

# 2021

*Talent Report*



Introduction



Organisational Culture

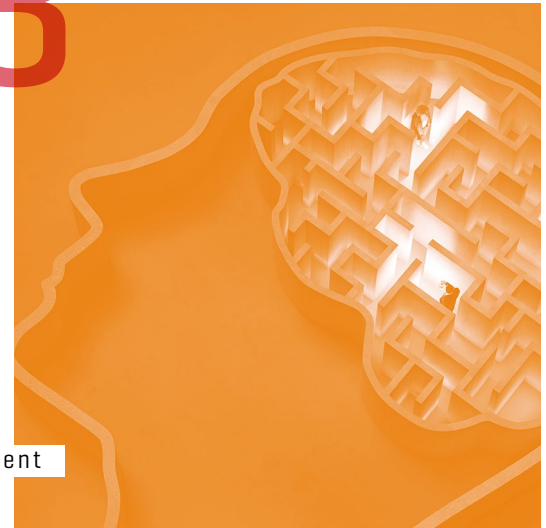


Leadership

2

3

Talent



# Introduction

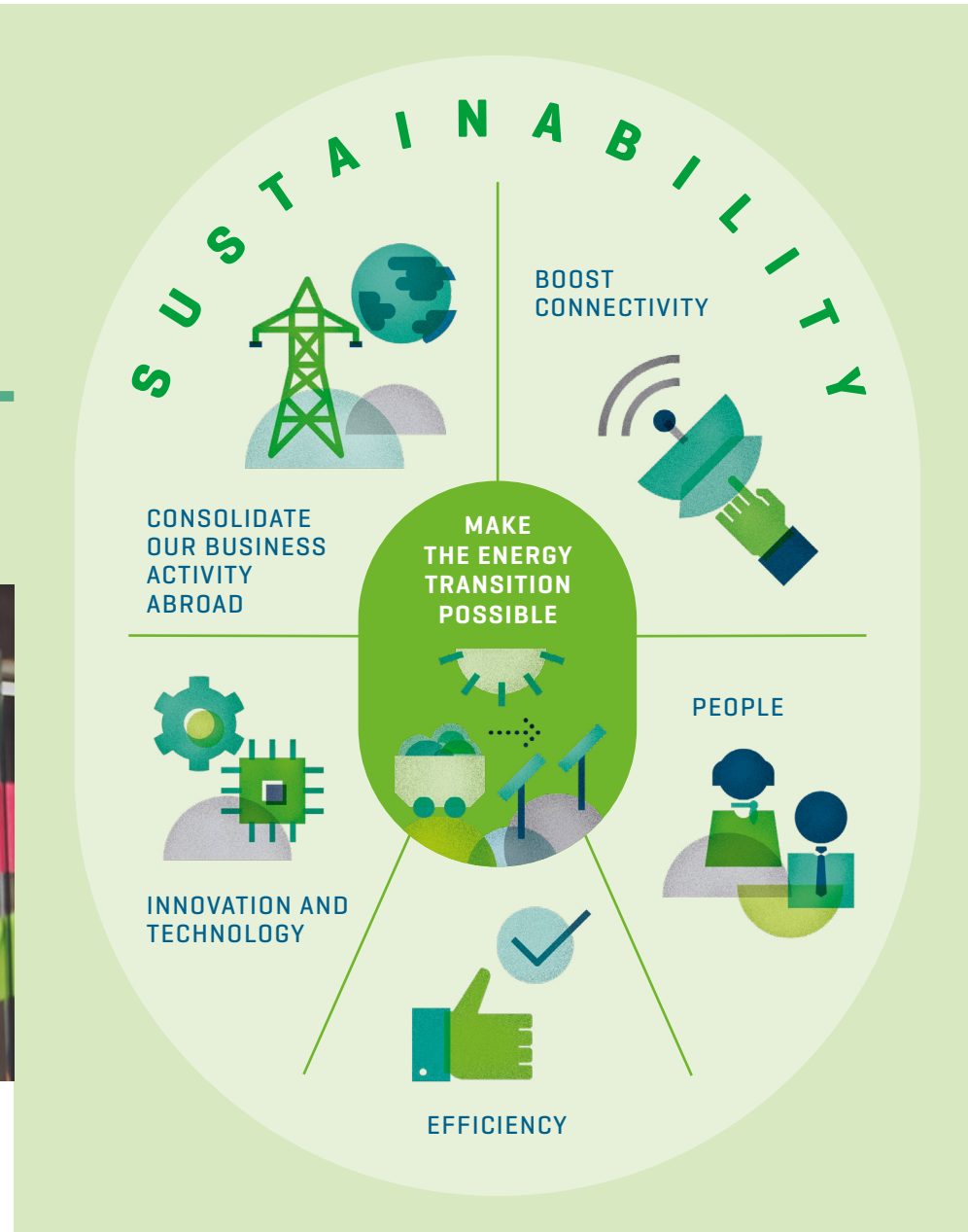


→ One of the strategic pillars that make the mission, vision and purpose of the Red Eléctrica Group possible is that of its People, the objectives of which include cultural transformation, sustainable management and making the organisation a benchmark as a healthy company, as well as the development of an innovative, agile and collaborative culture, promoting talent, anticipating needs and achieving an organisation capable of meeting the challenges of the Strategic Plan in an ever-changing environment.

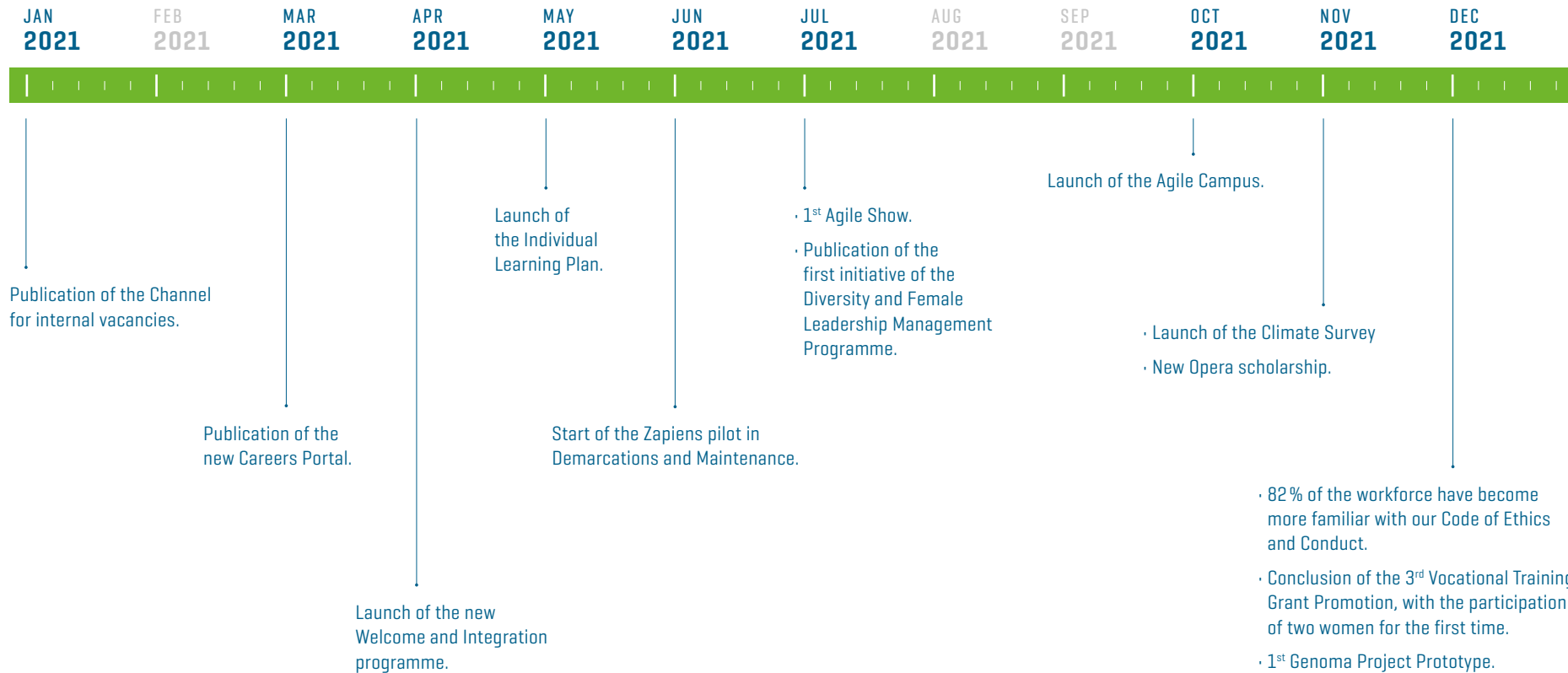
→ **2021-2025  
Strategic Plan  
of the Red  
Eléctrica Group**



The 2021 Operational Plan of the People and Culture Department develops and facilitates the deployment of the Red Eléctrica Group's strategy through various initiatives.



# → Relevant events during the year



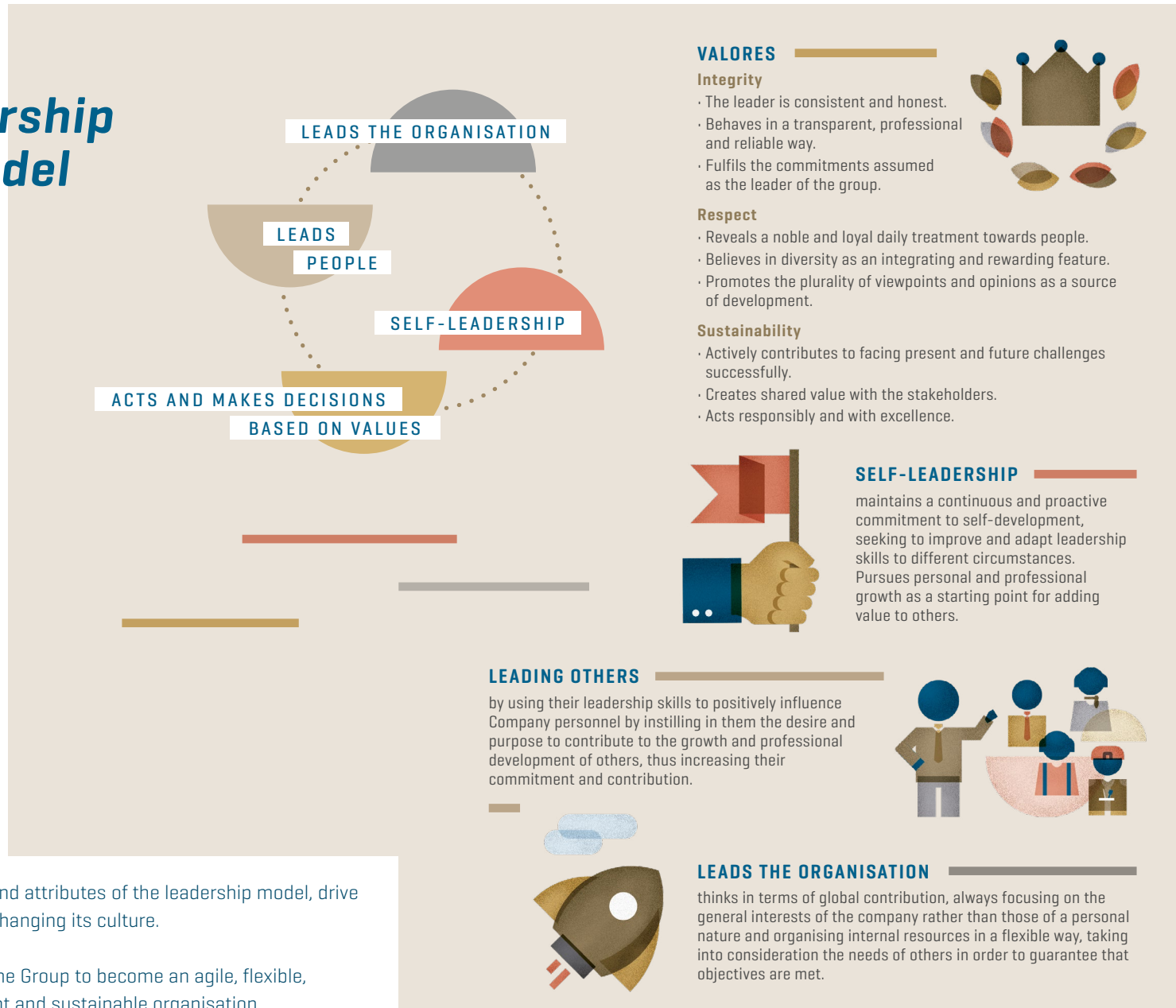
# LEADERSHIP

# 1

Chapter



# Leadership model



GRE leaders, based on the values and attributes of the leadership model, drive the company's transformation by changing its culture.

