



# Diversity and inclusion Report / 2022

Our energy is  
made of diversity



## Message from the Chairman



*Ignacio S. Galán  
President of Iberdrola, S.A.*

Two of the distinctive capacities for companies success in the 21st century are talent attraction and creating lasting links with the communities in which they operate. Both tasks - integrating their human capital and integrating themselves into their environment - require companies, especially those present in a multitude of geographical areas, to open up to an increasingly rich and plural social reality. By recognising and embracing differences, companies better serve their purpose and values and shape a more genuine and enduring identity.

Therefore, promoting diversity and inclusion is an essential task for any company that seeks to create sustainable value with its activity. Iberdrola's evolution over the past 20 years -in which, in parallel to becoming one of the three largest electric utilities in the world by capitalisation, we have doubled the percentage of women in the workforce and have increased the number of nationalities to 89- is a good example of this.

The main sustainability indices also recognise the value of this track record. Since we joined the United Nations Global Compact in 2002, we have received numerous awards, both generic ones (such as our presence in the Dow Jones Sustainability Index in its 23rd edition) as well as specific to diversity and inclusion (including being part of the Bloomberg

Gender Equality Index for the sixth year).

The Group's more than 40,000 employees demonstrate every day how the variety of their experiences, backgrounds and cultures makes us stronger and more innovative. And we are encouraging the adoption of our sustainable policies and practices, including of course those relating to diversity and inclusion, among our 20,000 suppliers.

Our track record and our pioneering nature are both a source of satisfaction and a great responsibility. We are aware that there is still a long way to go, and we want to go hand in hand with all our employees, partners, and other stakeholders in order to continue to be a reflection of a better society.

All of this is reflected in detail in this report, which we are producing as an exercise in transparency, and which also serves to explore new areas for improvement. We are fully convinced that this will enable us to provide an even better service to the more than 100 million people who rely on us, while helping to build a more inclusive, diverse and therefore fairer, world.

**Ignacio S. Galán**



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# 1. Introduction



## 1.1. Our track record on Diversity and Inclusion

**For the sixth consecutive year, we report on our initiatives aimed at building a fairer and more equal working environment and society.**

Since 2017, when we were one of the first companies to publish a report highlighting our contribution to ensuring effective equality between men and women, much has changed. In 2019, we witnessed the evolution of our strategic focus **from gender equality to the integration of other dimensions of diversity** such as cultural diversity, age diversity, people with disabilities, sexual identity and others.

The globalisation of the company and the great cultural diversity incorporated over the years have led to a continuous evolution in diversity

management, from a local model to a global one, where the particularities of each country are respected, under a common umbrella of issues to be promoted by the group.

As a result of this broadened approach to diversity and our strengthened ambition, **we are increasingly promoting diversity and inclusion initiatives that go beyond the boundaries of the company**, encompassing the relationship with other stakeholders. We invite you to learn more about our progress in this report.

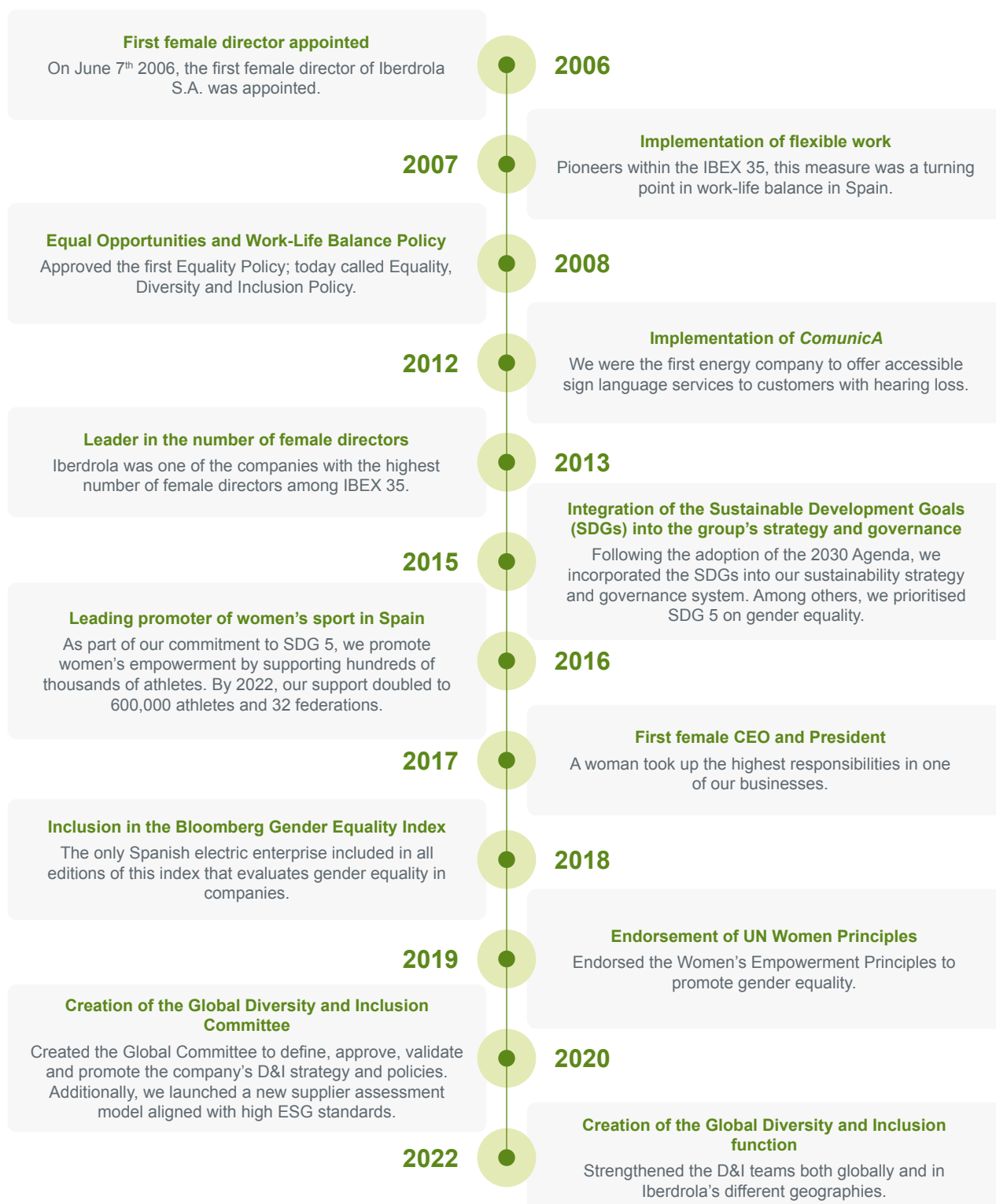




### 1.1.1. Key diversity and inclusion milestones

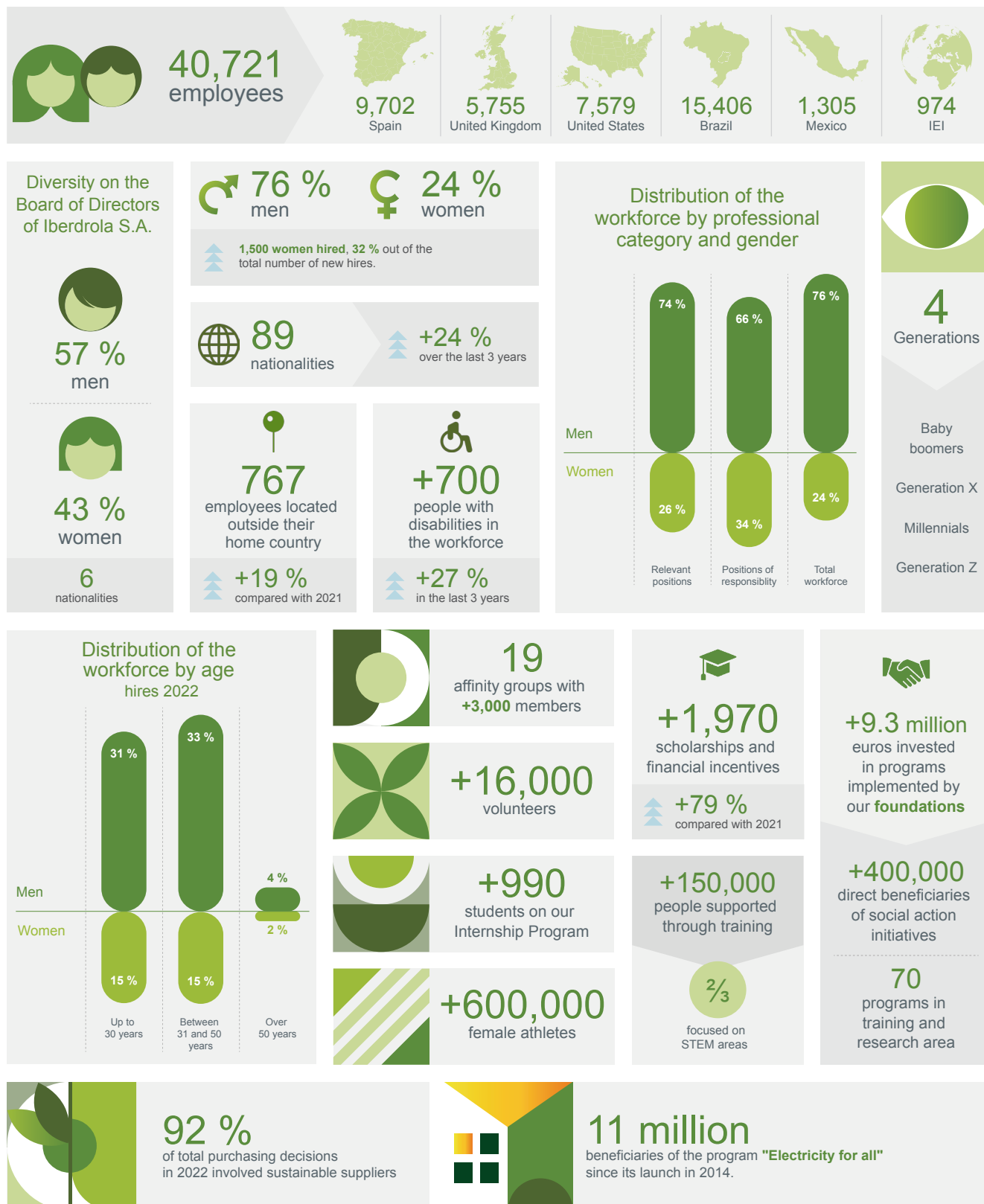
Our commitment to diversity and inclusion started several years ago and the way we conceive and manage it has evolved. Year after year we have

