

# CAPITAL MARKETS & ESG DAY

9 November 2022



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## VISION: AN ENERGY MODEL IN HARMONY WITH NATURE AND HUMAN BEINGS

**Addressing the triple environmental challenge is crucial ...  
and at the same time an opportunity for sustainable value creation**

**Massive opportunities ahead to decarbonise the economy, many based on new  
technological developments (but also on already existing techs)**

**Iberdrola early positioned to create value in the transition to a sustainable economy:  
technology assessments, partnerships, pilot projects, new business units..**

*Iberdrola has a track record in being a pioneer in new technologies  
and creating value for all its stakeholders*

# People drive our success

**José Ángel Marra Rodríguez**

Head of Human Resources



# Content

01 Sustainable and fair employment

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02 Diversity, equality and inclusion

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03 Attracting, developing and retaining talent

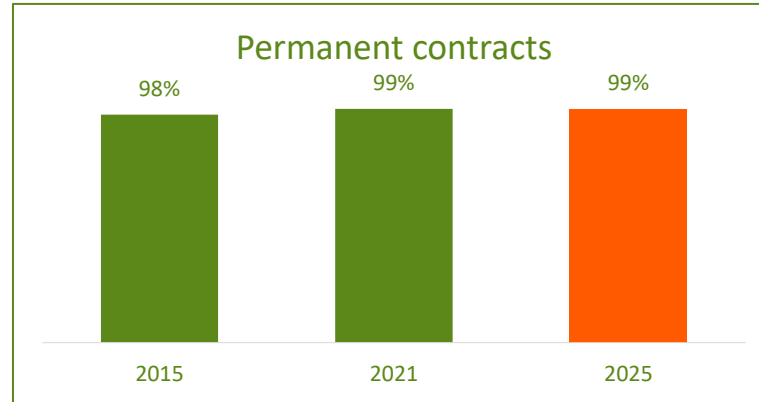
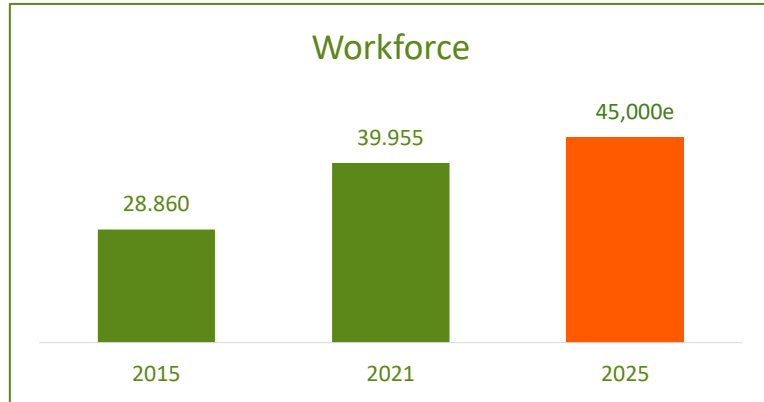
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04 Occupational health and safety

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# 01. Sustainable and fair employment