A cultural change that will enable the Group to become an agile, flexible, innovative, groundbreaking, efficient and sustainable organisation.

# Score obtained in the category of LEADERSHIP

# 76

OUT OF  
100

INCLUDED IN THE CLIMATE SURVEY



Executives generate results that impact the achievement of the company's strategy and do so by relying on their leadership, which is developed on three levels: they lead themselves, their team, and the organisation.

Different sources are available to assess how the manager fits in with the leadership model:

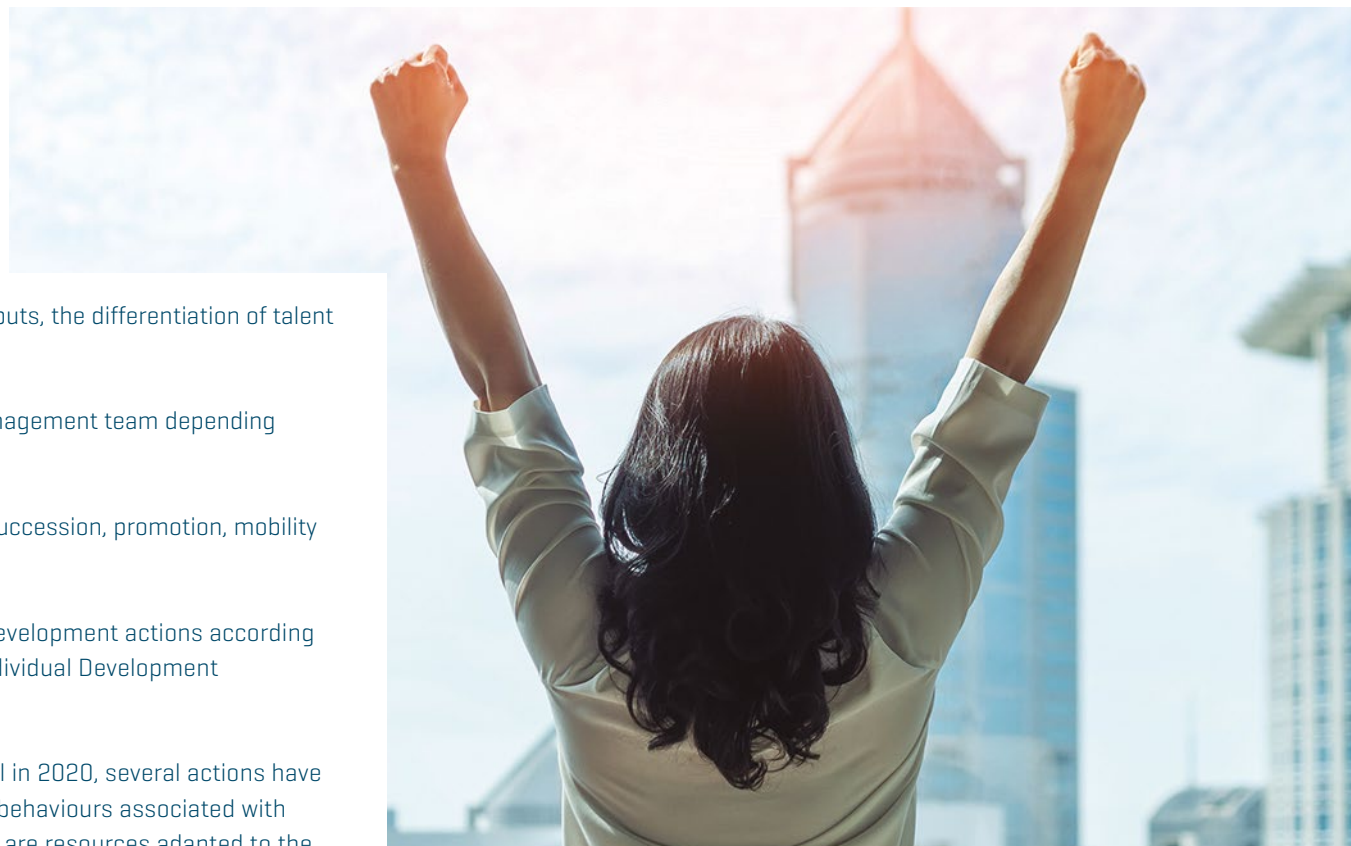
- 360° Feedback: aimed at the entire management team, including the presidency and CEO levels, with the objective of bolstering their strengths and identifying areas for improvement in order to continue growing as critical leaders in the organisation.
- Climate survey: launched at the end of the year, the survey is particularly relevant for finding out the concerns and doubts generated within the teams.

It thus becomes a key tool for directing efforts that leaders must focus on. It is worth highlighting the incorporation of a new leadership category for the assessment of the attributes included in the leadership model, having obtained a score of 76 out of 100.

With this information obtained, leadership assessment is ensured on an annual basis, as the 360° Feedback and the Climate Survey are carried out in alternate years.

- Meeting the leadership objectives, which, in 2021, focused on the attributes of leading others and leading the organisation.
- Accompanying collaborators: management of the differentiation of the talent of its employees and their subsequent support in accordance with the differentiation model for non-management teams (support for action plans, follow-up conversations, etc).





With the consolidated information of these inputs, the differentiation of talent process is rolled out with the aim of:

- Differentiating between members of the management team depending on their level of leadership.
- Taking differential and equitable decisions: succession, promotion, mobility or disengagement.
- Developing individual capacities, adapting development actions according to the location of each manager, through Individual Development Plans (IDPs).

Since the launch of the new Leadership Model in 2020, several actions have been put in place to help leaders acquire the behaviours associated with the attributes and values of the model. These are resources adapted to the development needs that facilitate the elaboration of the leaders' IDPs, among which are the following:

- Leadership Portal. Exclusive leadership space on the internal corporate website, as a communication channel through which news and content of general interest to leaders can be shared.
- Communication Guide. A document that develops the role of the manager as a key "communication channel" within the organisation.
- Digital content library, from which the manager has access to a platform of micro-learning resources (more than 27,000 book summaries, videos and

reports) that constitutes a self-learning ecosystem to keep the leader updated and to have a window to the outside world.

- Development of a programme with a leadership and people management master class, featuring world experts together with other resources.

Work will continue during 2022 on the implementation of behaviours associated with the leadership model, as well as on the mobilisation capacity that leaders exercise in their teams through communication, in order to achieve the established goals.

## → Contents

### DIVERSITY AND WOMEN'S LEADERSHIP MANAGEMENT PROGRAMME

Gender equality is one of the vectors included in the Comprehensive Diversity Plan which, since 2018, has been addressing the principles of equal opportunities in employment, training and promotion of women in positions of responsibility.

As part of the objectives identified in the annual diversity programme for 2021-2022, the Red Eléctrica Group has implemented a model that enables it to manage, in a coordinated manner, the initiatives and actions aimed at training, raising awareness and accompanying general aspects of diversity and, in particular, gender equality.

The Diversity Management and Female Leadership Programme was launched in 2021, aimed at all Group employees, especially women.



Programme contents:

- **Raising awareness on diversity and gender equality:** an online resource aimed at and accessible to more than 1,800 employees with the objective raising awareness regarding generational and gender diversity, skills, unconscious biases and their effects, etc. 58,4% of employees invited participated in this module.
- **Self-knowledge:** a focus group aimed at employees of all professional categories in order to find out about professional opportunities and barriers, the influence of biases on our interactions, decisions and behaviours. Awareness was worked on from the point of view of prejudices and stereotypes and in the definition of individual plans.

El commitment to diversity and equality will continue in 2022 by addressing the following issues:

- Self-management
- Your value proposal
- Female leadership

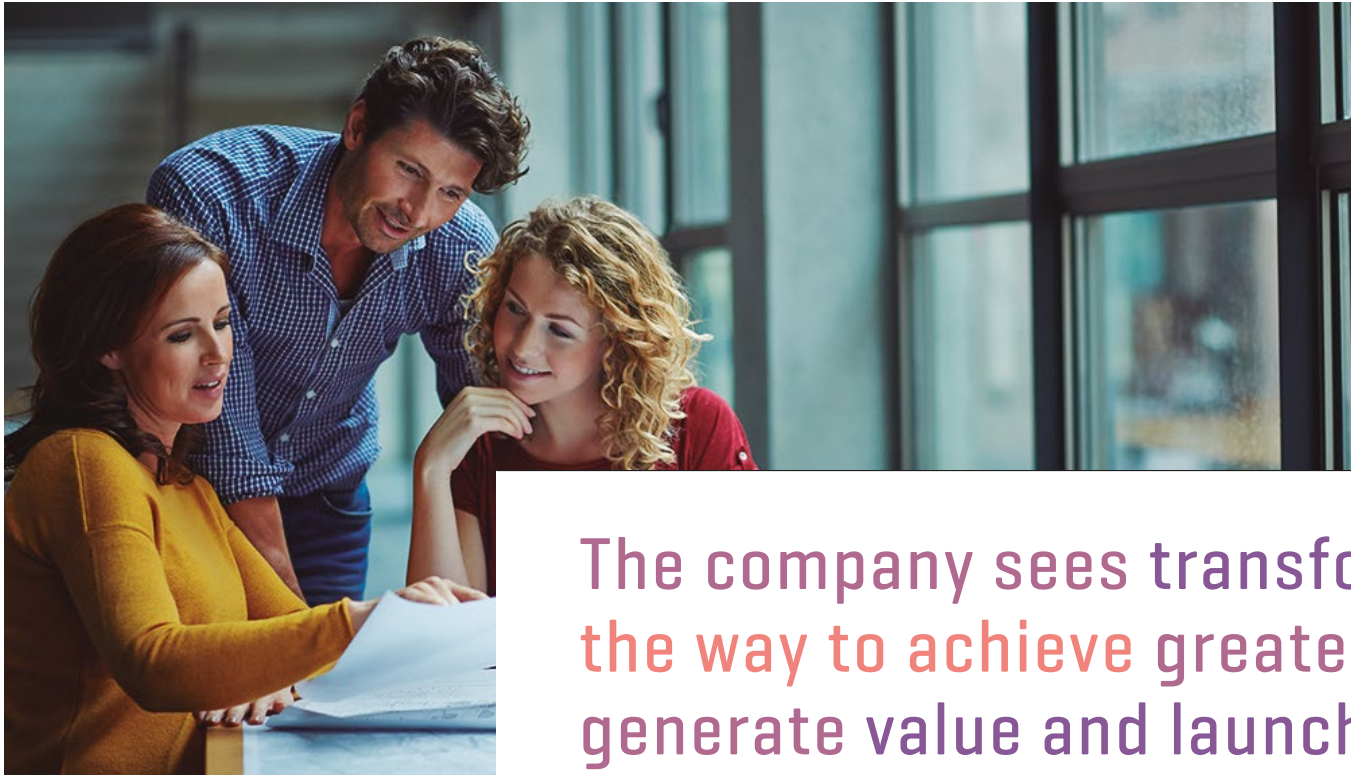
In addition, we continue to develop women's leadership through our involvement in specific programmes, such as Promociona, to empower women in the company's management team. For the first time, we participated in the Women's Leadership programme organised by Antonio de Nebrija University.

# ORGANISATIONAL CULTURE

# 2



Chapter



The company sees transformation as the way to achieve greater efficiency, generate value and launch new businesses while remaining as a profitable and sustainable company.

The set of ideas, practices and values shared by the majority of people in the Red Eléctrica Group is what we identify as organisational culture.

The company conceives transformation as the way to achieve greater efficiency, generate value for the organisation and for society, and start up new businesses, maintaining itself as a profitable and sustainable company.

The most important resource for achieving transformation is people, which is why we work by **listening to employees** as the main source of information

to improve their experience in the organisation and through projects aimed at the implementation of **new ways of working (Imagina)**.