made an effort to improve, embed it transversally into our business and go one step further. Our main milestones in this area are summarised below:





## 1.2. Diversity and Inclusion in figures





## 1.3. Our strategy for building a fairer and more inclusive society

At Iberdrola, we embed diversity, equity and inclusion into our value chain through cross-cutting initiatives aimed at our workforce and other stakeholders to drive economic growth, social development and generate a more innovative and sustainable energy future for all.

**Our purpose, values, and ambition to build a more diverse and inclusive society are embodied in our Diversity and Inclusion (D&I) Strategy.**

The **D&I Strategy** encompasses multiple dimensions of diversity, is aligned with business priorities and is based on **four pillars**. Two of them focus on promoting **internal initiatives** aimed primarily

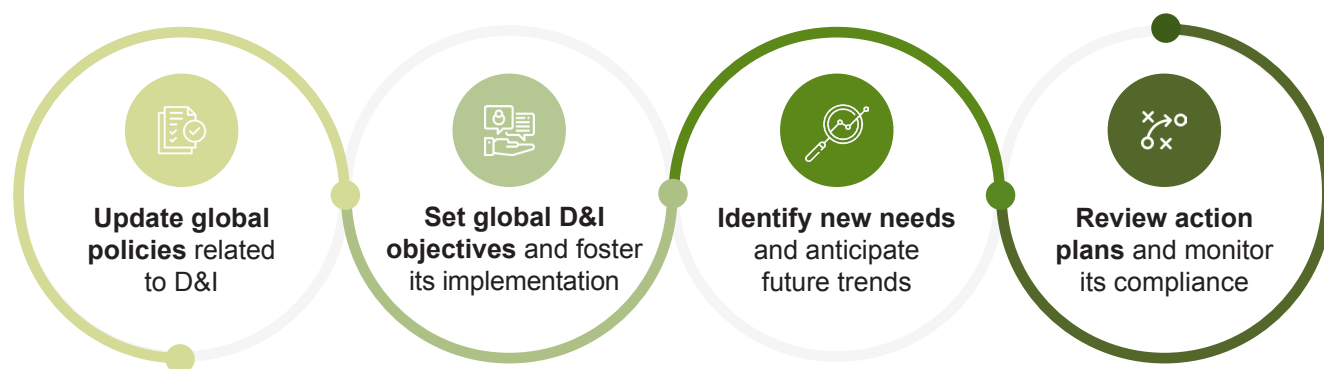
at employees while the other two drive **external programs and actions** that have a positive impact on customers, suppliers and the communities in which we operate.





To ensure the integration of diversity and inclusion in our business and ensure the correct implementation of the D&I strategy, in 2020 we created a **Global Diversity and Inclusion Committee**.

The Committee includes members of Senior Management representatives from different countries as well as Heads of different business areas. The Committee is mainly responsible for:





### 1.3.1. Our contribution to the Sustainable Development Goals (SDGs)

The D&I strategy is aligned with Iberdrola's General Sustainable Development Policy, which promotes the group's contribution to the 2030 Agenda of the United Nations and the

Sustainable Development Goals. In the area of D&I, Iberdrola's actions have a significant impact on seven of the seventeen SDGs.



#### SDG 4 Quality Education

- **Target 4.3** Grants for undergraduate studies, technical training, or languages, aimed at promoting equal opportunities.
- **Target 4.4** Exceed the ratio of training hours compared to comparable companies.



#### SDG 5 Gender Equality

- **Target 5.1 y 5.2** Projects to support women, promoting their integration into the labour market, especially in situations of gender-based violence.
- **Target 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making.
- **Target 5.a** Ensure equal pay for men and women throughout the group.
- **Target 5.c** Adopt and strengthen sound policies and enforceable laws to promote gender equality and empowerment of all women and girls.



#### SDG 7 Affordable and clean energy

- **Target 7.1** Bring electricity to more than 16,000,000 people by 2030 through the "Electricity for All" program.



#### SDG 10 Reduced inequalities

- **Target 10.2** Improve the quality of life of vulnerable groups through the Group's Foundations and the Corporate Volunteering Program.



#### SDG 12 Responsible consumption and production

- **Target 12.6** Main suppliers (over 77 % in 2022) subject to sustainable development policies.



#### SDG 13 Climate Action

- **Target 13.b** Promote mechanisms to build capacity for effective climate change planning and management, with particular emphasis on women, youth, and local and marginalised communities.



#### SDG 17 Partnerships for the Goals

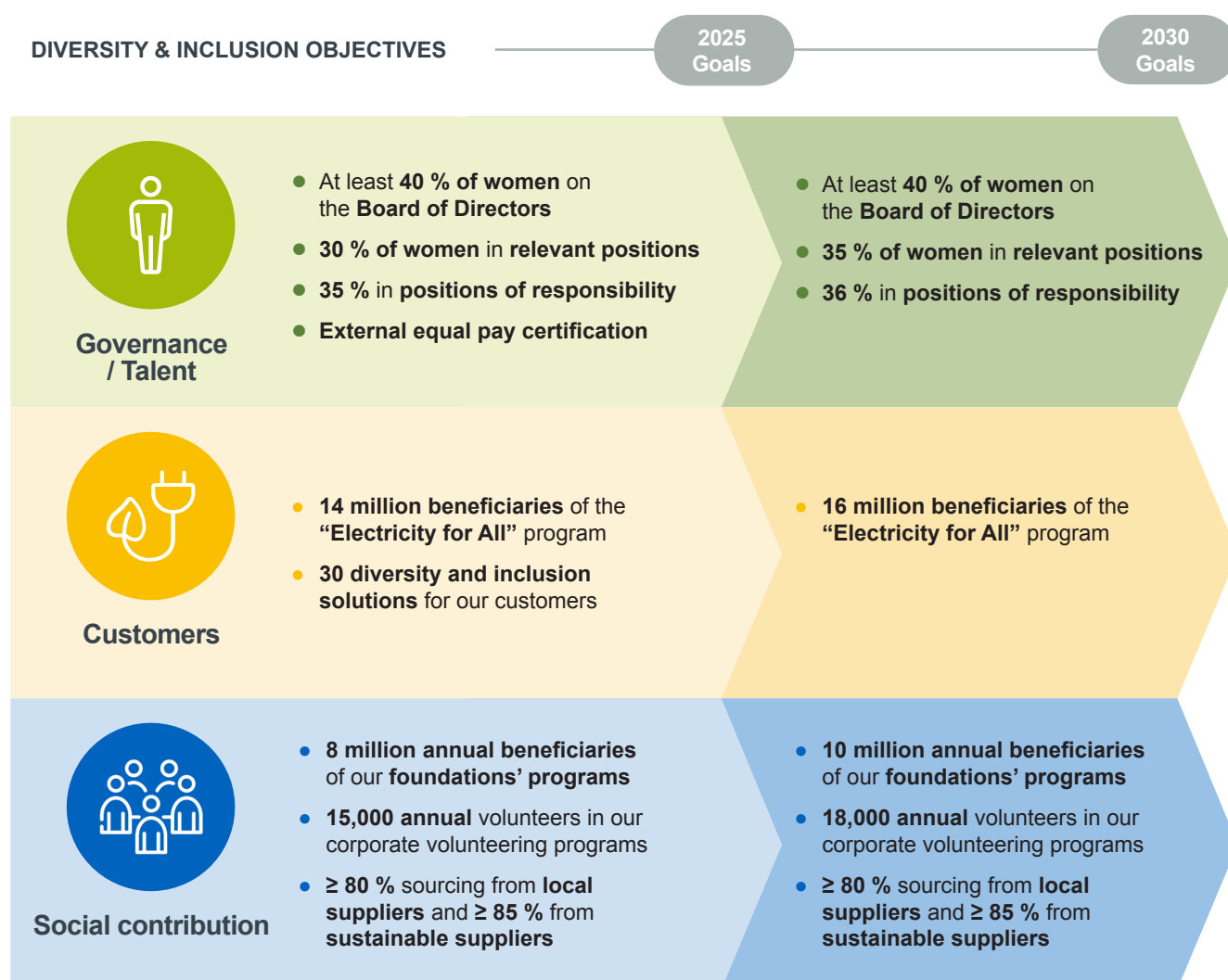
- **Target 17.17** Building effective partnerships in the areas of public, public-private and civil society, drawing on the experience and resourcing strategies of partnerships.