## The Iberdrola group generates stable, growing employment...



### ... favouring the recruitment and retention of talent with

#### Competitive remuneration...



Adapted to different local realities



Recognises and rewards dedication, responsibility and performance



With an entry wage always exceeding the legal minimum wage

#### ...Social benefits and wellness programmes...



- Pension plans



- Medical Insurance



- Group life insurance

#### ...Work-Life Balance

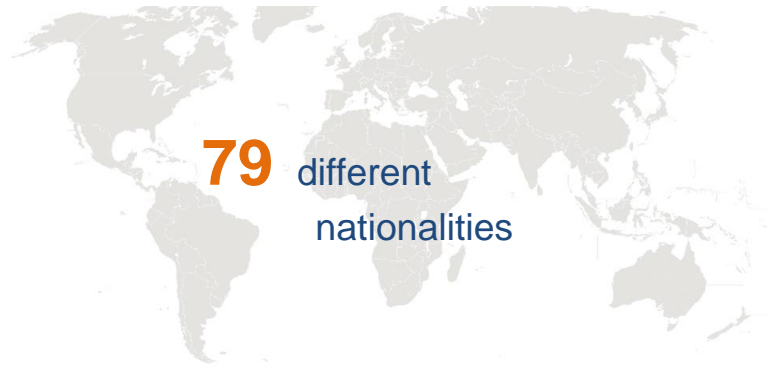


- Coverage for disability
- Maternity leave

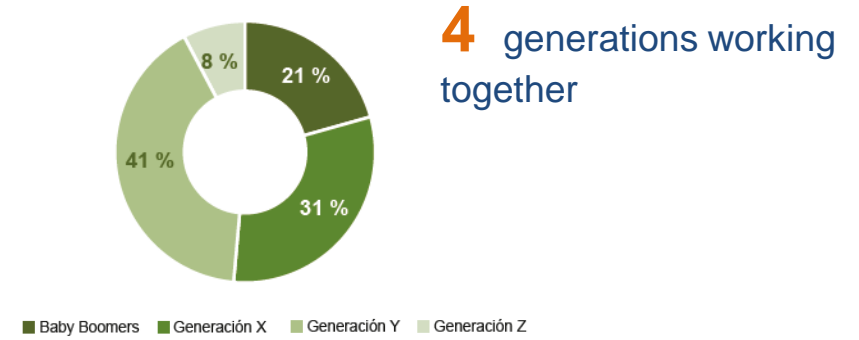
## DIVERSITY

We have 40,000 employees and diversity is a cornerstone of our success

### CULTURAL DIVERSITY



### GENERATIONAL DIVERSITY



### GENDER DIVERSITY

We have moved forward....



**43%** of the external directors (2021)

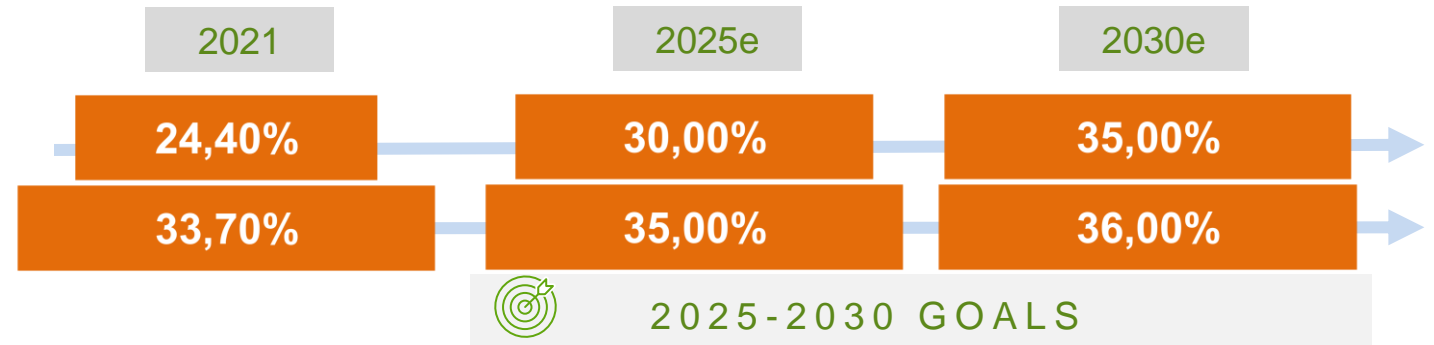
**+20%(\*\*)** Δ In 5 years

**+47%(\*)** Δ In 5 years

Positions of relevance

Positions of responsibility

... and we will continue to make progress



We continue to implement actions that promote diversity in each country where we operate, with a clear commitment to the presence of women in IBERDROLA and, in particular, in the STEM environment



## 02. Diversity, equality and inclusion

### EQUALITY

Our commitment goes beyond the legal requirements...

#### Equal pay

- ✓ **Integration of the gender perspective in the remuneration system** in accordance with the legal requirements in each country...
- ✓ ..and in **2025 obtaining the Equal Pay Certification for 100% of the workforce** 
- ✓ Guaranteeing gender-neutral management of salary and non-wage items

#### Equal Opportunities

- ✓ **Selection:** based on the applicants' knowledge and skills
- ✓ **Recruitment:** not establishing discriminatory wage differences and ensuring adequate integration
- ✓ **Training:** in the knowledge and skills needed to properly perform their work
- ✓ **Promotion:** based on equitable criteria, promoting the inclusion of all professional groups