The transition occurs through the various projects and initiatives that deploy, drive, anticipate and provoke purposeful change identified and aligned strategic challenges.

# 2.1

## Listening to employees

→ For the Red Eléctrica Group, listening is a key tool to understanding the reality of its employees and to implementing initiatives that meet their needs.

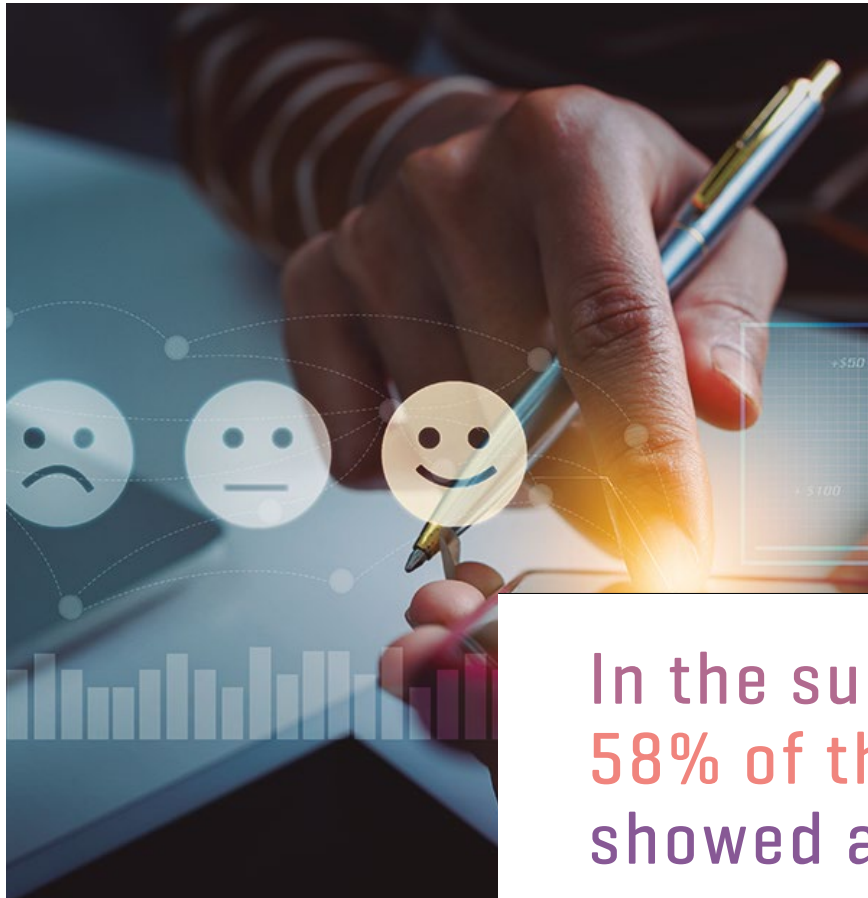
As a result, in 2021, various initiatives were launched, focusing on the well-being of its employees, the highlights of which are set out below:

### TACKLING COVID-19

The year began with a survey on the situation arising from the pandemic in order to find out how employees were coping with the measures adopted by the company regarding remote working, collaborative tools, return plans, etc.



With 52% participation, the data was very favourable for the most relevant categories at the time, reflecting the fact that the initiatives implemented by the company had been well received.



## PSYCHOSOCIAL RISK SURVEY

A survey on psychosocial risks was carried out in June. This survey, which is carried out globally every two years, aims to detect the main risks that affect the wellbeing of people in the organisation and to propose measures to help provide a healthy environment at all levels.

58% of the dimensions analysed showed a favourable or very favourable score. Among the most highly valued were the "stability" offered by the company and "fair treatment", while among the areas for improvement, "workload" and "over-involvement" stand out.

## CLIMATE STUDY

December saw the launch of the Climate Study, which is carried out every two years. This is a key tool for finding out the company's strengths and aspects that are areas that require improvement and influence its employees' day-to-day lives.

The results and action plans will be published in 2022.

In the survey on psychosocial risks, 58% of the dimensions analysed showed a favourable or **very favourable score.**

## → Imagina relevant data

With 87% of the workforce participating, the results, in line with previous editions, showed an overall satisfaction index of 87 points out of 100, a score 14 points higher than the Spain brand standard, and a sustainable commitment index of 76 points out of 100, which is 4 points higher than the Spanish standard.

### LISTENING PROTOCOL WITH THE BOARD OF DIRECTORS

Involvement on the part of the Board of Directors was implemented in 2021, with the aim of making employees more aware of their work and, in turn, for Board members to be more present in the day-to-day running of the company.

In this way, directors participate in internal initiatives on issues relevant to the organisation, such as diversity, sustainability, innovation, etc. Similarly, the members of the Board are aware of the results of the main surveys and polls carried out among the workforce, which allows them to get closer to the day-to-day running of the company.



**12**  
UPDATED SESSIONS

of *Imagina* monographs, with an average attendance of 90 Imagineers per session.

**4.3**

OUT OF 5

Average score for the transformation impact on subjects dealt with.



**21**

NEWS ITEMS

published through the seven *Imagina al Día* newsletters.



# 2.2

## New ways of working (*Imagina*)



→ **AGILITY [IMAGINA]**

The Agile Centre in the Red Eléctrica Group was created in 2021 as an initiative to promote the consolidation and deployment of agility. Its objective is to promote the dissemination and implementation of this philosophy throughout the organisation.



→ **Agile Centre**

**Imagina**  
**La filosofía Agile en el Grupo Red Eléctrica**  
 Una filosofía de trabajo para adelantarse al futuro

**¿Qué es Agile?**

- Filosofía de trabajo que nos aporta eficiencia y rapidez, y facilita la adaptación a entornos complejos
- Basada en la colaboración de las personas y la integración del cliente en el equipo
- Busca la entrega temprana de valor, la validación rápida y la mejora continua

*Conecta tu lado Agile*  
 (autonomía + alineamiento) flexibilidad  
 = Generación de valor

**Los tres beneficios de Agile**

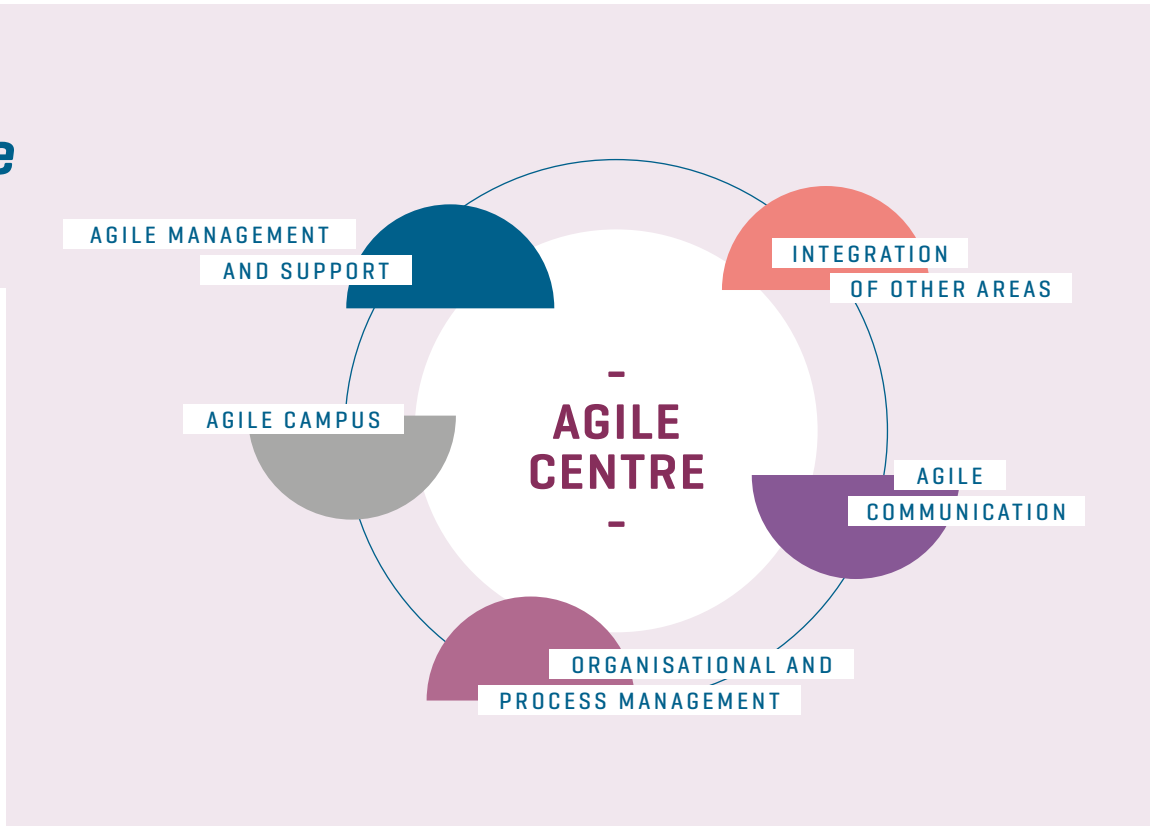
- Entregar el máximo valor
- Aumentar la productividad
- Aportar una visión global de cómo contribuye el trabajo agile al negocio

**El proyecto Agile impulsa la transformación**

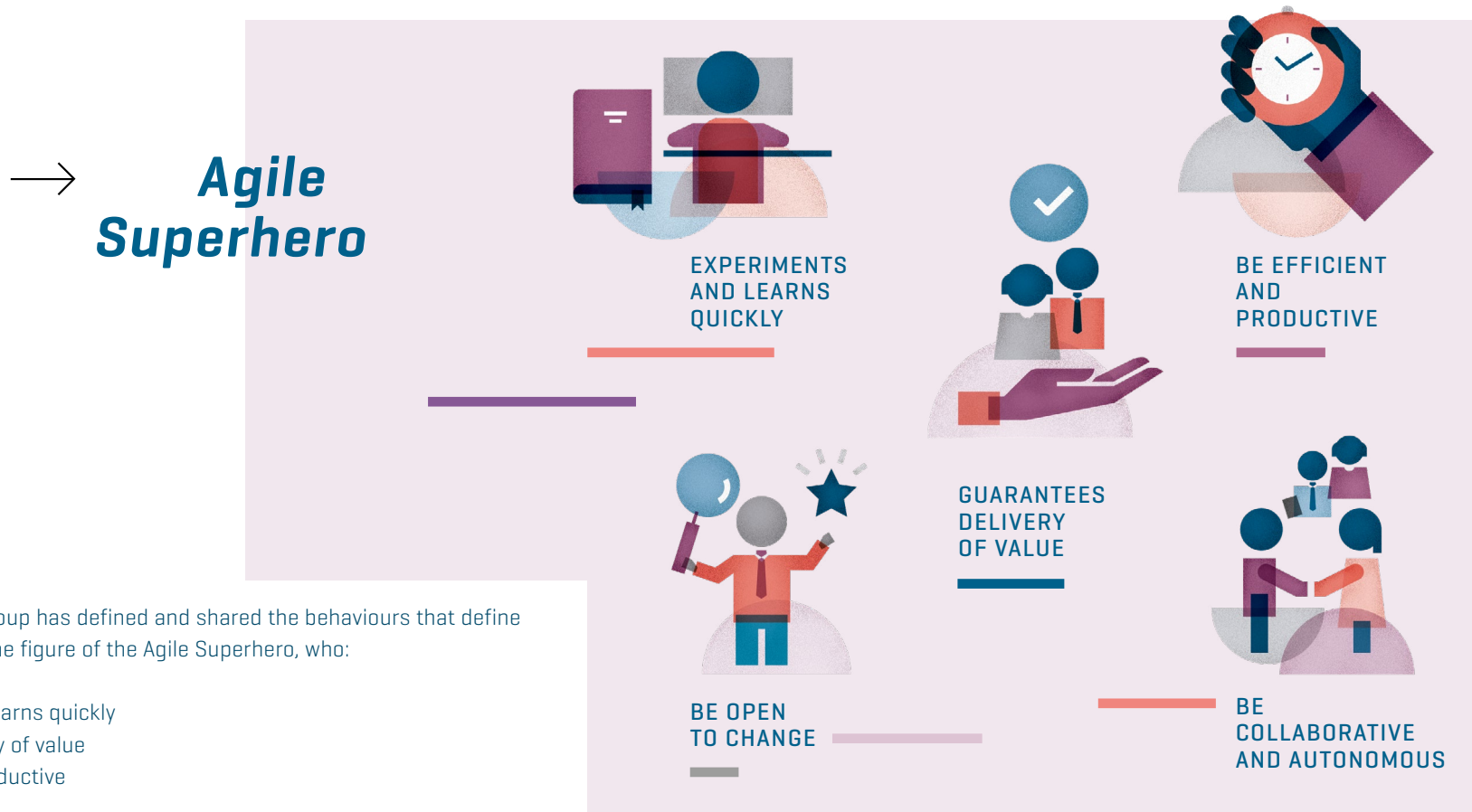
- Nuevas formas de trabajo
- Liderazgo de equipos
- Estrategias centradas en objetivos de negocio
- Cultura innovadora

**Visión Agile**

- Adaptar los procesos y herramientas a las necesidades identificadas por el equipo
- Construir con el cliente
- Ser flexibles y adaptativos al cambio



The Agile Centre fosters the implementation of an innovative, agile and collaborative culture.