## 1.4. Objectives and priorities

Beyond the contribution to the SDGs, the group has a common framework for action in all the countries where it operates. On **Capital Markets & ESG Day**, we presented our strategic plan for the period 2023-2025, which includes important environmental, social, governance, and financial objectives. These objectives have a vision and specific targets for the years 2025 and 2030.

The social objectives related to diversity and inclusion are detailed below:





Additionally, several group companies have set their own objectives, which respond to the social realities of each country and constitute important commitments for the future.

The commitments set by our headquarters in Brazil and the United States for 2025 are the following:

- **Neoenergia** defined a specific target on racial

diversity (20 % black and mixed race in the workforce) and aims to reach 30 % of women trained as electricians by 2025.

- **AVANGRID** aims to increase procurement from diverse suppliers to 300 million per year and achieve more than 35,000 hours of corporate volunteering.

### 1.4.1. Our priorities in 2022



Define **measurable and long-term objectives** to support the implementation of the group's D&I strategy.

Strengthen the **coordination of the work done in each country**, focusing action towards the strategy and **identifying good practices to be replicated**.



Reinforce **internal communication** and **continue raising awareness of employees** on D&I issues.



Expand the **training of HR teams** and focus on the **development of D&I leaders**.

New **strategies, recruitment, selection, and training** to further facilitate **access and inclusion of diverse professional profiles** in the labor market.



Expand engagement with **diverse suppliers** and identify **products and services that consider the vulnerability** and **specific needs of customers**.

Establish **new strategic alliances** to multiply the scope of the planned D&I actions and contribute to fostering the interest of young people, especially women, in STEM careers.

## 2. We are a group of different people



## 2.1. Diversity and Inclusion: in the DNA of our culture

**A culture that considers diversity and inclusion as part of its core values creates better teams that, in turn, make better decisions and innovate faster. All of this contributes to short and long-term benefits for both employees and other stakeholders.**

Our commitment to creating an organisation in which all people, regardless of gender, age, ethnicity, sexual orientation, physical and mental condition feel respected, integrated, and valued, is strong.

aligned with the highest international standards to ensure that we comply with these principles, create a respectful working environment, and contribute to the achievement of the diversity and inclusion goals we have set.

To this end, we have a set of corporate policies



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*We work to be an inclusive and diverse company, reflecting as closely as possible the diversity of the world around us.*

Ignacio S. Galán, Chairman of Iberdrola S.A.

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### 2.1.1. Our policies

The **main policies and mechanisms** to reinforce Iberdrola's diverse and inclusive culture are:



**General Sustainable Development Policy:** sets out the general principles and the basis for the group's sustainable development strategy to ensure that all its corporate activities and businesses are conducted in a way that promotes the creation of sustainable value for its shareholders and other stakeholders.



**Human Rights Policy:** formalises the group's commitment to human rights recognised by the UN Guiding Principles and sets out the principles for action to promote a due diligence system with effective prevention, mitigation, redress, and complaint mechanisms as well as a culture of respect for human rights.



**Equality, Diversity and Inclusion Policy:** seeks to develop the structures, systems, processes and culture that engender respect for the particularities of all people within the organisation, fostering a sense of belonging.



**People Management Policy:** defines, designs and disseminates a human resources management model to attract, promote, retain and develop talent. It also encourages the personal and professional growth of all people by involving them in our successful business project, guaranteeing them a decent and secure job.



**Selection and Recruitment Policy:** promotes equal opportunities and ensures that the selection of human resources is

made exclusively on the basis of merit and ability.



**Knowledge Management Policy:** pursues the dissemination and sharing of knowledge, the promotion of lifelong learning and cultural exchange, recognising and enhancing the value of different forms of knowledge.



**Channels of communication with the workforce:** Whistleblowing mailboxes have been implemented to facilitate the early detection of inappropriate behaviour in the organisation. Employees can safely report behaviours that may be discriminatory in the workplace through the ethics mailbox, their immediate superiors or the Human Resources department.

## 2.1.2. Development of leaders in diversity and inclusion



**At Iberdrola, we know that diversity and inclusion is the responsibility of each and every one of the people who make up the company.**

To continue evolving along these lines, we encourage the **development of leaders in the area of diversity and inclusion**, providing them with

the knowledge and tools necessary to apply appropriate role models and drive inclusion within their teams as ambassadors.

By 2022, more than 750 of our leaders participated in D&I trainings.



Within this working framework, the group carried out different actions:

- **Iberdrola Spain:** conferences and training actions such as the *Inclusive Leader* initiative, the

aim of which was to generate virtual reality experiences for leaders to reflect on aspects such as unconscious biases or micro-aggressions in work dynamics and learn how to act in the most inclusive way.



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*At Iberdrola we have been committed to diversity and inclusion for many years. To help us avoid the unconscious biases we all have, there are several Human Rights procedures in place, and we also carry out awareness-raising sessions, especially for the management team. I think we are doing a very good job.*

Eva Mancera, CEO of i-DE, Iberdrola's Smart Electricity Grids, Iberdrola Spain

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- **ScottishPower:** a combination of face-to-face and online courses, such as *Working Effectively with the Equality Act* and *Inclusive Leadership*, as well as workshops for recruiters to reduce the impact of any kind of bias in recruitment processes.
- **AVANGRID:** the *Unconscious Bias* training completed by managers, the face-to-face session on *Inclusive Leadership* held by Harvard Business School with the participation of the Networks business leaders and the workshop *Creating Trust and Empathetic Leadership through Cultural Awareness* attended by the Management Committee and the Human Resources management team to name only a few.
- **Neoenergia:** the *Liderança Aliada* (Allied

Leadership) program for leaders to become D&I representatives and mobilise their peers, fostering participation and contributing to building a welcoming working environment, respectful of diversities. To integrate D&I in a more systematic manner within the organisation, the same initiative was extended to employees of other professional categories.

- **Iberdrola Mexico:** the *ADN del líder* (DNA of a Leader) training, aimed at 100 % of the management team along with the Human Resources, Compliance, Communication, Social Development and Foundation teams in line with the D&I commitments undertaken by the organisation in the country.



### 2.1.3. Inclusive communication to foster a participatory working environment

As part of our efforts to create a working environment where everyone feels accepted and comfortable in sharing ideas, we implement actions to promote inclusive communication.

When we talk about inclusive communication, we refer to language (verbal and non-verbal) that is respectful, non-sexist, non-discriminatory, and accessible to all people, regardless of their characteristics.

In 2022, our subsidiaries in Brazil and Mexico published the **Inclusive Communication**

**Guidelines**, providing tools and examples of discriminatory expressions as well as more neutral or appropriate vocabulary alternatives. These guidelines add to the good practices initiated in previous years by ScottishPower in the United Kingdom.

### 2.1.4. Awareness raising campaigns to celebrate D&I and strengthen engagement



At Iberdrola diversity defines us, thus we promote and celebrate it through awareness-raising campaigns and events.

This year, in order to highlight our diversity and showcase the exceptional work of our employees and affinity groups, we celebrated **Diversity Week** with various awareness-raising activities, debates, training and conferences with a total of

more than 7,000 attendees.

Within this framework, we feature the initiatives carried out in the United Kingdom and Mexico.



- **ScottishPower:** new activities such as *Reverse mentoring* where members of the affinity groups

mentored leaders and senior staff to help them understand and manage D&I in practice.

