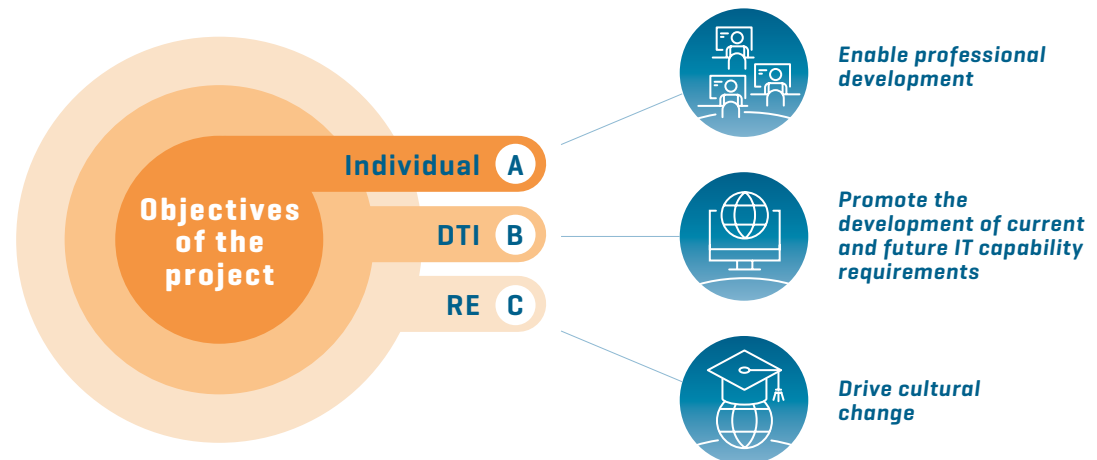
The programme covers two objectives: first of all, to acquire a series of generic skills through group sessions with Training Flash, job transfer workshops and On the Job sessions and system sessions, and secondly, to hold specific training actions for technical skills in relation with the responsibilities of the technical profile.

The basic goals of the project are:

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

Red Eléctrica was considered a success story for European ITC standard profiles for two years running, and a success case for the European e-Competence Framework model.

Objectives of the project





Basic programme architecture

GENERIC SKILLS

Training Flash
Development of skills
and tools

**Job transference
workshops**
Apply the knowledge
and skills learned

On the job and system sessions
Accompany managers in the process

TECHNICAL SKILLS

Definition of
the skill profiles

Self-assessment
questionnaires

Development interviews
with department heads

Training Actions

Balance of the training programme 2018-2020

Data obtained



96%
IT Department
staff trained



26
courses
run



53
certificates
approved



9
"Openclass"
format courses



44
hours of training
per employee
per year



552
hours of
training in total



26
people
trained



77
group
courses run



Digital skills programme: Digitall By Campus

The digital qualification of all employees is the great challenge in its process of cultural change.

The **Digitall by Campus** programme makes a platform available for all employees of the Red Eléctrica Group so that any of them can make full use of the technological tools that are offered to them, aiming to employ and support their productivity in their daily work through a gamified system in which they can access content and information that can raise their cultural level and digital capacities. This programme has an impact on the drive for a culture of innovation and flexibility in the adaptability of the employees and the new ways of working.

The **Digitall by Campus** programme has increased its level of activity for the second year running. While 2019 focused on digital qualifications and skills, in 2020 was spend more time improving our Office 365 use, essentially in aspects related to personal productivity.

Following the migration to the new software suite platform of Office, a major effort has been made to support REG employees as they adopt 365 as a working tool. The collaboration between the Digital Transformation project and Talent Management has resulted in the deployment of a programme focused on using and adopting

these tools, which have encouraged our progress in flexible working during this year marked by physical distancing. Teams, OneDrive, are some of the functions that have enabled us to improve in our collaboration and remote productivity.

New content was added during 2020, such as BeREDy, the **Digitall by Campus** app:

Digital skills

- How to communicate and relate successfully in digital environments.
- Personal organisation in digital environments.
- Create and consolidate your digital identity.

Digital knowledge

- Artificial Intelligence.
- Cryptocurrencies and Bitcoin.
- Introduction to agile methodologies.