The Red Eléctrica Group has defined and shared the behaviours that define agile people under the figure of the Agile Superhero, who:

- experiments and learns quickly
- guarantees delivery of value
- is efficient and productive
- is open to change
- is collaborative and autonomous

In order to get closer to them, different resources, in addition to team support, were deployed in 2021 and will continue to be developed in 2022. These include:

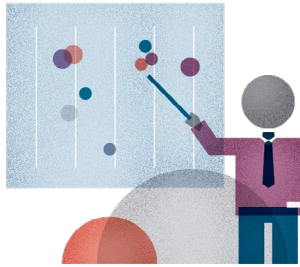
- A communicative space called “Connect to your Agile side” on our intranet site.
- Videos associated with the powers to internalise their full scope.
- E-learning courses that go into great detail in methodologies and in agility applied to our day-to-day activities.

- “21-day” challenges, during which employees can become real-life agile superheroes and superheroines.

- Agile Show, as a communication element for the whole company.

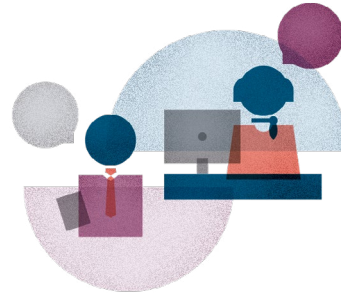
The company is considering carrying out an assessment during 2022 in order to ascertain the level of global agility and by organisation areas that will help it move forward in the adoption of this new way of working, in aspects ranging from leadership to the way people handle their day-to-day work.

## MILESTONES ACHIEVED



### Agile Training

- Creation of Agile Campus and dissemination campaign.
- Design and deployment of Agile's Specific Training Plan.
- Specific, role-based *ad hoc* training for teams involved.



### Agile Communication

- Renewal of the Agile space on the corporate intranet 'NuestraRED'.
- Showing of two Agile show sessions.
- Accompaniment of all the actions of the Agile Centre.



### Agile Leadership

- Implementation of ways of working that enable transformational leadership.
- 9 Process Owners identified and 15 facilitators. 6 leaders identified.



### Organisation and Processes

- Implementation of the Agile philosophy in more than 16 initiatives and 94 people trained in Agile.
- Consolidation and development of the Agile Centre, with new services defined.
- 13 departments that integrate Agile in some of their processes or projects.
- 3 knowledge-furthering initiatives and 5 cross-cutting initiatives for organisational units.
- 9 processes reviewed under Agile methodology.

## → Digital Office RELEVANT DATA

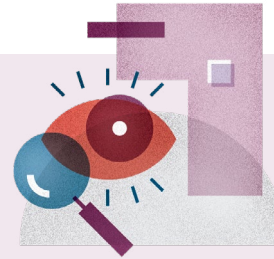
### DIGITAL OFFICE (IMAGINA)

Information is considered another asset in the company and implies the promotion and consolidation of a digital culture by means of a shift in habits and behaviours.

This initiative involves moving from a predominantly paper-based dynamic to the use of technology as the main working tool for collaborating, exchanging and accessing information.

In the area of the Digital Office, the **Digital Post Office** project has been launched for the automation and robotisation of the management of notifications with the Red Eléctrica Group's Public Administrations. To this end, a tool is available that monitors, notifies, downloads and distributes the documentation received, both digitally and physically.

The digital office is one of the key initiatives for the cultural transformation of the Red Eléctrica Group, facilitating the implementation of new ways of working, promoting collaboration and allowing the exchange and access to information in any type of situation, in order to facilitate business continuity.



MONITORING  
OF MORE THAN  
**10,200**

public administration  
offices using the digital tool.



HELPING MORE  
THAN  
**150**

people through the  
cultural shift, by  
means of training  
sessions and support  
in the implementation  
process, with an  
adoption level of the  
tool of more than  
90%.



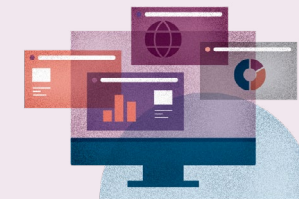
MORE THAN  
**11,100**

notifications captured automatically  
for Group companies.



MORE THAN  
**1,400,000**

automatic accesses  
to electronic sites.



**100%**

of the areas that in  
the year 2020 reported  
receiving notifications from  
the Public Administration,  
with the implemented  
digital post office.



The digital post office is a key initiative for the cultural transformation of the Group that facilitates the implementation of new ways of working while fostering collaboration, interaction and access to information.

In 2022, the digital post office will be reinforced as a company service, becoming the single centre of communication with the Public Administrations and the digitalisation of physical correspondence, allowing the organisation to take a further step in the abandonment of the use of paper.

#### EFFICIENT AND HEALTHY COLLABORATION

Recommendations were shared with employees during 2021, aimed at optimising both collaborative and individual work, with the purpose of improving efficiency and well-being of people.



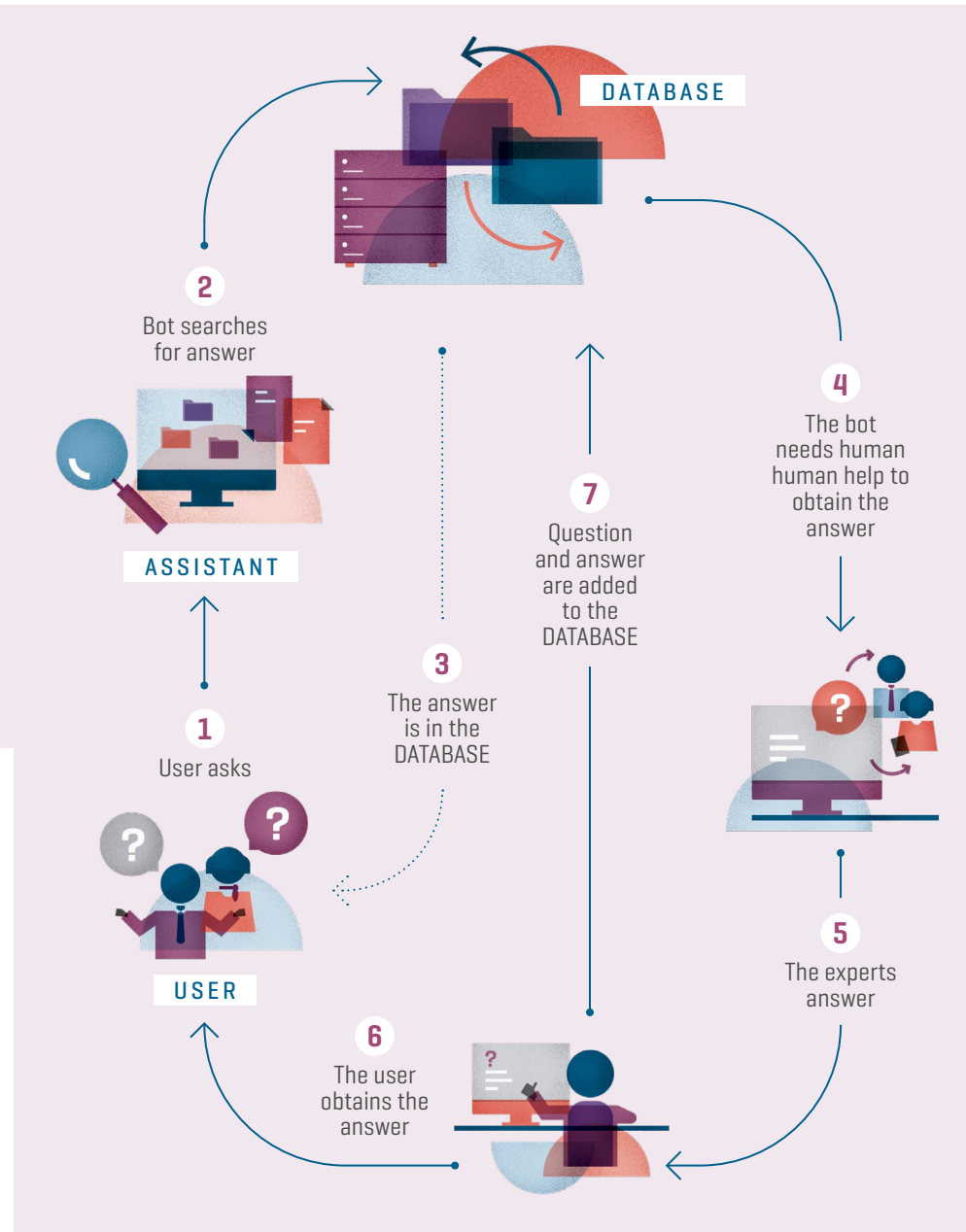
## → Procedure diagram of Zapiens

### ZAPIENS

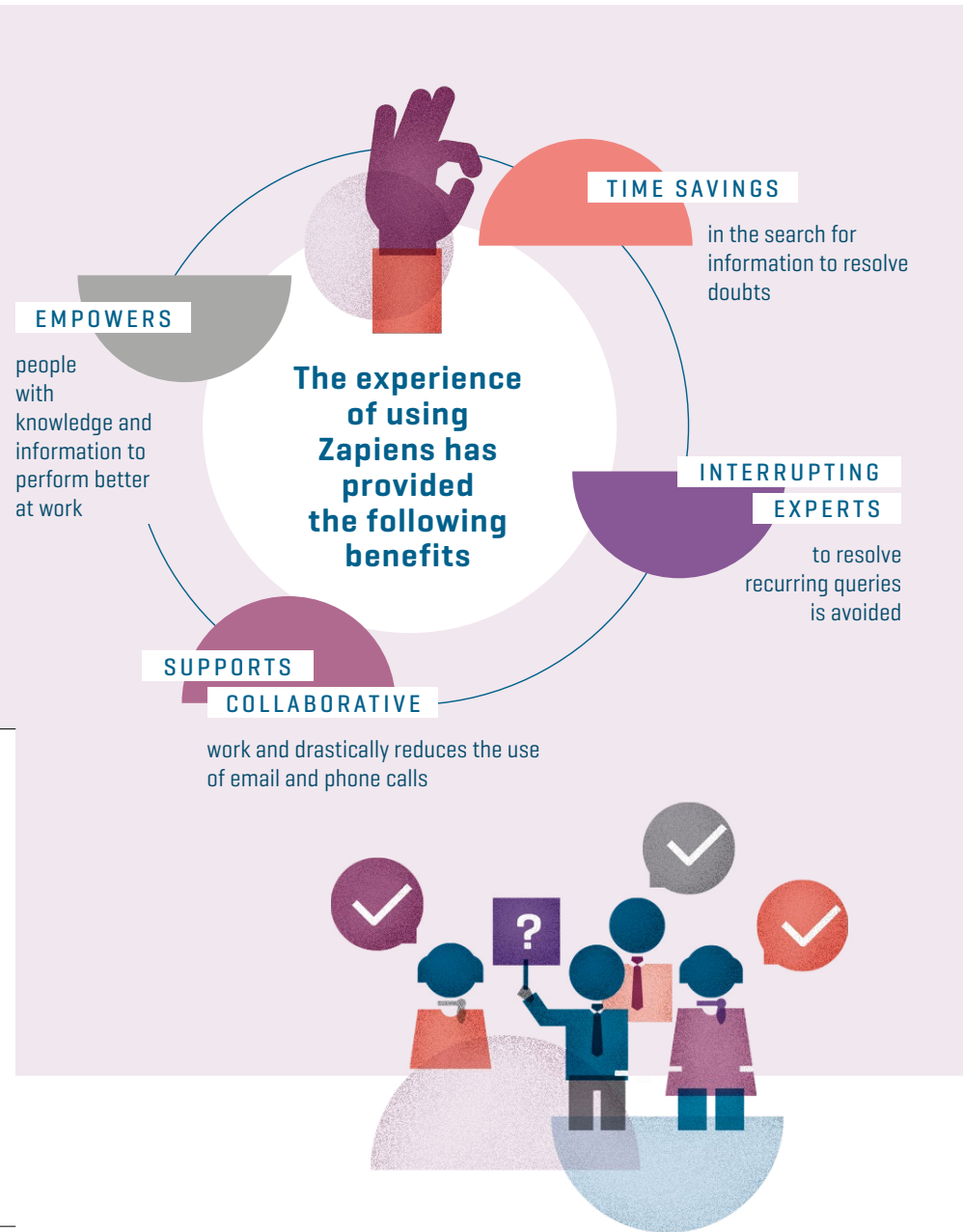
The Red Eléctrica Group is committed to new technologies and consolidating innovation, entrepreneurship and technological development.