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*The program has been a wonderful opportunity to develop my leadership skills and better understand diversity, ensuring I am equipped to build and lead more inclusive, harmonious and effective teams.*

Jonathan Hughes, District General Manager at Scottish Power

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- **Iberdrola México:** the CEO and the Management Team signed the **Decalogue of D&I Commitments** to make further progress and position the organisation as a leader in this area within the sector. The Decalogue includes, among other measures, the preparation of a census of

the workforce to identify minorities, the creation of a D&I Committee at local level, the training of company leaders and the improvement of maternity and paternity leave, with leaves longer than those established by law.

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*At Iberdrola Mexico, we believe that diversity and inclusion are a strategic priority to improve as an organisation, recruit talent, and achieve sustainable growth for the company in the long term. Aware of the challenge that lies ahead of us, we celebrate the signing of this decalogue of commitments that will mark the beginning of a new stage of greater well-being for our employees and their families.*

Enrique Alba, CEO of Iberdrola Mexico

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Other awareness campaigns and relevant dates celebrated include:

- **Iberdrola Spain:** in Spain they celebrated gender equality and women's empowerment and took advantage of special dates, such as *International Women's Day*, to give visibility to the professional background and share testimonials of women with outstanding careers.
- **ScottishPower:** in the United Kingdom, *Pride month* and the *International Day Against LGBT-phobia* were commemorated to recognise the long road travelled in this direction, to remember the rights of people of different sexual orientation and to discuss the changes that still need to be made to achieve real equality for all.
- **AVANGRID:** In the United States the last month of November, they celebrated *Veterans Day* to recognise the incredible work ethic, problem-solving skills, and ability to build strong relationships of the veterans who are part of the organisation.
- **Neoenergia:** In Brazil, initiatives around racial diversity such as the *Preconceito aqui não* (No prejudice here) campaign and the celebration of the *Semana da consciência negra* (Black Consciousness Week) provided opportunities to address the structural causes of racism and offered training courses to strengthen the leadership skills of employees, especially black women in the workforce.



“

*Brazil is still far from being a racial democracy. In this sense, seeing people of colour in leadership positions is a sign of hope. Hope that it is possible to occupy spaces like these. It is fortunate to have people of colour in leadership positions, who contribute to diversify and bring our experiences to the company.*

Jackeline Macksuelen, Corporate Relations Officer, Neoenergia

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- **Iberdrola Mexico:** in Mexico, advocacy campaigns, workshops and online training activities were organised to combat existing biases and stereotypes, especially regarding gender issues, in order to raise awareness on D&I topics among the team.



## 2.1.5. Affinity groups to foster dialogue in the company



At Iberdrola, we have several affinity groups so that our employees have a space for dialogue, can promote mobilisation initiatives and contribute to enriching our culture of diversity and inclusion.

We are proud to see new groups being created each year and more people joining their activities as this helps us to meaningfully channel our diversity and inclusion strategy in the

countries where we operate. Today in our subsidiaries there are **19 groups** focused on gender, disability or sexual orientation, to name a few. Over **3,000 employees** are actively involved in these groups.

 <p><b>19</b> GROUPS</p> <p><b>+3,000</b> members</p>	 <p><b>AVANGRID</b></p> <ul style="list-style-type: none"> <li>• HOLA (Hispanic Organization for Leadership and Awareness)</li> <li>• AAACE (AVANGRID African-American Council for Excellence)</li> <li>• CARE (Community for all Abilities and Resource for Excellence)</li> <li>• ACAPA (AVANGRID Coalition of Asian Pacific Americans)</li> <li>• AVAN-Veterans</li> <li>• WomENergy</li> <li>• Pride@AVANGRID</li> </ul>	 <p><b>Neoenergia</b></p> <ul style="list-style-type: none"> <li>• Pessoas com deficiência</li> <li>• LGBTQIA+</li> <li>• Mulheres</li> <li>• Raça</li> </ul>	
	 <p><b>ScottishPower</b></p> <ul style="list-style-type: none"> <li>• SP Connected Women</li> <li>• In-Fuse (LGBT Inclusion)</li> <li>• iCan (Climate Action Network)</li> <li>• VIBE (Voice of Inclusion &amp; balanced ethnicity)</li> <li>• SPARC (Disabilities, Neurodivergence, health conditions)</li> </ul>	 <p><b>Other countries</b></p> <ul style="list-style-type: none"> <li>• Mexico: Mujeres con Energía</li> <li>• Australia: Women in Energy Network</li> </ul>	



Among the most innovative initiatives in 2022, we emphasise two in particular:

- **ScottishPower:** creation of SPARC, a support platform for people with some form of disability,

neurodivergence or long-term health problems. The aim of this platform is to share experiences in order to evolve the way in which the organisation meets their needs.



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*I was born with a rare eyesight condition called Cone Dystrophy which means I need a number of adjustments in my personal and work life in order to complete my daily tasks. ScottishPower has been a big help in ensuring I have the equipment and adaptations I need in order for me to work effectively and have the same opportunities as others. SPARC ensures the organization continues to acknowledge and accommodate the needs of their staff, future employees, and visitors.*

Caroline Loughran, Smart Metering Consultant, ScottishPower Energy Networks

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- **Neoenergia:** a series of meetings coordinated by the members of the affinity groups, called *Vilarejos Junt+s* (People united), were held to discuss the challenges faced by black people,

people with disabilities and other groups with the aim of fostering dialogue and improving co-existence in the workplace.




## 2.2. The value of diverse talent

Providing growth opportunities to our talent is essential to achieving our objectives and to the success of the company. We seek to attract and retain people with different professional profiles, encouraging their development and contribution within the organisation, through the creation of an inclusive environment.

### 2.2.1. Attracting and retaining the best diverse talent



 The energy sector has historically been a male-dominated field in all professional and qualification profiles. Therefore, and despite representing 48 % of the global workforce, the presence of women in this sector is 22 % , reaching 32 % in renewable businesses.

However, inequality in the sector not only affects women but also younger people, people with disabilities or racial and ethnic minorities. The latter

together represent 22 % of the global workforce, with Latinos (8 %) and Black people (1 %) being the least represented groups compared to the total global workforce.

Aware of these facts, we ensure that **our recruitment and selection processes are inclusive** and facilitate the organisation's access to diverse talent through a variety of initiatives.

<sup>1</sup> International Energy Agency (IEA) (2020)

<sup>2</sup> Equalby30 "Advancing diversity and inclusion in the energy sector" (2021)



In 2022:

- Reached more than **18,000 students in employment forums** to share the value of Iberdrola, encouraging them to participate in the recruitment processes.
- Over **990 students** both from vocational training and university **began their internships at our company**, consolidating their academic knowledge.
- Awarded over **1,970 scholarships and economic incentives** for graduate and post-graduate opportunities in disciplines related to our business.
- **Fostered the dissemination and interest in science from an early age**, through programs such as *Girls in Science* in Spain, *Generation Science 2022*, *Industrial Cadets Bronze* and *Our Green Garden* in the United Kingdom and *Ensine Meninas a Sonhar Sem Limites* (Teach Girls to Dream Without Limits) in

Brazil. We also have many local partnerships such as the *Women's Engineering Society* (WES) and *POWERful Women* (PFW), which promote women presence in the sector.

Additionally:

- **Iberdrola Spain:** beyond the **Equality Plan**, the company has been working for years in gender diversity, promoting the study of technical careers among young people, especially girls, and carrying out reintegration programs for those women who, for reasons related to maternity or caring for family members, took a break in their professional career.
- Through Iberdrola Spain Foundation, in collaboration with Comillas University and the Municipal Transport Company, we promoted initiatives such as the *Chair for the promotion of Women in STEM* and, together with the Fundación Empieza por Educar, the *STEM Scholarship program* that helps training professionals committed to educational equity.



“*Iberdrola's commitment to innovation and the promotion of women in the energy sector is strong. Additionally, the company gives great importance to establishing public-private partnerships in order to develop this kind of initiatives.*”

Ramón Castresana, Director of Iberdrola Spain Foundation

- **ScottishPower:** its attraction strategy includes participation in job fairs and talks by members of the various affinity groups in which, through their experiences and testimonials, they convey the group's D&I culture.
- In Spain, the United Kingdom and Mexico,

**in order to avoid bias in the treatment of candidates and ensure that recruitment processes were inclusive**, internal and external recruiters were trained and began to integrate fairer recruitment techniques such as gender de-coding in all job descriptions and blind CVs.



- **Neoenergia:** once again, the call for applications was launched for the **School of Electricians for women**, a free training and professional qualification program, recognised as a pioneer one by *WeEmpower* and

*Corresponsables de Iberoamérica.* In 2022, 244 new certifications were awarded to women, and of the total number of new electricians hired during the year, 30 % were women.