## 02. Diversity, equality and inclusion

### INCLUSION

Reflected in the following figures:

**9.6 M**

People benefiting from access to electricity initiatives (2021)

**16M**

Estimated number of beneficiaries of the Electricity for All Programme until 2030

**€5M**

Purchases from miscellaneous suppliers (Special Employment Centres) in 2021

**12k**

People involved in volunteering actions

**600k**

Athletes benefited

**~400**

Women trained at the School of electricians



**School of electricians**, project recognised by the **UN** as a principle of **Women's Empowerment**



Valuing inclusive practices for employees and suppliers

**71%** increase in the representation of people with disabilities in the last 4 years



Incentive for voluntary work placements

**15,000**

volunteers in 2025

**18,000**

in 2030



Assistance provided to vulnerable groups



Promoting equality and inclusion through sport,

# 03. Attracting, developing and retaining talent

## GENERATING EMPLOYABILITY

We seek to develop from the ground up a new generation of professionals who will transform the energy industry by promoting excellence in the training of new generations



We bring **students closer to the electricity sector** through our activities in **schools** and **vocational training** centres



**900 young people/year** in trainee programmes

**Aim: to complete their education in a professional environment**

**~15,000 students** participate in activities at **Universities of reference**

**Aim: to raise awareness of the value of our group**



**International Graduate Program** reinforcing strategic areas and future growth needs.

**Aim: to recruit the best talent and accelerate their development**



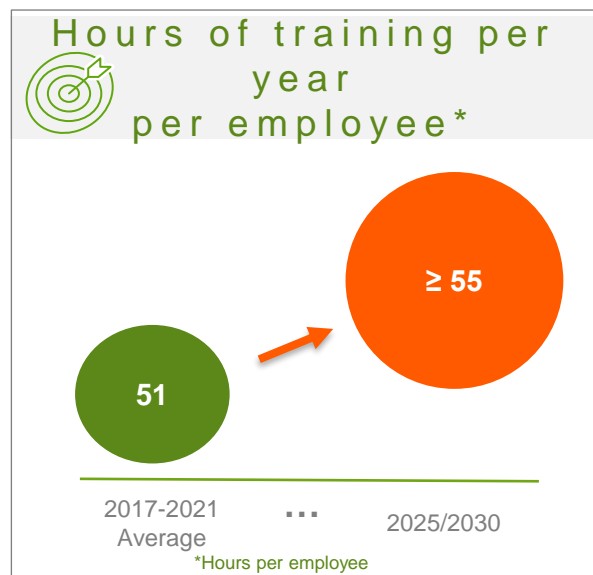
**1,000 scholarships** awarded , most of them in **STEM careers**

**Aim: to provide training of excellence especially for women (> 50%)**

## 03. Attracting, developing and retaining talent

### MANAGING TALENT ONCE ON BOARD

We are committed to **continuous learning and professional growth** as a key element to boost **innovation, competitiveness** and the **development** of our professionals



Guaranteeing business **sustainability** with **robust succession planning**

Identifying and managing the **talent pool** (>500 professionals), with actions to **accelerate** their **development** and **retain** this highly valuable group

With a **Strategic Learning Framework** aligned to the Strategic Business Plan, which identifies the **transformational** and **future capabilities** to be developed.

**Encouraging international mobility** (>1% of personnel) and internal **rotation** (>40%).ç

Iberdrola continues to promote the **mobility and international rotation** of its professionals

~900 people with international experience within the Group over the last 10 years

More than 300 international rotational movements in 2021

Programs to encourage international mobility in recent years:

- Early Career Global Program: 53 offers
- International Graduate Program: 400 positions
- ~360 relevant positions to be posted globally in the next 18 months

## 03. Attracting, developing and retaining talent

### CONTRIBUTING TO THE WORKING ENVIRONMENT

More than 80% of the personnel participate regularly in the climate survey, demonstrating their commitment to the company's culture

Results  
at group level

#### ▶ WE BELIEVE IN OUR COMPANY



**Trust our business plan**  
for the coming years



**Are proud of**  
working here

#### ▶ WE ARE PART OF THE STRATEGY



**Understand how their work**  
**contributes** to Iberdrola's  
objectives



**Know what results are**  
**expected** from what they do

#### ▶ WE FEEL SUPPORTED EVERY DAY



**Work very well with**  
**their team**



**Believe that safety is**  
**a priority** for everyone

*These results place Iberdrola in a leading position compared to other utilities, surpassing the benchmark in 12 of 16 dimensions evaluated and placing us at the level of technology and high performance companies*