Zapiens is a pilot project headed by the People and Culture Department during 2021, consisting of a virtual assistant that, through artificial intelligence, offers an automatic response to questions regarding maintenance of protection equipment, occupational safety and travel. This initiative optimises and facilitates access to people's knowledge.

When the virtual assistant does not obtain a satisfactory answer, the question is forwarded to a previously identified expert in the subject, who formulates an answer to be recorded in Zapiens and sent to the user. The next time the question is asked, the system will be able to answer automatically.



# → Zapiens benefits

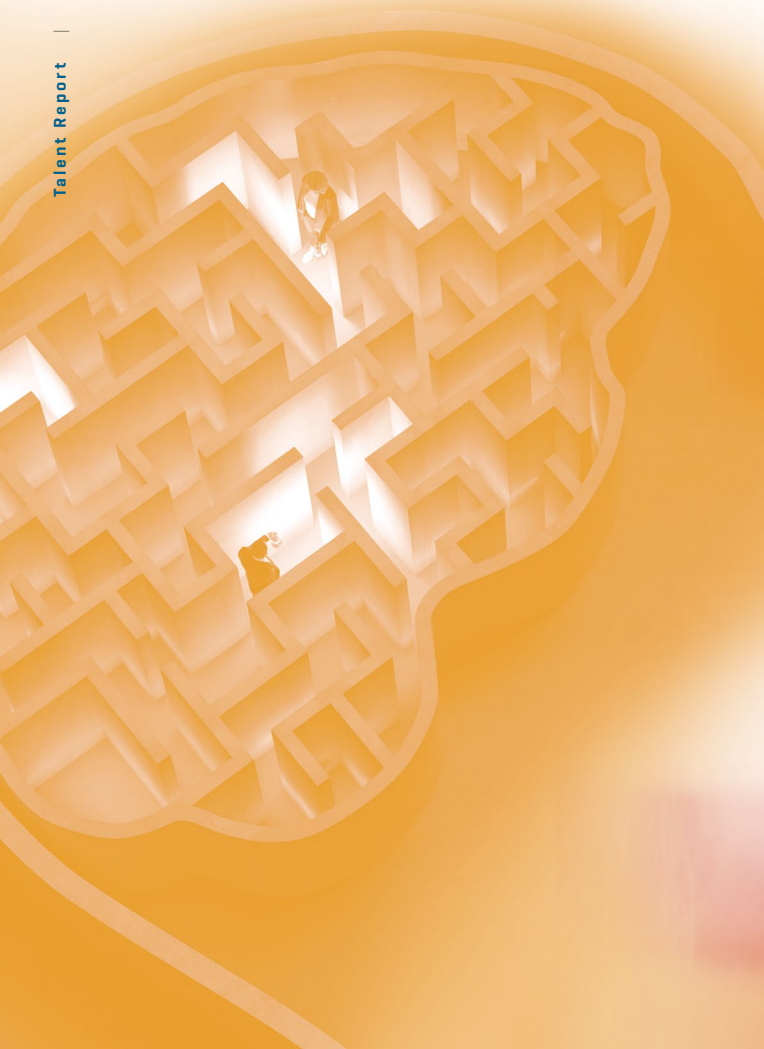


6,374 questions were asked during the pilot project, and the number of answers learnt is over 3,011.

# TALENT

# 3

Chapter





# 3.1

## Sustainable Management of Diverse and Committed Talent

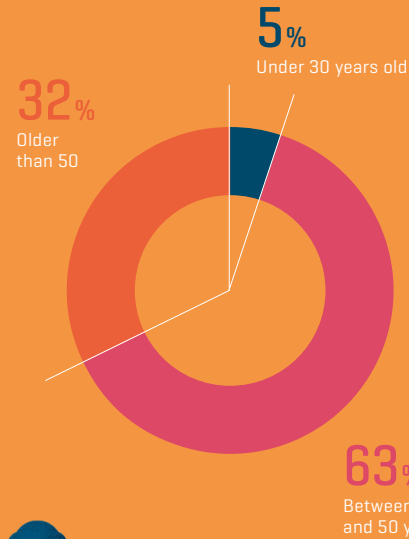


→ The Red Eléctrica Group strategic plan, which started in 2021, seeks to prioritise the development of the energy transition in Spain by consolidating aspects such as innovation, talent and sustainability as the basis of the Group's culture.

To this end, the company works to develop talent, anticipating needs and achieving an organisation capable of facing the challenges of the strategic plan in an environment of change.

### → Age / %

Percentage of workers per age range



### → Nationality

The Red Eléctrica Group employs people from 17 different nationalities. The most represented are:

Nationality	Percentage of workforce	Percentage of management positions
Spanish	90.10%	96.30%
Chilean	1.20%	0.60%
Peruvian	5.10%	1.80%
Brazilian	2.30%	0.00%

### → Gender

Women in management positions

34.1%

[+1.4% compared to 2020]

Equality in promotion opportunities [men-women]

1.67

Equality in training opportunities [men-women]

1

We understand talent as the combination of the contribution and the competencies [knowledge, behaviours and skills] required to achieve the organisation's targets.

In addition, as the graphs show, we are committed to diverse talent: in age, gender, knowledge, experience, skills and interests.



# Sustainable COMMITMENT assessed favourably by employees

# 76

OUT OF 100

With 87% participation

And for a **committed** talent:

The Group conducted a climate survey in 2021 to ascertain employees' perception of different aspects related to the company and to identify opportunities for improvement.

With a participation rate of 87%, 76% of the employees rated sustainable engagement very favourably.

We also use the following indicators as a reflection of the degree of employee commitment to the organisation:

- Average time having worked at the company: 16 years.
- New recruits: 95.
- Percentage of employees whose performance and professional development is regularly evaluated: 97%.

- Voluntary employee turnover rate: 1.4%.

We manage talent throughout the employee's life cycle:

**Attracting top professionals**, with a special focus placed on young talent, for which it is key to position the Group as a benchmark employer.

**Differentiating talent**, by recognising the most outstanding contributions and segmenting development decisions, according to the Group's diversity and each person's potential.

**Valuing knowledge** as a basic asset of the Group that must be increased and preserved.

**Supporting the promotion of innovation**, in a continuous learning model, through the knowledge management process integrated into the Red Eléctrica Group Campus.

**Encouraging mobility** as a key development tool and fostering internal promotion.

Seeking at all times to offer all the people who make up the Group the best employee experience, with continuous inputs collected through different listening events [challenges, climate surveys, exit interviews, etc.]

Our purpose is to encourage the sustainable contribution of the Group's professionals, and to organise all initiatives in this area in a coherent and structured manner, with a view to planning, monitoring and evaluating them.

Our main innovation in the area of talent is the GENOMA project and the GPS project.

### GENOMA

It is a project that uses data analytics to learn more and better about the talent of the company's people, to be able to manage it proactively and offer experiences that adapt to the needs of the organisation at all times and maximise the impact on results.

During 2021, a pilot project was carried out in the area of demarcations which focused on two main modules: the visualisation of the knowledge and skills of employees and the recommendation of personalised training for each of them according to the functional requirements of the positions they hold.

#### The expected future benefits are:

- The promotion of careers by encouraging professional progression and fostering talent as a recruitment tool.
- The encouragement of a culture of mobility as a key tool for the development of people.



# Genoma PROJECT Technological facilitator

TO TRANSFORM TALENT WITHIN THE GROUP

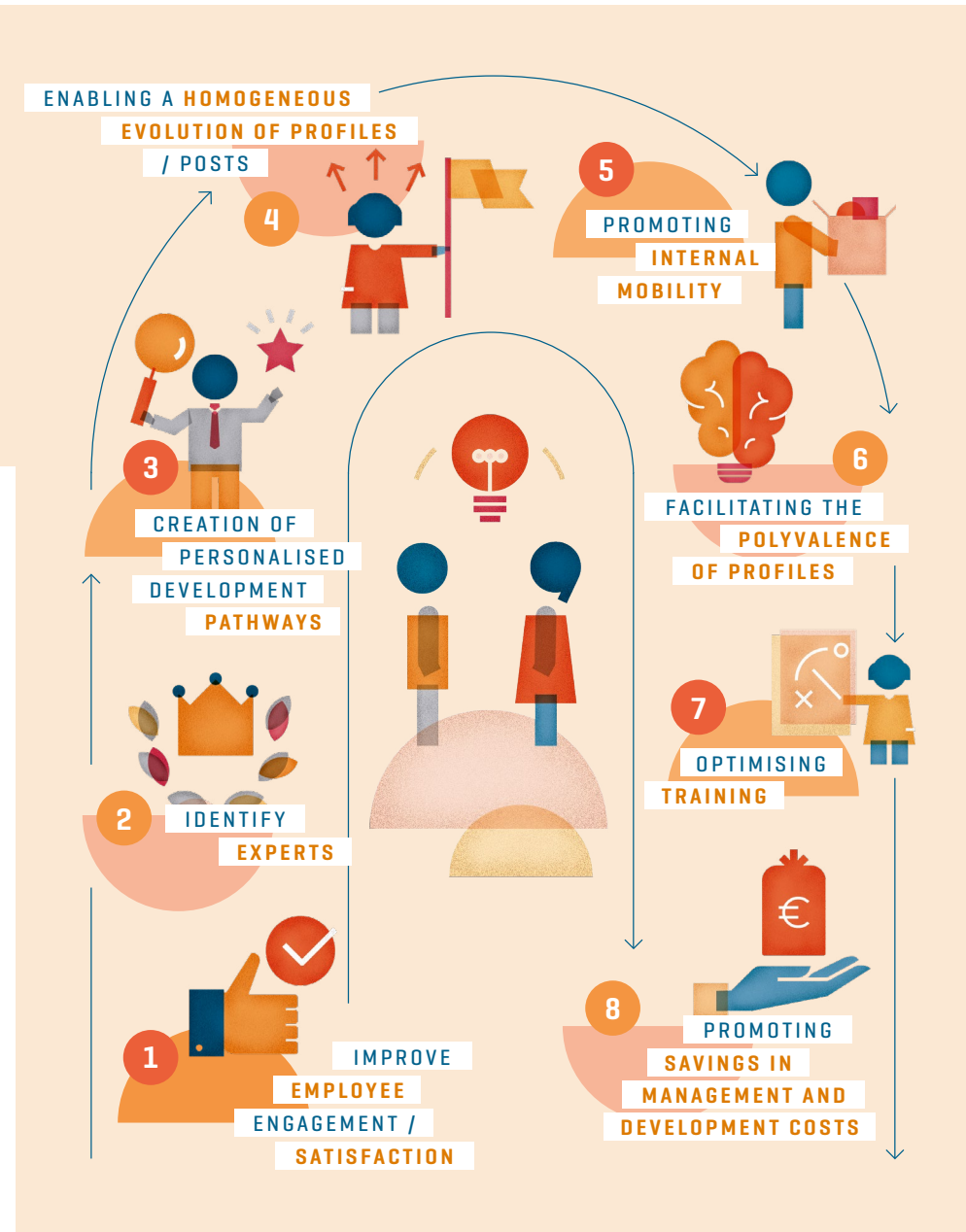
Using data analytics

# Main benefits of Genoma

- The promotion of diverse talent as a lever for innovation and transformation.
- Efficient investment in training to accompany transformation.