“



*The School of Electricians is an innovative project that brings equal opportunities for women to enter a previously predominantly male market, empowering and training new professionals for the Brazilian electricity sector.*

Carolina Scavello de Brito, Supervisor of the Women Electricians Operation

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**Iberdrola Mexico:** in the third edition of the *Impulso STEM* program, it awarded a total of 19 scholarships to promote science and technology among young people in Oaxaca. Half of them were granted to women. Along the same lines,

in alliance with the Tecnológico de Monterrey, the *Iberdrola Mexico Scholarship* program was launched to contribute to the academic preparation of high-performing young people.



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*Iberdrola Mexico only conceives its own development if it does go hand in hand with the communities and the promotion of local talent in the academic and professional spheres.*

Luis Estrada, Director of the Renewables Business at Iberdrola Mexico

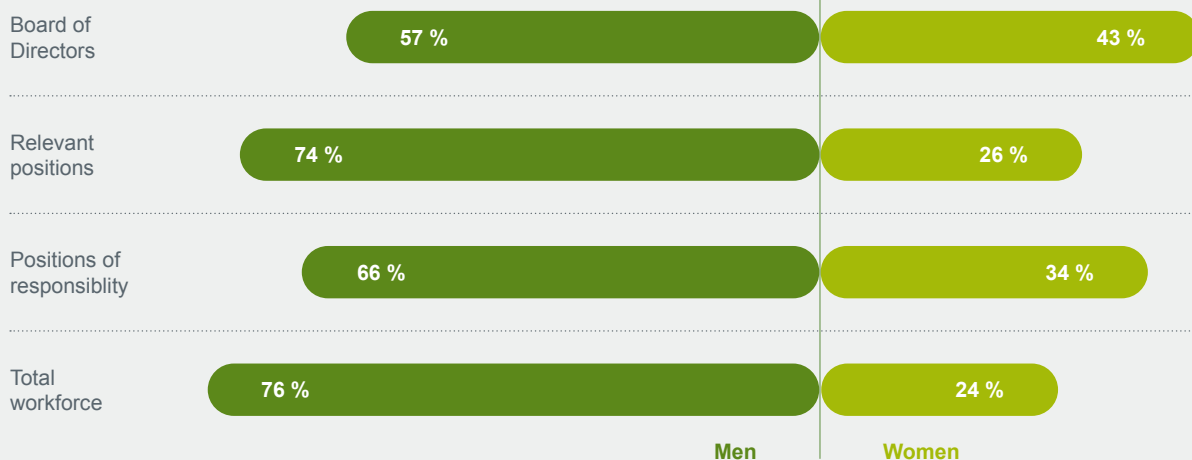
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At Iberdrola, we strive to improve the representation of women at all levels of the organisation. Across the board, **we carry out initiatives to promote new role models**, such as *Role Models*, a program that gives visibility to leading women in the energy sector in Brazil, or *WOMEN FIRST*, in which we recognised some women who stood out for their performance at Iberdrola International.

As a result of our management, we have gone beyond the target set for the representation of women on the Board of Directors (at least 40 %) and we are making continuous progress towards achieving the goals we have set for the coming years.

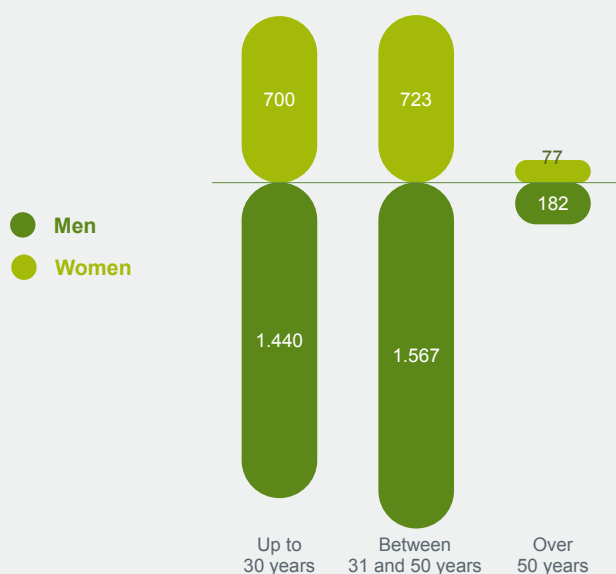


### Distribution by gender<sup>3</sup>

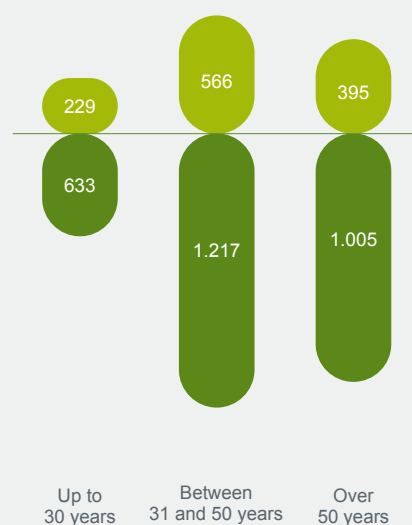


In 2022, we added **1,500 women to our team**, which corresponds to **32 % of all new hires** and an **increase of 28 %** compared to last year's women hires.

### 4696 hires in 2022



### 3946 dismissals in 2022



<sup>3</sup> **Relevant positions** are leadership positions and other positions reporting directly to the Board of Directors or its committees, while **positions of responsibility** include other leadership positions and qualified technicians.



### 2.2.1.1. Making progress in the inclusion of people with disabilities in our workforce



According to the World Health Organisation (WHO), an estimated 1.3 billion people - 1 in 6 people in the world - suffer from significant disability. Of these, approximately 80 % (around 1 million) are of working age. People with disabilities, especially women, often experience many barriers in accessing and integrating into the labour market. Unemployment rates of people with disabilities are often around twice as high as those of people without disabilities.

At Iberdrola, we work every day to maintain environments free of physical and social barriers and we promote the inclusion of people with disabilities, improving their accessibility to work opportunities and promoting their integration into our organisation.

In this regard, we highlight

- **Iberdrola Spain:** in collaboration with the Ad-ecco Foundation through the *Aflora Plan* pro-

vided guidance to employees who, as a result of a chronic health condition, can obtain the certificate of disability. It also conducted training for employees on the appropriate treatment of people with disabilities.

- **ScottishPower:** supported, for the fifth consecutive year, *Breaking Barriers*, a program carried out in partnership with the University of Strathclyde and ENABLE Scotland to facilitate access to university for young people with intellectual disabilities who, after graduating, undertake an eight-week internship in the company.
- **AVANGRID:** the affinity group CARE, promoted talks with the participation of employees who live the reality of people with autism, hyperactivity attention deficit disorder and other forms of disability, with the aim of demystifying the topic, give visibility to their condition and favour their integration in the working environment.

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*I am really excited about BRGs because it gives myself and the other members of CARE the opportunity to interact with a variety of people. I felt like we needed to look at our processes and be more inclusive of those with neuro-divergent situations.*

Amanda Miner – Chair of CARE affinity group

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<sup>4</sup> World Health Organization (WHO) - December 2022

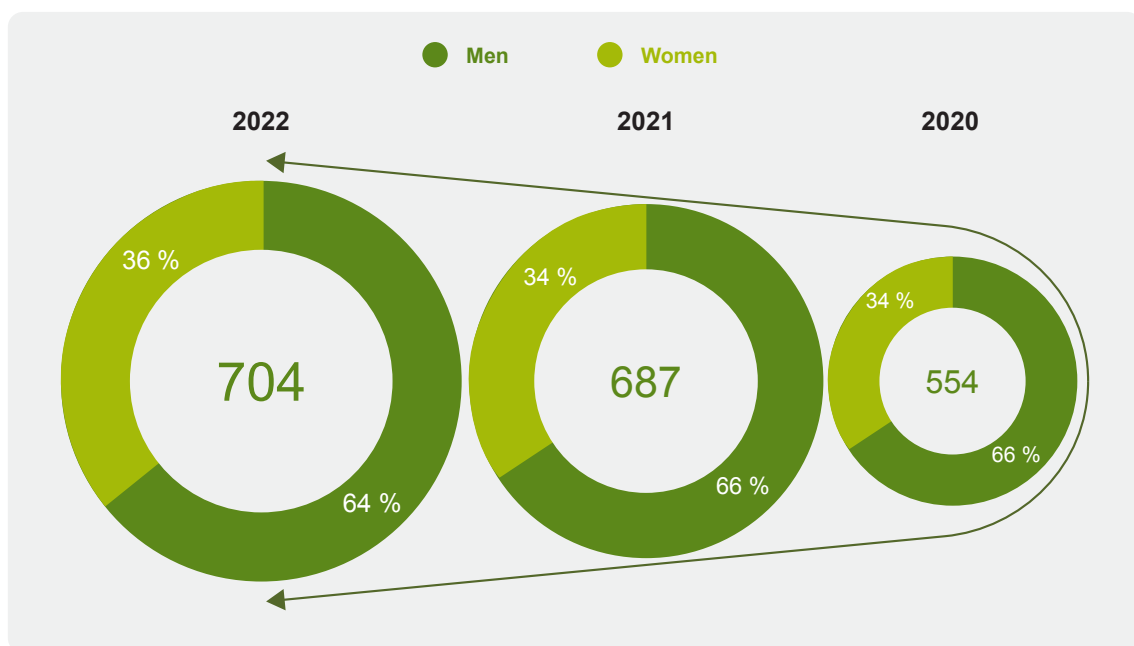
<sup>5</sup> International Labour Organization (ILO): “Disability and Work” (2022)

<sup>6</sup> Data from the Statistical Offices of Spain, United Kingdom, United States, Brazil and Mexico.