**NEARLY
1000**
PARTICIPANTS
IN THE DIFFERENT
INITIATIVES
of this programme,
**AND 260 TRAINING SESSIONS,
OF WHICH 60 ARE AIMED
AT PRACTICAL CASES**



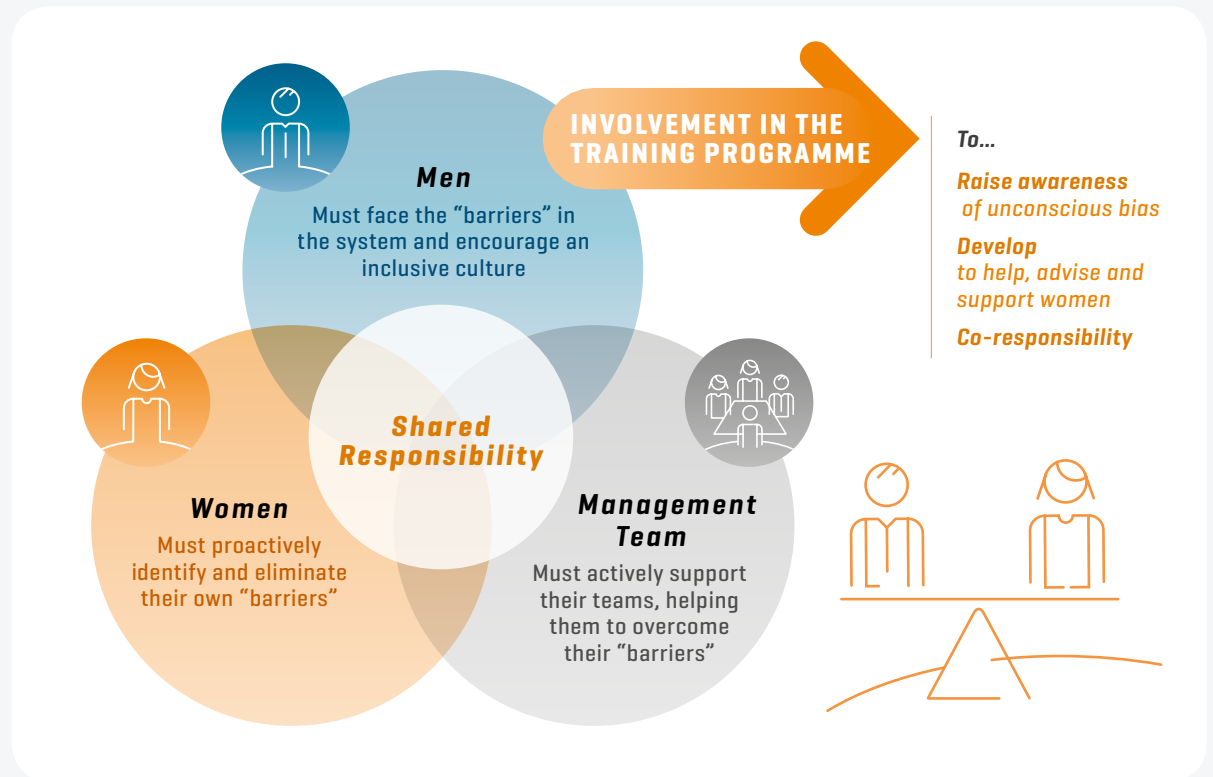
Female leadership programme

Gender equality is one of the vectors included in the Integral Diversity Plan 2018-2022, which addresses the principles of equal opportunities, among others, in employment, education, and promotion of women to positions of responsibility.

Each of the vectors included is the basis for annual programmes with specific actions. As part of the objectives identified in the annual diversity programme for 2018-2022, the Red Eléctrica Group has started using a model that enables it to coordinate the initiatives and actions intended to train, raise awareness and support general aspects of diversity, but in relation to equality we especially highlight the design of the de E female leadership programme, which has the following objectives:

- **Raise awareness and involve** the whole organisation, men and women, in realising the importance of diversity and gender equality as a way to guarantee effective equality.
- **Encourage** diversity through equal opportunities and take advantage of women's qualities and their diversity as a lever of development, in personal terms and within the organisation.