Its impact on the talent management processes will be:

- **Mobility:** identification of the best candidate profiles for filling positions and recommendations of development plans for an appropriate person/position fit.
- **Talent detection:** identification of experts with critical knowledge and, on the other hand, those with greater development needs.
- **Attraction of young talent:** recommendation of personalised development plans, adjusted to knowledge, skills and interests.
- **Promotion/succession:** identification of the skills needed for promotion and succession, facilitating the necessary actions to develop people towards these positions.
- **Learning and development:** understanding the current state of people and recommending development and learning actions with greater value and impact for people to grow professionally.



**GPS**

The Sustainable People Management (GPS for its acronym in Spanish) model was configured in 2021, resulting in a more robust organisational model, aimed at achieving the Group's strategic challenges and the professional growth and development of employees.



The new model (implemented in 2021 in REE and REC), represents an advance in the standardisation of organisational structures and an improvement in mobility between companies, a key element for professional growth and development.

This model promotes the specialised operations of the areas and brings people management closer, favouring the contribution of certain technical areas, the professional development of employees and the growth and sustainability of the company. It also recognises the differential contribution and standardises it within the different companies of the Group, facilitating the application of equitable policies and establishing a management model more appropriate to the professionals' contribution levels.

The progressive implementation of the model is expected to be continued in 2022, providing continuity to the extension of homogeneous policies within the Group and promoting professionals' mobility and transversal knowledge.

**In 2021, the Sustainable People Management (GPS for its acronym in Spanish) model was configured, which is oriented toward achieving both the Group's strategic challenges and the professional development of employees.**

# 3.2

## Attraction, Recruitment and Integration of Talent

### → WE ATTRACT AND RECRUIT TOP TALENT

The strategy for attracting and recruiting talent aims to provide the Company with the best professionals to meet the challenges of the business strategy.

To this end, work was carried out in 2021 on the positioning of the Red Eléctrica Group employer brand on social media, with the unveiling of:

- A new section, called **“Careers Portal”** ↻ within our corporate website, the objective of which is to attract the finest talent based on the visibility of the value proposition that the Red Eléctrica Group offers throughout the employee’s entire life cycle.





- The hashtag "**Put your #TalentoEnRed**" used in the top social media site to accompany talent-related publications, which favours an increase in the visibility of our employer brand.

Thanks to these initiatives, 2,111 external candidates were attracted to cover the 95 new recruitments carried out during the year, with an equality index of 1 and 1.05, respectively, in both selection and recruitment opportunities between men and women.

54.78% of open vacancies have been filled with internal talent.

For this internal vacancy management, our own internal channel has been key. Through this channel, employees can apply for any position in the company, facilitating internal recommendation among Group colleagues and the recommendation of external professional profiles to form part of the pool of candidates. This channel makes it possible for any Group employee to participate, regardless of their country of origin, so that they can apply for any vacancy and, if selected, take up their position in the destination country.

54.78%  
of open  
vacancies

HAVE BEEN FILLED  
WITH INTERNAL TALENT





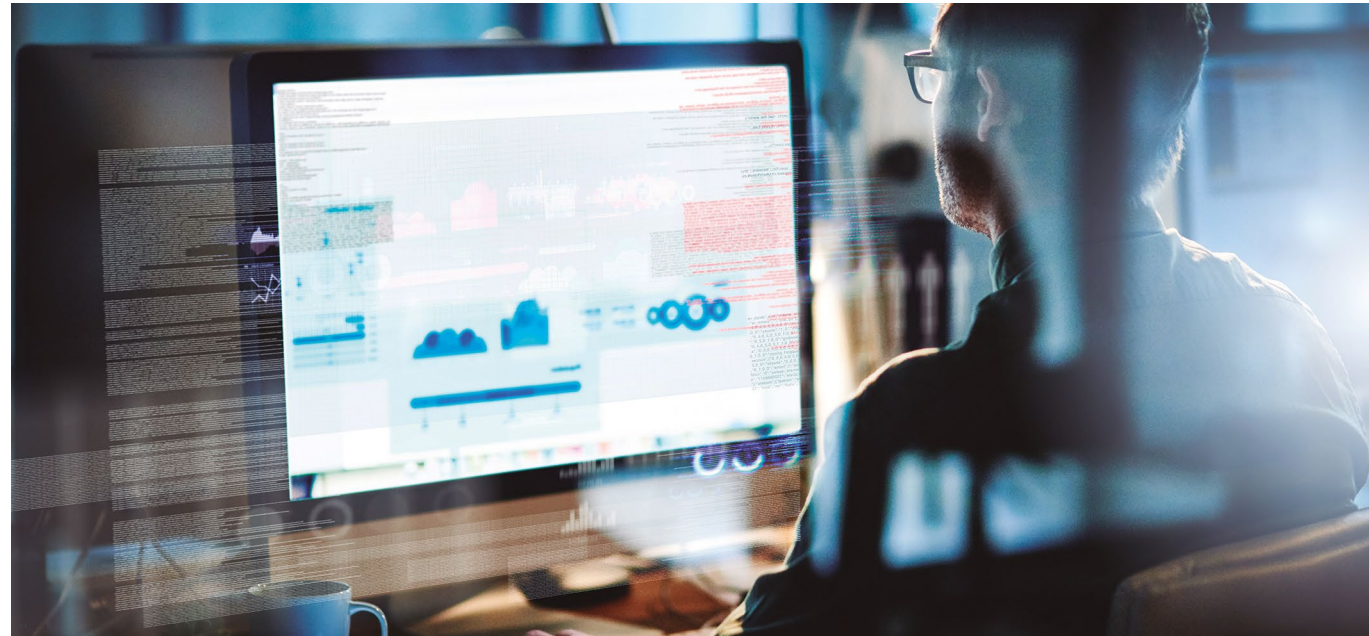


### WE WELCOME AND INTEGRATE

In order to improve the employee's experience, we have launched the 100% digital "**Candidate Portal**", facilitating the incorporation process of future professionals.

Before signing the contract, they already have the possibility to start getting to know the company, its main projects and initiatives, as well as the welcome and integration plan that they will start after joining the company.

Once they have joined the Company, their **Welcome** and Integration Plan "**On board the Red Eléctrica Group**" begins: an ad-hoc plan for the new professional to learn, from day one, the culture of the Company and a gamified experience,



47% of the participants of the 2020 scholarship programmes (*DescubRE and FP Dual*) were drafted into the workforce in 2021.





The third edition of the DescubRE Young Talents programme has included the participation of 12 people, which aims to incorporate university talent in a project context.

with digital technology that facilitates integration into the Company's operation and organisation.

Within this Plan, special relevance is given to the figure of the tutor, a person of reference and trust who accompanies the professional throughout the entire welcome and integration process.

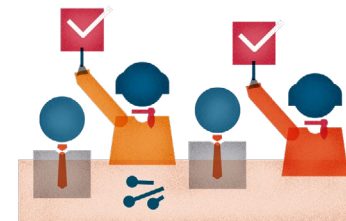
### **WE BRING IN YOUNG TALENT: COMMITTED TO THE FUTURE**

For yet another year, the Red Eléctrica Group maintains its commitment to the practical training of recent graduates. We have different scholarship programmes, through educational cooperation agreements, whose objectives are to support access to the labour market for newly qualified professionals, to have an internal talent pool and to reinforce our brand image as an employer.

#### **Grant programmes:**

- **DescubRE Young Talent:** in 2021, a group of 12 people took part in the third edition of this programme, which aims to incorporate university talent in a project context.

These young professionals form part of the Red Eléctrica team, developing skills, abilities and knowledge that can only be acquired through real projects. The programme lasts 9 months. Each participant has an assigned mentor who works towards the achievement of objectives and is the person in charge of their development and guidance.



## The 3rd promotion of the FP Dual Programme ended in December 2021 with 16 people trained, for the first time, including two women.

In 2021, 40% of the young participants of this scholarship were hired in the company on an indefinite basis.

### • FP Dual Vocational Training

**Programme:** a programme that combines training at the Integrated Centre for Industrial Technological Vocational Training in León, on the Campus and facilities of the Red Eléctrica Group with internships in the company's eight Transmission Districts, where the Facilities Maintenance area is fully involved, which in turn provides an opportunity for the development of the Group's professionals who participate as trainers and tutors.

The objectives of the programme are:

- To have professionals available for immediate incorporation into specialist maintenance technician positions.

- To provide the sector with professionals trained in Red Eléctrica de España's expertise.
- To increase the employability of young people for their incorporation into the national industrial fabric.

In 2021, 44% of these young participants were hired by the Company.

In 2022, the 4th promotion will continue as a sign of the commitment of the Red Eléctrica Group to the objectives of this initiative.

• **OPERA:** a programme aimed at attracting young university students into the control centres, which began its 9th promotion in November 2021.

The programme runs for eight months, and students have a period of theoretical and practical training at Red Eléctrica Group facilities, including practice in the OTS (Operator Training Simulator) and on-the-job training in the Control Centres.

This 9th edition is well known for the incorporation of feedback collected in previous editions in order to improve the use of the scholarship. Thanks to this feedback, the following has been incorporated:

- An increase in the practical side of OTS by more than 150 hours, thanks to the adaptation of previously theoretical content.
- A 10-week knowledge tour and stays at the departments most closely related to the operator's daily activities. This results in a greater visibility of the operator in the different departments of the Directorate General for Operations and the Directorate General for Transport and a transversal knowledge of the activities in which the Control Centre is directly involved.

In 2021, for the third consecutive year, we maintained our Talent Pool, which enables the best professional profiles participating in the scholarship programmes to be hired as interns. The selection of participants is based on technical and competency assessment criteria by the Talent and Culture units and team to ensure that the best young talent joins the organisation.



**100% of the scholarship holders who have successfully passed the final evaluation in 2021, have joined the company.**

# 3.3

## Learning

→ In 2021, the learning model is consolidated and evolves to improve the employee experience, both in its approach and its offer, and to encourage leaders, from their transformational role, to support their collaborators, focusing on support when facing their own professional development.

New in 2021 was the introduction of the Individual Learning Plan concept aimed at employee self-development, allowing them to participate responsibly and autonomously in the development of their own learning plan, requesting training actions that they consider contribute to the achievement of their challenges and the improvement of their contribution.