- **Neoenergia:** they refurbished their corporate offices, designing them under parameters of inclusion and elimination of barriers. In addition, to promote the inclusion of people with hearing disabilities in the workforce, they made the **Brazilian Sign Language** (Libras) course available to all employees, which also allows them to offer an increasingly inclusive service to customers.
- **Iberdrola Mexico:** completed the remodelling of the new corporate offices designed under parameters of inclusion and elimination of physical barriers and, to improve the digital accessibility of all corporate events, audio description, sign language, multi-language option and live broadcasting options were integrated.

Compared to 2020, the **number of people with disabilities in the workforce** has **increased 27 % approximately**.





### 2.2.1.2. Embracing multiculturalism in our team



**At Iberdrola we encourage and celebrate cultural diversity because it reflects our essence as a multinational company, as well as our corporate culture.**

Having employees from different backgrounds helps to increase understanding and respect for different values and traditions. It also helps us

to have different perspectives when dealing with problems and making decisions.

**We employ 89 different nationalities and are present in dozens of countries.**

To promote cultural diversity in our workforce, we encourage international mobility and teamwork across geographical borders. In full compliance with the laws of the countries in which we

operate, we make progress in identifying the races and ethnicities that make up the workforce in order to guide actions that promote diversity and inclusion.

**At the end of 2022, more than 300 professionals were on mobility within the group.**

In addition, **more than 89,000 hours of language training** were provided last year to enable people in the group to improve their knowledge of

English, Spanish and Portuguese and to communicate more fluently with colleagues in other countries.



### 2.2.1.3. Empowering age diversity in the workplace

🔍 The energy sector also shows inequalities in terms of age diversity, with younger people being under-represented. In order to promote a better generational balance, it is necessary to implement corrective measures such as promoting the training of young people in

science, technology, engineering and mathematics (STEM) careers, especially women, given that their involvement in the sector is still much lower than in management positions (approx. 28 % compared to 45 %<sup>7</sup>).



\*Baby Boomers (born before 1968), Generation X (born between 1969 and 1980), Millennials or Generation Y (born between 1981 and 1993) and Generation Z (born since 1994). Companies included: Iberdrola S.A., subsidiaries of: Iberdrola Spain, Iberdrola Energy International, ScottishPower, AVANGRID, Neoenergia and Iberdrola Mexico.

In all geographies we have initiatives that act in two directions: to **promote the study of technical careers among young people**, especially when they are under some condition of vulnerability, and to **facilitate the reintegration into the labour market of professionals in technical areas** who have been away from it. Some of the main initiatives are:

- **At global level:** *Iberdrola U and the International Graduate Program*. The first one, carried out in collaboration with nine leading centres worldwide, aims to train young talent to develop innovative solutions to the challenges of the energy sector. The second, offers job opportunities in Iberdrola's strategic areas to recent graduates or students with 1-2 years of experience.

<sup>7</sup> IRENA: "Energy & Jobs: Annual review" (October 2021)



- **Iberdrola Spain:** co-leads the *European Reskilling for Employment (R4E)* program within the framework of its participation in the European Round Table. Its ambition is to retrain five million professionals by 2030 by promoting the inclusion of people with all academic profiles and ages, taking advantage of the employment opportunities offered by the energy transition. It also implemented the *Inspira II, Reactiva and Rompiendo Barreras* (Breaking Barriers) programs aimed at young people between the

ages of 16 and 30 who have dropped out of formal training and are unemployed. The aim was to show them the opportunities of the Green Economy and provide them with basic training to enable them to find a job in the sector.

- **ScottishPower:** the *Returner Program*, implemented in partnership with Equate, provides opportunities for experienced professionals in technical-scientific areas who took a career break.

“



*After a break of almost three years, I joined ScottishPower Renewables at the end of January 2022 as a Cybersecurity Engineer, thanks to the Returner Program. The whole process has been an incredible journey. I have been supported along the way without feeling that any question was too small or insignificant. Five months after joining the program, I was offered a permanent position. I am happy to be part of an amazing organisation that goes out of its way to offer professionals, like me, the opportunity to return to work.*

Farzana Kauser, Cybersecurity Engineer, Onshore Operation & Maintenance

”





- **AVANGRID:** has scholarships for students at risk of dropping out of university due to unexpected financial emergencies and specific programs for young people to pursue engineering projects focused on energy and the environment.

Also, in partnership with *Eli Whitney Technical Institute* in New Haven and *Platt Tech* in Milford, it implements training programs to recruit young talent where the team demonstrates and discusses entry-level opportunities.

#### 2.2.1.4. Veterans



According to data from the UK Ministry of Defence, the number of veterans of the British armed forces exceeds 2.4 million while the US Department of Veterans Affairs puts the number of veterans at approximately 19 million<sup>9</sup>.

At Group Iberdrola we are aware of the challenges of labour market integration of veterans. At the same time, we value the unique skills and characteristics that they can bring to the organisation, such as the ability to work as part of a team, leadership, and adaptability.

Beyond awareness campaigns, celebrations and activities organised by veteran support groups, we encourage the creation of employment opportunities for them and promote their inclusion in our organisation through training programs that allow

them to grow professionally.

- **ScottishPower:** there are support policies in place for members of the military, including reservists, soldiers, veterans, *Cadet Brigade* volunteers and their spouses. As a result of these actions, Scottish Power has been recognised for years as a benchmark employer for this group in the United Kingdom.
- **AVANGRID:** reinforced its commitment with veterans through a \$50,000 donation to Operation *Reboot Outdoors*, an association that organises activities in nature as a means of therapy. We also collaborated with the Travis Mills Foundation on the construction of a health and wellness centre and the “*Never Give Up. Never Quit*” conference attended by 700 employees.



“

*Through the AVAN-Veterans group, I have had the opportunity to connect with people who share many of my experiences and have seen many encouraging examples of such transitions.*

Connor Smith, AVANGRID Engineering Intern

”

<sup>8</sup> “Support for UK Veterans”, House of Commons Library (2022)

<sup>9</sup> “National Center for Veterans Analysis and Statistics”, U.S. Department of Veterans Affairs (2022)



### 2.2.1.5. LGBTIQ+



According to an OECD<sup>10</sup> study, although in all countries there is a positive evolution of the regulatory framework protecting the LGBTIQ+ rights and an improvement in the levels of social acceptance, the differences regarding their inclusion in the labour market are still strong.

Despite having, on average, higher levels of education, LGBTIQ+ people are 7 % less likely to get a job, 4 % lower paid and 11 % less likely to be in a senior management position.

In this regard, we focus our efforts on awareness-raising activities, constantly updating our policies to make them inclusive and respectful of the rights of the LGBTIQ+ community.

- **ScottishPower:** has local policies such as the

*Transgender Equality Policy and Guidelines* and conducted awareness-raising sessions with employees to help eliminate LGBTIQ+ bias. It also works with the *Time For inclusive Education (TIE)* to address the prejudice and bullying that LGBTQ+ young people often face in schools and family environments, and donated £5,000 to the AKT organisation which supports LGBTIQ+ young people who are homeless or living in a particularly hostile environment.

In the UK, USA and Brazil we celebrate important dates such as *Pride Month*, *International Day Against Homophobia, Transphobia and Biphobia*, *National Coming Out Day* and *Trans Awareness Week*.

“



*Being the spokesperson for the LGBTQ+ group contributes to better dialogue. It allows me to encourage others to be themselves, ask questions, listen and help everyone feel comfortable at work and in the community.*

Ruth Thompson, Pride@AVANGRID Affinity Group Member

”

<sup>10</sup> “Over the Rainbow? The Road to LGBTI Inclusion”, OCDE (2020)



## 2.2.2. Lifelong learning as a key strategy for the inclusion and retention of diverse talent



**At Iberdrola, we create an environment that promotes continuous learning and provide our employees with the necessary tools to develop their full potential.**

In line with our global goal of increasing the representation of women in group relevant positions, we launched the first edition of the **Mentoring Women in Leadership** program. The program lasted 6 months and involved employees from 5 different countries.