- **Enable** a sustainable cultural transformation that can help to break down systemic barriers and unconscious bias so that the range of different points of view can add value to the organisation, and all its talent can achieve its full potential.
- **Educate, train and support** women so that they can control their own professional careers, taking





The Feminine leadership programme addresses the principles of equality, training and promotion of women to positions of responsibility.



full advantage of their knowledge, attitudes and skills, which is essential for them to break through the glass ceiling.

- **Identify** limiting beliefs and barriers, both in the person themselves as well as in the company or socially constructed, that prevent female talent from developing its full capacity.
- **Generate** counterarguments and actions to change the participants in the programme.

- **Engage** men in a range of workshops and programme actions to make them more aware and to continue advancing towards full co-responsibility.

This programme, aimed at the whole Red Eléctrica Group, intends to achieve **Responsibility shared between all** men, women and especially the management team.

The programme will be deployed in 2021 and 2022.

Other safety programmes Cybersecurity

The Red Eléctrica Group considers the inclusion of Cyber-security to its activity to be vital, as a key element of internal security in the sense of physical safety, leading to the new concept of Complete Security (Cyber-security + Physical Security). Plans for the years 2020 to 2025 in this area were drawn up in 2020, for training, awareness and sensitivity in the different areas (cyber-security and physical safety) for the whole Red Eléctrica Group, identifying the need to implement these plans to reduce risks derived from internal and external workers.

The plan is structured around three core areas:

- **Training:** Qualify personnel who carry out security functions and those who occupy critical positions.
- **Awareness:** Create a security culture to protect employees and the group from threats.
- **Sensitivity** Ensure that the management team has a global vision of complete security so that they can guide the Group culture.



In 2020, due to the situation arising from the pandemic, the deployment of the training plan among the security groups and critical positions has been carried out using virtual training methods. The security group has received remote classes assisted by a teacher, and the critical positions have benefited from a series of virtual materials that have marked a significant change from traditional virtual training.

Data protection

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

Sensitivity, training and awareness are essential elements for the development and maintenance of a genuine privacy culture within any organisation. Our commitment to data protection leads us to work actively to ensure that the personal details which the company processes are handled efficiently and with respect.

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



A plan was prepared in 2020 that included the following actions:

- E-learning training pills on privacy, aimed at all employees.
- Course to raise awareness about protecting data privacy, in the virtual campus, aimed at all employees, to teach Red Eléctrica Group employees the most significant points to consider in relation to safeguarding data privacy, and to acquire the knowledge required to form a critical opinion on this topic.

Over 50% of the workforce has taken the virtual course on personal data protection.

- Creating sensitivity through the internal communication channels of the Red Eléctrica Group.
- Specific training for Elewit staff focused on the specific demand for this discipline in innovation.



Internal mobility model

I am moving

Developing internal skills is one of the key factors to face business challenges with a greater degree of success. This is why we, in the Red Eléctrica Group consider mobility to be a basic step in speeding up the education and development of our employees, making them more versatile, useful and capable of responding to the needs of the business in the short and medium term.

A number of initiatives have been implemented in 2020 to encourage internal mobility among all the Group employees, as a contribution to their development. They are interviewed about their interest, temporary mobility projects, changes of function, cooperation with international organisations and promotion of the Intranet space "Move and Tell."

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

- Knowledge.
- Specific/generic skills.
- New work environment.

The Group already has a solid internal Mobility plan as part of its talent management model. The process was altered in 2020 in order to handle mobility within the Red Eléctrica Group in an agile and efficient way, bearing in mind the needs of the organisation and the professional development of the employees, improving the experience of our internal clients.

Internal mobility in 2020 reached 5% of the workforce of the Group in Spain (not including HISPASAT), a very gratifying achievement in the context of the pandemic.



New features of the mobility plan

- Implementation of the Agile method in the handling of mobility processes.
- Anticipate agreements and decisions about the mobility process while the talent identification panels are being held, bearing in mind the information gathered in previous conversations with the colleague in question.
- Promote new conditions for internal mobility: exchange processes between people working in the same area of contribution and/or capacity,

internal selection processes that include mobility for those employees who are capable of working at a higher level.

- Include functional mobility in the appointment criteria for management positions.
- Encourage internal mobility in the lowest levels of the organisation.
- We retain our target of 7% mobility.