## Red Eléctrica Campus Principles



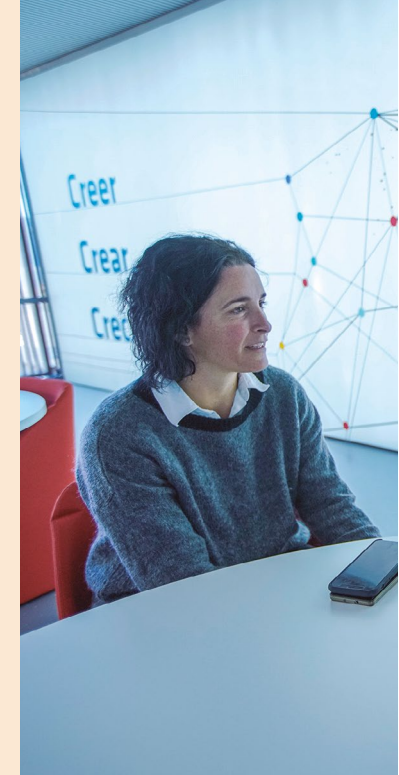
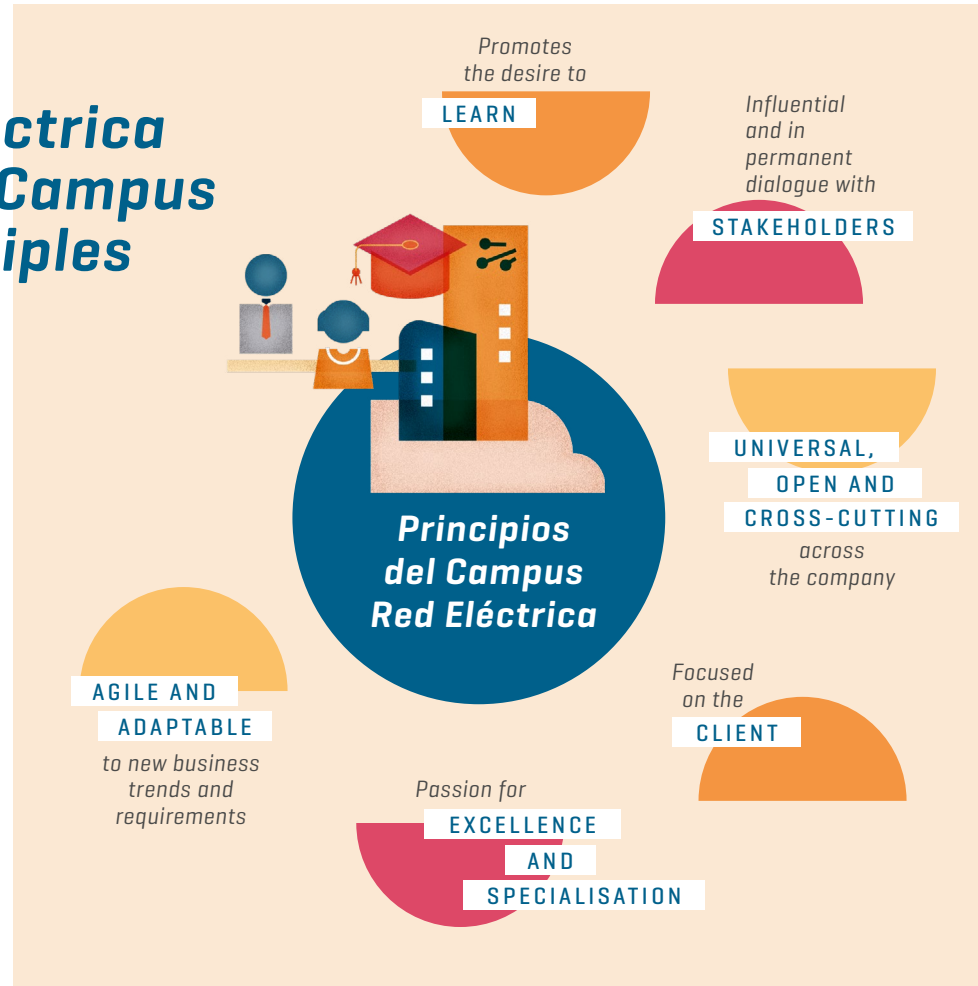
Both aspects, learning and development, are fundamental levers in contributing to organisational transformation, as they facilitate the incorporation of key knowledge and skills in order to face new challenges.

### THE RED ELÉCTRICA GROUP CAMPUS

We articulate our learning through the Red Eléctrica Group Campus, the Company's corporate university.

Its mission is to serve as a platform for the deployment of the Group's strategy, values and culture to facilitate the achievement of business objectives, acting as a meeting place and catalyst for learning and development, contributing to stakeholders' knowledge management.

The Campus, whose headquarters are located at the Tres Cantos Technology Park in Madrid, constitutes a disruptive advance with respect to previous internal training centres, moving from a mainly technical focus to a comprehensive approach.

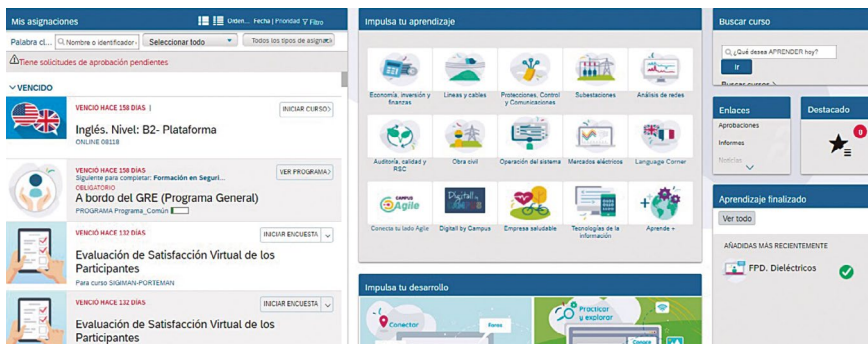


## The Campus is a lever that enhances the value of the experience of the Group's professionals in areas in which they are experts.

The Group also has other specialised training centres:

- A training campus in San Sebastián de los Reyes (Madrid) specialising in Gas Insulated Substations (GIS).
- A certified training centre, created to manage the certification in the handling of SF<sub>6</sub> gas, at the Vitoria substation.

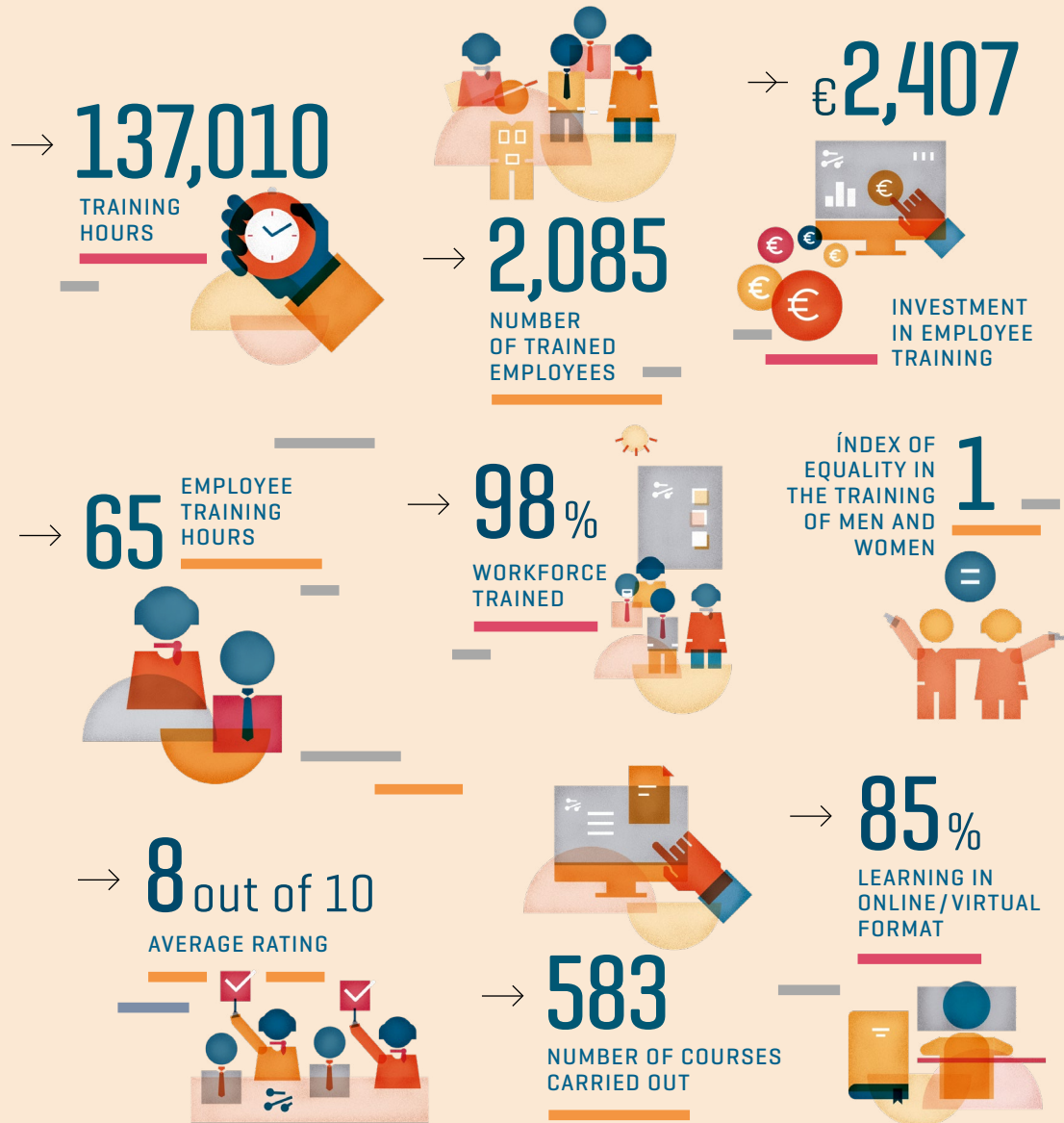
The Campus also represents a lever that enhances the specialisation and widens the experience of the Group's professionals in areas in which they are experts, with a commitment to knowledge transfer, talent and social contribution.



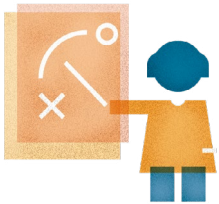
As part of this approach, a specialised course was held in 2021 on the integration and management of renewable energies in the operation of high-voltage electricity systems for XM [Colombia] operating technicians. In addition, a virtual event was held with system operators in Peru [COES], Chile [CEN] and Brazil [ONS] with the aim of exchanging experiences with the main operators and collaborators of the different companies in the sector in the countries where the Red Eléctrica Group is present, thus supporting the 2021-2025 Strategic Plan defined by the Group.

## → Main Learning and Development indicators

In 2021, the Company invested 2,407 euros per employee, with 137,010 training hours and 2,085 employees trained.







### OUTSTANDING PROGRAMMES IN 2021

#### Training of qualified professionals as local substation operators.

The aim is to guarantee the safety of both people and installations and to improve the performance of this activity. Its implementation involves professionals qualifying as local substation operators, through training and passing the established level tests.

38 training groups were carried out in 2021 with District employees, involving 3,699 hours of training, with a total of 199 participants.

As a new feature, a combination of virtual and face-to-face methodology was introduced through TEAMS, together with face-to-face practices in the Demarcation to ensure the development of this activity, despite the restrictions introduced due to the COVID-19 situation.

#### Parameterised Engineering Training

Parameterised engineering is the foundation and base platform for the Single Digital Asset Lifecycle (BIM). It enables automated checks to achieve zero-error engineering that has a significant impact on the quality of the design.

It is a new and fully digital paradigm, which facilitates truly collaborative work; with efficient and significant cost savings.

It is training in "**learning by doing**" mode where theory is combined with practice, supported by the work of the teams in their day-to-day work, together with

real projects that contribute to visualising engineering from a perspective of generating value and efficiency. In addition, it is complemented with installation design, the updating of documentation, the requirement of materials and the easy visualisation of the state of the project and its application.

#### GIS teams training programme

The incorporation of the San Sebastián de los Reyes centre into the Campus infrastructure has led to the creation of a new training programme with a high technical content to enable our technicians to carry out work on GIS substations. In 2021, the programme was deployed in four new courses with 71 hours of training developed in blended mode.

Seven new courses were conducted in 2022, with a skills-based and face-to-face format.

#### **Quijote Training Project:**

A new course has been developed, aimed at personnel in the General Operations Directorate, with which to transmit the Quijote project. It will allow us to address the new energy transition scenarios envisaged for 2030 with greater security, reliability and quality of electricity supply, where renewable generation within the generation mix will reach values of 74%.

140 students have participated with 254 hours of training.



**The Quijote Project, aimed at the Directorate General for Operations personnel, has involved 140 students and 254 hours of training.**

#### **ICOM Training (Shared Installations)**

Training on managing work in shared facilities, aimed at Operation and District personnel. The purpose of the course is to remind them of the concepts and the particular processing of this type of work, so necessary for the management of discharges.

177 trainees have participated with 880 hours of training.

#### **IDCC**

IDCC is the process of recalculation of the international exchange capacity with Portugal and France after the Day-Ahead Energy Market, which makes it easier to track the value of the exchange capacity with our neighbouring TSOs, providing greater certainty to the real-time operation of the Spanish system.

The course shows the particular characteristics of the calculation in a first phase called "ID 1", which started in December 2021, and its integration with the different operation applications (eSIOS and GENES). In a second phase, called "ID 2", with an implementation date yet to be determined, this intraday capacity calculation process will be completed.