In parallel, in order to contribute to the process

of digital transformation, knowledge transfer and collaborative work, we had a **Digital mentoring** program in which more than 300 employees from 9 countries and different generations participated. Almost 40% of the mentee/ mentor assignments were done with employees from different countries and more than 65 % of them with employees from different generations.

**In 2022, 43 % of the vacancies advertised were filled by company staff. In this respect, training played a key role in providing our employees with the necessary tools to face their new professional challenges.**

In all geographies where we are present, **we provide training on key D&I topics to increase knowledge and empower our**

**employees.** In 2022, 7,300 hours of training were provided through more than 120 training resources available.



### 2.2.3. Fair and equitable remuneration



According to a McKinsey and the World Economic Forum report globally, between 2016 and 2022, the share of women in management positions only increased by 3.6 %<sup>11</sup> and it is estimated that it will take another 151 years to close the economic gender gap at all levels.

At Iberdrola, in line with our Equality, Diversity and Inclusion Policy and with the objectives of our global diversity and inclusion strategy, we guarantee respect for equal pay rights between men and women.

In 2022, the **ratio between men's and women's average pay was 94.8 %**.

The underlying cause of the pay gap in certain age groups is the lower presence of women in the workforce, a common situation in the energy

sector, which is accentuated in managerial and technical positions.

#### AVERAGE PAY BY AGE GROUP AND GENDER

Includes fixed, variable salary and, starting from 2021, allowances.

	Pay men / women			(Pay men – women) / Pay men		
	2022	2021	2020	2022	2021	2020
Up to 30 years	101,5	95,8	92,0	1,5	-4,4	-8,7
Between 31 and 50 years	87,5	85,4	85,0	-14,4	-17,1	-17,7
Over 50 years	106,3	110,9	111,7	5,9	9,8	10,5
Total	94,8	93,3	93,2	-5,5	-7,2	-7,3

- **Iberdrola Mexico:** as shown by the *Women's Empowerment Principles (WEP) Gap Analysis* tool developed by the United Nations, and after a significant improvement, it is classified as an "advanced" organisation in terms of inclusion and gender equality.
- **ScottishPower:** publishes the annual *Gender Pay Gap*, supporting the measures proposed by the government to make progress on the issue and making the organisation's commitment to gender equality increasingly transparent.

<sup>11</sup> McKinsey/WEF: "Diversity, Equity and Inclusion Lighthouses" (2023).



## 2.2.4. Employee wellbeing and work-life balance measures

**We are committed to the well-being of our employees and therefore offer benefits and flexibility and work-life balance measures.**

In 2007 we were the first IBEX 35 company to implement the continuous workday in Spain; and the range of benefits continues to evolve depending on current legislation and the specific needs of employees in each country.

In certain geographies we implement flexible working hours and hybrid working measures, giving employees the freedom to choose the most appropriate place to work, as long as requirements are met.

We also have family support services, such as subsidised childcare and breastfeeding rooms, health and wellness promotion - gym, nutritional counselling among others - and psychological or mental health services.

Among the main advances in 2022 is the extension of maternity and paternity leave beyond the legal requirements at Iberdrola Mexico and the consolidation of support programs for employees and their families.

Globally, this year the **number of men exercising their right to paternity leave** has **increased by 13 %** (1102 in total). Compared to 2020, the **increase was 48 %**



“

*For me the maternity coaching program has been invaluable. Following my maternity leave, I secured a promotion. Prior to that, I used to think that I had to choose between being a good parent and succeeding in my career, but that definitely isn't the case. To break down that perception barrier has been so powerful.*

Cristina Fundulea, Engineering Section Head

”

### 3. Our commitment with customers



## 3.1. Anticipating customers' needs and innovating on accessibility

**At Iberdrola, we are constantly seeking ways to offer products and services adapted to the needs of the close to 100 million people we serve.**

We work to build an energy model that is healthier and more accessible, while promoting social development. We reflect this conviction in all phases

of the customer experience process, from the design of the product and service portfolio to customer service.

### 3.1.1. Initiatives for vulnerable customers or customers with economic difficulties

As part of our firm commitment to people in vulnerable situations, we offer **reduced tariffs and flexible payment methods** adapted to customers with fewer resources or who belong to groups at risk of exclusion.

- **Iberdrola Spain:** beneficiaries of public aid for electricity, such as the Bono Social, receive a special focus to make the application and

processing process as simple and agile as possible.

- **ScottishPower:** developed a **specific strategy for vulnerable customers** that seeks to bring maximum value to disadvantaged communities. It was the first energy company in the world to obtain **BSI certification for the provision of inclusive services**.

In the UK in 2022, **over £5.8 million (€6.8 million) of customer benefits were generated through support services** and initiatives, focused on three main areas: supply cut-off vulnerable customers, at risk of energy poverty customers, and customers with greater risk of being left behind of the energy system transition.



- **AVANGRID: has several support programs for vulnerable customers.** Through energy efficiency assessments aimed at reducing energy bills, it served more than 19,000 customers. Similarly, through initiatives such as the *Emergency Rental Assistance Program (ERAP)*, *Project Share*, *Operation Fuel* and the *Home Energy Assistance Program (HEAP)*, it provided 212,000 low-income customers with assistance in paying their heating bills. In total, in 2022, Avangrid contributed to meeting the needs of more than 530 thousand vulnerable customers.
- **Neoenergía: proactively applied energy tariff discounts of up to 65 % for low-income families and up to 100 % for indigenous and quilombola populations.** In addition, customers can request a donation through their energy bill for people in need. In 2022, 900,000 donations were received.
- **“Electricidad para todos”:** through this program, from 2014 to today, we have contributed to give access to electricity to more than 11 million people in emerging and developing countries, and we are making good progress towards **our target of reaching more than 16 million people by 2030.**



“

*Having electricity in our homes has changed our lives. Today is the beginning of a new era of light for Achiriquico, and the community is more united than ever.*

Francisca Hernández, beneficiary of the Luces de Esperanza project

”



### 3.1.2. Accessibility in customer care



We develop a series of personalised services in order to best serve our customers. We have channels oriented to people with disabilities and we adapt our physical service points to make them more accessible for people with reduced mobility. Taking into account the various linguistic needs, we have communication channels, such as telephone attention, websites, and bills available in different languages:

- **Iberdrola Spain:** since 2012, it has had the *Comunica* video-interpretation service to serve customers with hearing disabilities. Through the physical customer service points, it supports customers who do not have access to or are unfamiliar with digital channels and, with the *Clear Language Project*, it promotes the use of precise and accessible language through training for the teams that prepare

customer communications.

- **Neonergia:** offers the possibility of issuing bills in braille for visually impaired customers and also has a call centre channel, free and available 24 hours a day, exclusively for the hearing impaired.
- **ScottishPower:** the *Accessibility AA Standard* accredits that its website has non-conventional technologies to facilitate navigation for people with cognitive or physical disabilities. With the *Next Generation Test Service (NGTS)* initiative, it develops a series of tools and services for customers with hearing or speech impairments so that they can communicate through texts using electronic devices, while for people with visual impairments it offers the possibility of issuing bills in braille.

## 4. Generating a positive impact on society



## 4.1. Social action: our contribution to communities

**Our social action is aligned with the Sustainable Development Goals. From initiatives conducted through our foundations to activities implemented by our more than 16,000 corporate volunteers and our alliances with a multitude of entities, we seek to improve the environment and the quality of life of the most vulnerable people.**

Iberdrola's contribution to society focuses on supporting women in vulnerable situations, accompanying people with disabilities, and improving the employability of young people, to mention just a few. Through the social action programs and the promotion of training and research

promoted by the foundations (ScottishPower Foundation, AVANGRID Foundation, Iberdrola Mexico Foundation, Instituto Neoenergia, and Iberdrola Spain Foundation), we made a total investment of **9.3 million euros** and benefited more than **400,000 people**.





### 4.1.1. We support the social and labour inclusion of women at risk of exclusion

We are committed to building a more equal and fairer future for women, which is why we work to improve their social inclusion and employment in our company and in society in general.

In Spain, in alliance with Fundación Integra, Ayuda en Acción, Asociación Candelita, Suspergintza and Bizitgui, among others, 12 projects were carried out to support women in particularly vulnerable situations.

To promote the return to work of women who, for

reasons of maternity or family care, took a break in their professional life, together with the Asociación Mujer y Talento, we carried out *SUMA*. The three-month program helps participants to refocus their career path from a holistic point of view in order to get the most out of their job search.

With our volunteers, we run workshops such as *Protagonists of their future* to promote the employability of victims of gender violence and, through other initiatives such as *Dressed for success*, we help them to get through job interviews.