We integrate physical security, emotional, psychological and social criteria in all decisions, business processes and working methods through:

## STRATEGIC PLANS

- Determine **strategic priorities** and key matters in **preventative matter**



## OBJECTIVES

- Establishing **specific, indicative, challenging and verifiable goals**

## PARTNERSHIPS

- **Effective coordination** and collaboration with **suppliers and providers**
- **Collaboration with Public Administrations** to be a reference wherever the Group carries out its activities

We were the first company in the world to be certified as a healthy company and to have an adversity protocol

**Our aspiration is to be rated as the best company in occupational health and safety**  
**“Best in class”**

## Programme for the internalisation of the workforce in the network area in Brazil



### Growing, stable, fair and quality employment

3,700 people recruited

### Training of talent

School of electricians, more than 70 centres

4,900 people trained

Over 2 million hours of training

### Inclusive training

370 women

19 new centres  
in 2022

575 women

Women-only  
classrooms

POSITIVE IMPACT: Improving accident frequency rates in the 2018 - 2021 period  
▼ 57% (OWN) AND ▼ 29% (CONTRACTORS)

## The offshore industry represents a challenge in the labour market...



- | *Growing competition for positioning from oil & gas companies*
- | *Particularly competitive in UK and some other European countries*
- | *Voluntary departures have increased from 3% (2020) to 6% (2022)*



- | *Offshore @Sep2022: 837 people and +30 nationalities*
- | *700 New hires in the last 12 months*
- | *Global Offshore team with multidisciplinary resources*
- | *Offshore industry salary benchmark*
- | *Optimisation of the recruitment process with specialist recruiters*
- | *Identification of critical, key and high-potential groups*
- | *Country-specific plans for the most competitive countries*

... and Iberdrola is developing various actions to recruit and retain talent



## CONTINUOUS DELIVERY THANKS TO OUR PEOPLE...

### INDUSTRY CHALLENGES

#### ➤ Aging workforce

- 4 different generations in the labor market
- Generational change challenges knowledge transfer

#### ➤ Industry wide attrition

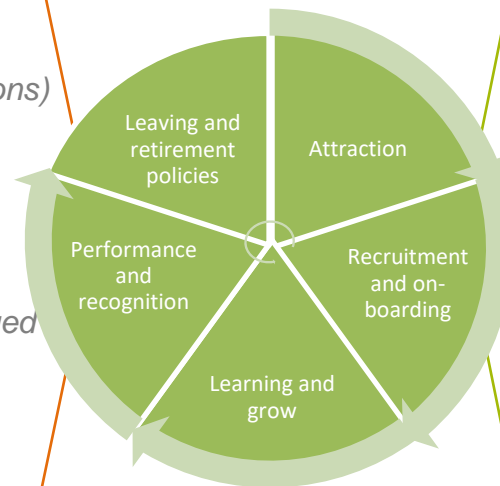
- Number of voluntary leavers is increasing (new generations)
- Increasing challenge to attract and retain talent

#### ➤ New skills requirements

- Economy electrification and digital transformation changed the portfolio of skills required
- Digital gap (needs vs capabilities) is increasing

#### ➤ Global capabilities

- Geographical expansion requires a platform of global capabilities, experiences and resources
- Growing appetite for international careers in new generations



### IBERDROLA'S MODEL

#### ➤ Agile and competent workforce

- Robust succession planning
- Reskilling & Upskilling programs
- Coaching & Mentoring programs

#### ➤ Recruitment strategy and policies

- >12,000 new hires in 3 years (1/3 of workforce)
- Strong employee value proposition with competitive salaries, social benefits and personal conciliation measures
- Diverse workforce: > 75 citizenships

#### ➤ Training and development

- Training hours/employee >4.8 times European average
- Promoting women STEM education
- Cooperation agreements with top Universities
- School of Leadership for senior management

#### ➤ Boosting internal talent

- Promoting internal and international mobility
- International program for graduates
- Inclusive talent management

...COMMITTED TO SUSTAINABLE VALUE CREATION