# ETHICS AND compliance

THIS PROGRAMME HAS HAD PARTICIPATION OF MORE THAN

82%

*of the staff, and their contribution has enhanced the Group's image and promoted our professionalism both internally and externally through our activities*

## Fire fighting

During 2021, as part of the Group's commitment to the environment, a new internal regulation on forest fire prevention was approved, developed collaboratively by professionals from 13 departments. One of the most important new developments is that Red Eléctrica personnel who carry out maintenance or construction activities at company facilities will receive theoretical and practical training in forest fire prevention and extinguishing.

To address this need, which affects 600 employees, both theoretical and practical training were started up in 2021, combining virtual and practical training in different parts of Spain, which will continue in 2022 in order to achieve the proposed objective.

## Éthics and compliance

To help improve the Group's image and promote our professionalism internally and externally through our actions, the company is launching a new learning resource available in both Spanish and Portuguese to cover all the group's companies, including Brazil.

The new resource consists of videos, activities and gamification for learning more about the ethical values, principles and guidelines of the Code of Ethics and Conduct and the principles of the Red Eléctrica Group's Compliance Policy, aspects to be taken into account by employees in the performance of their duties and responsibilities.

More than 82% of the Group's staff has participated in this training.

## Elewit Training Programme

Throughout 2021, a specific training programme was developed for Elewit, the ERG technology platform created in 2019, with the aim of offering solutions to the new challenges of the electricity and telecommunications sectors.

Its scope consisted of providing generic knowledge for business development (legal training, valuation models) and training in communication methodologies (Pitch Training) to help increase the value of ideas and projects.



## The Thabla multi-language training programme carried out through the Virtual Campus has trained in 2021 540 employees totalling 24,818 training hours.

### LANGUAGES

#### Thabla Programme

To enable employees to carry out their activity in any language required, the company continues with its multi-language training programme developed in accordance with the Common European Framework of Reference for Languages [CEFR], which is carried out through the Virtual Campus, facilitating its accessibility. During 2021, and as part of the development of the Red Eléctrica Group in Latin America, English language training was promoted for Group employees in Peru and Chile.

In 2021, 540 employees were trained with 24,818 teaching hours.

### HEALTH AND SAFETY

Courses established in the occupational health and safety training and education model have been carried out in order to contribute to the strategic

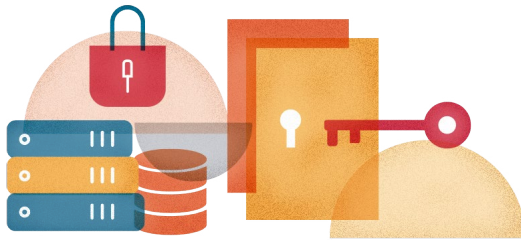
objective of making the organisation a benchmark company in the area of health and ensuring people's safety and wellbeing by creating healthy working environments. In 2021, a total of 9,352.5 hours of training were given, with a total of 2,877 participants, using online, virtual and face-to-face training methods to facilitate accessibility.

### CYBER SECURITY

#### Cyber security plan

The Red Eléctrica Group considers the incorporation of cyber security in its activity to be key and introduces a new concept of "Integral Security" [Cyber Security + Physical Security]. To this end, 2020-2025 plans were drawn up for training, awareness and sensitisation in the different areas [cyber security and physical security] for the entire Red Eléctrica Group, identifying the need to implement these plans in order to professionalise the company's technicians and reduce the risks caused by the Group's own and external personnel.

Alongside this, with the aim of attracting professionals with higher technological qualifications and an integrated vision between industrial automation, information technologies and communications, an intense programme has been launched, which will be developed from 2022, focusing on three pillars: forums, mentoring and curricular internships in Red Eléctrica.



### Data protection

Investing in "data protection" awareness and training is a key factor in developing a culture of privacy within the organisation.

In 2021, the Personal Data Protection Awareness training available on the Virtual Campus was made available to all Group employees, with the aim of acquiring the necessary notions to achieve a critical awareness in this area.

More than 80% of the workforce completed this training in 2021, and it has been incorporated as part of our onboarding programme.

### DIGITAL TRANSFORMATION

The company contributes to accelerating digital transformation in its aim to become more efficient and flexible, improving process automation, driving innovation, and the evolution of IT architecture, extending digital skills, investing in cyber security and data protection through the following programmes:

#### Transformation Programme for IT management

This programme aims to ensure that the company has profiles adapted to the new needs and demands of an ever-changing world.

The programme is made up of training that aims to expand knowledge in areas of automation (RPA, Ansible...), tools for improving reporting (Jasper), developments on the AWS platform and analytical tools for reading large amounts of data, searching, tagging and creating reports (Splunk).

The programme has had 36 participants with 546 hours of training.

#### AWS Architecture for Forecasting and Coverage Models

Training for all the people in the unit to implement a Forecasting Platform, the 'Delfos' platform, in which to integrate the different existing forecasting applications with which to design and test future algorithms and models. 30 trainees participated, with 432 hours of training.

#### Data governance

The company addresses digital change management in a comprehensive manner, including training and dissemination activities reinforced by figures such as the Business Analyst, Data Champion and business process managers (RPN) as accelerators of the data-centric culture in the business and technology areas.

In 2021, in order to obtain more valuable information from our corporate data, a specific Power BI plan was developed for Spain and our companies in Latin America.

#### Beginner level

22 sessions

86% of participants state that they will apply the contents from the following day.

298 participants

#### Intermediate - Advanced level

5 sessions in Spain and 5 sessions in Latin America

91% of the participants state they will apply the contents from the following day.

127 participants

**AVERAGE LEVEL OF SATISFACTION 4.5 / 5.0**

# 3.

# 4

## Development

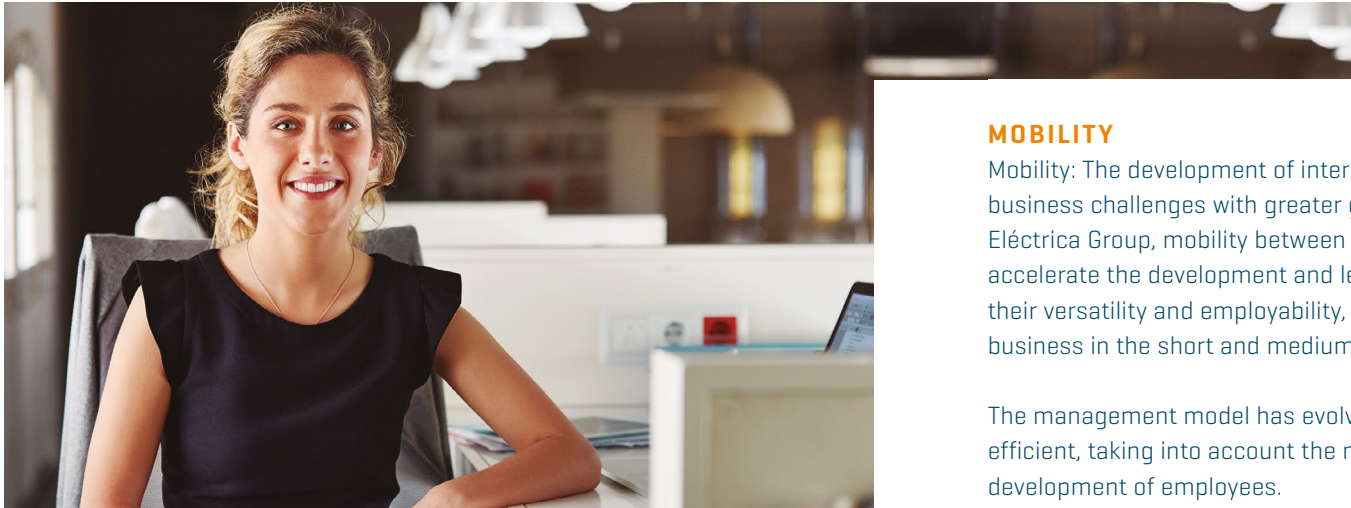
→ The company is committed to a differential proposal of initiatives to meet employees' development needs according to their interests and their current professional position to support their improved contribution, backed at all times with the support of the leaders in this process.

The development actions highlighted in 2021 include:

### SKILLS DEVELOPMENT

Skills development: through different modalities, the Group's employees can work autonomously or accompanied, on the company's key skills, through the more than 100 resources available for this purpose.





All employees have individual access to the online resource catalogue called "Boost your development", with which they can work on the company's 10 key skills.

Accompanied, they are helped through specific programmes, such as:

### MOBILITY

Mobility: The development of internal capabilities is one of the keys to addressing business challenges with greater guarantees of success. Therefore, in the Red Eléctrica Group, mobility between areas is promoted as a critical element to accelerate the development and learning process of professionals, increasing their versatility and employability, in order to respond to the needs of the business in the short and medium term.

The management model has evolved in order to make it more agile and efficient, taking into account the needs of the organisation and the professional development of employees.

In 2021, as a new feature to be implemented in 2022, international mobility was established as a new form of development through temporary stays that can take place between different Group companies with a maximum duration of two months and can be face-to-face or virtual. These temporary stays are applicable in the following cases:

## EMPLOYEE DEVELOPMENT PROGRAMMES

### 137 Beats

A programme that combines personal guidance in developing challenges with a variety of training resources to improve skills by seeking out high-exposure environments in which to put into practice what has been learnt.

### Adaptation to change gamification workshop

Its aim is to work on change management through a simulation that focuses on eliminating the main traps of the comfort zone, fears, habits and the paralysis of analysis.

### eSport

Its aims to simulate a VUCA environment through the video game experience, allowing critical behaviours to be experienced such as: global vision, continual feedback, personal trust and trust in others, continuous learning, open-mindedness, and drive and motivation to challenge.

- **New employees:** for positions whose functions require a greater relations with other Group companies, the proposal is for a temporary stay to be included in the welcome and integration programme.
- **Talent differentiation:** after the talent differentiation process, a temporary stay may be proposed as a recognition/development action, which involves getting to know the company better and learning new ways of working. The line manager will suggest the stay.

#### ASSIGNMENT TO PROJECTS

This initiative allows the employee to develop new skills and knowledge as a result of participating in projects not linked to their day-to-day work, where they can get to know new environments and ways of working.



The result of this commitment in the figure for internal mobility in 2021 is that 12% mobility of the Group's non-management staff was attained, which represented an increase of 5 points over 2020.





# 3.5

## Critical knowledge management

### → VALUE OF YOUR EXPERIENCE

This initiative, aimed at sharing critical knowledge, aims for experts in each subject to disseminate their knowledge and experience, encourage debate and exchange of ideas, and create a network of contacts that will generate new shared knowledge.

During 2022, the focus will be on analysing trends and best practices in the environment to determine their possible application in the Group and establish lines of action to be developed. A new model will be established to channel, manage and facilitate the generation of knowledge that will allow the company to innovate based on technical knowledge, skills, experts/referents and lessons learned.



# 3.6

## Talent Differentiation

→ Following its launch in 2020, 2021 saw the consolidation of the process of differentiation and segmentation of people by talent, that is, by an equal appreciation of differences in contribution to the organisation, as well as differences in the capabilities possessed and put into play by employees to sustain and enhance that contribution.

The process effectively separates the assessment of contribution, aligned with the challenge management model, from the process of assessing and



## → Talent differentiation model variables

developing key skills. In both processes, feedback is a key tool to provide employees with multiple sources of insight into the evolution of their contribution or skills.

As a result of the process, the Individual Development Plans (IDPs) are implemented, individual development and improvement programmes for people where learning and development actions

### Contribution

How a person contributes value through their work and the fulfilment of their responsibilities to the achievement of the business strategy and sustainability.

### Capabilities

Adequate skills, knowledge, motivation and values to sustain and enhance the contribution, differentiating between those related to their current level and role and those related to a higher level.



are planned and agreed between the manager and the professional in order to focus on improving their contribution levels.

Furthermore, people who bring differential value to the organisation are offered recognition, which may be financial or consist of specific development or visibility actions. Similarly, for those people who show the potential to take on responsibilities at a higher level, there is a specific development programme that starts with an assessment of this potential and continues with an individualised development programme.

The new recognition actions carried out in 2021 included:

#### In-company Mentoring

A practice aimed at developing people's potential through value conversations between employees who are benchmarks in a skill and employees who are looking to develop this skill.

#### Experience Sharing

Videos featuring employees who have made outstanding contributions and who then share their experience with the rest of the organisation on internal channels such as NuestraRED

**During 2021, 342 people worked on the definition of their IDPs.**

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