01
Transparent communications. Objective, flexible and transparent criteria to make the process of mobility on the part of the organisational units easier to understand, and to help to reduce the barriers currently in place.

02
Reduce times. Make mobility a priority and apply tools and mechanisms to enable us to respond more quickly to the needs of the organisational units and employees.

03
Satisfaction assessment during the process, both for employees and the management team involved.

Challenges in the Internal Mobility Plan 2021

- Promote diversity, mobility and flexibility of the organisation's talent.
- Define the model of capacities [skills and knowledge] to be deployed in positions, including the basic competencies, soft skills, digital, etc.
- Define the model for promotions linked to levels and roles, the organisational model and leadership.
- Prepare a pilot project for implementing the strategic talent management process.



Knowledge management. Transference plan

I share what I know

One of the processes of the new people management model is a personalised investment in groups with specific needs (linked to promotion plans or plans for sharing critical knowledge), in people who move, are promoted or leave the organisation, in the offboarding stage, including activities to end the employment situation with people in the company satisfactorily, and retain critical knowledge.

The essential milestones for this process are: identify the critical knowledge of the organisation, who has it, and planning in advance the closure of activities, pending ones and transference, when this is necessary.

The knowledge management model of the Red Eléctrica Group serves to channel, manage and support the creation of knowledge that enables the company to innovate. The company consolidated the deployment of the model in



2020 by sharing it with the employees, including Red Eléctrica Andina (Peru).

Two specific programmes have been started as part of knowledge management.

El valor de tu experiencia programme

This is part of the Age management plan, also addressing the challenge of age in the workforce, and a number of multi-disciplinary actions (health and safety, talent and organisation) have been organised within the diversity programme in 2020, integrated as part of the employee life cycle, like the generational relay programme and temporary secondments to specific positions.

The main goal of the “The Value of Your Experience” (EVE) is to transfer the know-how of people in the Red Eléctrica Group who possess critical or vital knowledge and who are



approaching retirement age, to ensure that their knowledge is retained and the optimal running of the transition processes.

Key aspects of the process

- The description and corporate documentation of the important knowledge and know-how of the person due to change, through online questionnaires and individual interviews with the person involved and their supervisor to define their tasks, knowledge, experience and essential contacts.

- The design of a plan to transfer know-how, which includes specific actions during the period of accompaniment and evidence of compliance efficiently and in a short time.
- Supervision and guidance to do the actions in the Transference plan.
- Design and creation of a development plan for the key skills that the person who will occupy the post will need.

In a preliminary phase, Human Resources will contact the units to identify the employees and whose knowledge makes them a reference in their area. This information is then confirmed by their supervisors and the advisability of starting each of the plans is agreed. It is also possible for the supervisors to contact Talent Management when they detect a situation in which the transfer of knowledge would be advisable.

Phases of the process

Interviews

Description and company documentation of the important knowledge and know-how of the person due to change

Transference plan

Design and approval of a Transference plan for the know-how, including actions, periods and evidence of compliance

Monitoring

Guidance and motivation for carrying out the Plan through regular meetings between the person leaving and the person taking over

Final report

Including a development plan for the person taking over



Once the plan has started, interviews are held between the people whose knowledge we want to safeguard and their supervisors. The goal of these interviews is to identify all the areas and aspects

which must be included in the transfer. All this initial information is used to create a **knowledge transfer plan** that contains a programme with all the actions to be done.

The expert is then accompanied as the plan is implemented, with supervisory meetings to check that the progress made is satisfactory. These plans may last for as long as 4-6 months, depending on the case in question.

These conclude with an estimate of the percentage of completion, accompanied by development activities for the people who have taken part in order to take over the position.

In 2020, 10 employees were able to pass their knowledge and experience on to their team members, to make sure that this experience is not lost to the organisation.

These are some of the comments that the experts taking part have made:

"I am grateful for being included in the EVE programme. Both for the recognition of my experience and for the accompaniment by people who are experts in the field."

"Thanks to the EVE programme, I was, first of all, made aware of the sheer amount of information and relations of all kinds needed to do my job, and secondly, I was able to organise and arrange this information so that my knowledge could be passed on efficiently."

The knowledge management model serves to channel, manage and support the creation of knowledge to enable the company to innovate.



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