### 4.1.2. We are committed to sport as a strategy for empowering women



At Iberdrola, we believe that supporting women's sport is a key lever and a means to achieve gender equality.

True to this commitment, Iberdrola Spain and

Neoenergia, we sponsor women's football leagues and national teams with the aim of boosting their growth and attracting more women to the sport.



In 2022, in the context of the European Championship, we presented our campaign to support the Spanish national team “SOMOS LA ROJA. SOMOS EL VERDE”, with the aim of sending our players the energy of the fans and bringing this competition closer to society.

As part of our goal to reduce the gender gap in

sport, this year we have joined 16 new national federations, thus supporting a total of 32 Spanish federations from a wide variety of sports and reaching more than 600,000 athletes. This means we support two out of every three female federated in Spain.



entra en juego

Si tienes un proyecto para impulsar la igualdad a través del deporte, Iberdrola te ayuda a hacerlo realidad

Presenta tu candidatura a la III Edición de los Premios Iberdrola Supera y consigue uno de los 6 premios de 50.000 € para llevarlo a cabo.

Infórmate y participa en [premiosiberdrolasupera.es](https://premiosiberdrolasupera.es) o escanea este código QR

Premios Iberdrola Supera 2022

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UNIVERSO MUJER

This year the third edition of the **Iberdrola Supera Awards** was celebrated, an initiative to recognise and give visibility to the best projects implemented in Spain in favour of gender equality and the empowerment of women through sport.

At the awards ceremony, a total of 300,000 euros were awarded to the winning projects in 6 categories, which were selected from more than 600 applications received.



“*Iberdrola materialises its comprehensive commitment to equality, accompanying girls and women to fulfil their dreams through sport. Just as a building needs the best possible foundations, our future athletes also deserve the best possible support.*”

Ignacio S. Galán, Chairman of Iberdrola S.A.



### 4.1.3. Removing barriers to disability

We promote diversity and respect for all people regardless of their abilities and limitations. We contribute to creating a society in which people with disabilities can develop their potential, have access to the same opportunities as others and improve their quality of life.

- **Iberdrola Spain:** through Proyecto Hombre, Síndrome de Down and Amigos, we carried out 12 projects to support the social and labour inclusion of 3,400 people with disabilities, serious illnesses and young people undergoing addiction treatment. The beneficiaries of the initiative *FEM Digital Talent* initiative, for example, participated in workshops where they practised job interviewing, received advice on personal branding and conducted job searches.
- **ScottishPower:** carried out initiatives such

as *One Step at a Time out of Mental Health* helping those affected by brain injury to improve their mental health and wellbeing through tailored therapy. In this direction, with the *Music Connects Communities* program, they accompanied people with dementia and their families through support centres across the UK.

Our volunteers were involved in the first phase of the *Aula DISfriendly*, a project for the transformation of an outdoor space together with students with disabilities that will be used for training in green economy and energy transition.

They also participated in many other activities such as micro-storytelling for people with intellectual disabilities and initiatives for reforestation and recovery of forest areas together with people with disabilities.

### 4.1.4. Enhancing the employability of young people

We have several scholarship and guidance programs for young people with limited resources, at risk of exclusion, or with disabilities to accompany them in undergraduate studies and technical training.

- **Iberdrola Spain:** Iberdrola Spain Foundation distributed 60 scholarships of an amount of more than 1.3 million euros. Among the scholarship programs there are grants aimed at beneficiaries of the Plan de Apoyo al Deporte Objetivo Paralímpico (ADOP), which promote the professional training of athletes with the

objective of favouring their integration into the labour market once their sporting life is over.

Other noteworthy scholarship programs are the Iberdrola Fullbright Scholarships, which are awarded in alliance with Fundación Carolina to allow that young people study a Master's degree as well as the Energy for Future (E4F) postdoctoral research scholarships, which are distributed in collaboration with 15 European and American universities on technologies associated with the energy transition.



“

*Iberdrola has always supported us, especially women, and its backing is fundamental as it helps us to grow in an integral way, not only now but for the future. Because of our sports involvement, we need that impetus towards training that will help us redirect our professional career at the end of our sports trajectory. That is where Iberdrola Foundation comes in.*

Marta Arce, Paralympic champion in adapted judo

”

- **Scottish Power:** in partnership with *The Lorna Young Foundation*, supported entrepreneurs in marginalised communities through free access to training resources on ethical and environmental responsibility in organisations.
  - **AVANGRID:** Together with *Rochester Museum Science Center, Hancock Shaker Village, Foodlink, Whispering Willow Wildcare, Saving our Avian Resources (SOAR)* implemented 26 projects to reduce child and youth poverty by enhancing education and employability.
  - **Neoenergia:** the *Cultural and Artistic Offices* program implemented vocational training initiatives for young people aged 16-24, while *Redes de Territorios pela Infancia* (Territorial Networks for Children) strengthened synergies between NGOs and local public resources for the care of children and teenagers.
  - **Iberdrola Mexico:** *Jóvenes construyendo el futuro* (Young people building the future) provided on-the-job training opportunities to young people between 18 and 29 years of age, in order to strengthen their technical skills to increase their employability in the future.
- From the point of view of volunteer actions, we highlight “*Lights and... Action!*” program implemented by Iberdrola Spain and Tomillo Foundation to promote the employability and inclusion of young people in situations of exclusion through specific training in skills related to the energy sector, energy efficiency, and English.
- In addition, the eleventh edition of the INVOLVE (*International Volunteering Vacation for Education*) volunteer program was held, which offers training opportunities for the social and labour insertion of young people in vulnerable situations in Brazil and Mexico.

### 4.1.5. Multiplying our social impact

We make our capabilities available to society in order to contribute to the development of the communities in which we operate.

- **Neoenergia:** implemented an acceleration program aimed at encouraging and strengthening civil society organisations and social enterprises focused on reducing inequalities. It also organised the second edition of the *Prêmio Inspirar*, aimed at highlighting art and culture initiatives led by women who provide solutions to communities’ social challenges, contributing to sustainable development. The prize of R\$ 140 thousand (25 thousand €) was shared among the 16 women awarded for their role as change agents and a source of inspiration in their communities.



“



*We are committed to acting in innovative ways to stimulate women's empowerment. That is the energy that drives us. Art and culture are tools for development and social inclusion. We understand that we are on the right track, in search of a more equal world. The award is very important for women who work in so many different realities to be able to implement projects with a strong positive impact in their local communities.*

Renata Chagas, director of the Neoenergia Institute

”

- **Iberdrola Mexico:** with more than 100 million pesos (€4.7 million budget), *Luces de Esperanza* has improved the quality of life of hundreds of families in rural communities in the Huasteca

Potosina and Oaxaca since 2019, thanks to the installation of solar battery systems in homes, health centres, schools and community spaces.

“



*It fills us with joy to know that through Luces de Esperanza we have been able to improve the quality of life of the communities in the region. Electricity is essential for the development and well-being of families, and clean energy is essential to protect the planet.*

Manuel Argüelles, Managing Director of Iberdrola Mexico

”



## 4.2. Moving forward hand in hand with our suppliers

**Our mission reflects our responsibility and willingness to drive environmental and social standards and ethical and sustainable business practices among our suppliers.**

This approach aims to help them improve their performance but, above all, to foster change in the industry and multiply the positive impact we have on our environment.

More specifically, integrating diversity and inclusion criteria into the policies and teams of our suppliers contributes to bringing different perspectives and innovative solutions and this can, on one hand, improve the conditions of their employees, but also improve the quality of the products and services they offer.

In 2022, we obtained the **Sustainable Procurement Strategy certificate** awarded by AENOR, based on the **ISO 20400:2017** standard, which verifies the company's responsibility to ensure that the life cycle of products and services have the greatest positive environmental, social and economic impact.

At Iberdrola, we have an increasingly diverse supplier base that allows us to generate benefits for both business and society.

### 4.2.1. Suppliers subject to sustainable development standards

Our **Suppliers' Code of Ethics 2022** establishes the principles that must govern the actions of suppliers throughout the Iberdrola group and that are a necessary condition for any contractual relationship. Among other commitments, the code

requires that the labour relations that they establish with their professionals is based on equal opportunities, especially between genders, non-discrimination, and consideration of diversity and inclusion in all its variables.

**By the end of 2022, more than 77 % of the group's main suppliers who were awarded contracts in the previous two years already met the established criteria and were subject to sustainable development policies and standards. In the same year, the volume awarded to sustainable suppliers represented 91.5 % of the total amount awarded.**



To ensure compliance with these criteria, at the end of 2022, we conducted 42 social and sustainability audits of the Group's main suppliers at global level, in which we were able to verify, in situ, the measures implemented, including those in the area of Diversity and Inclusion.

Lastly, in order to continue expanding the values on which we base our activity in our network of alliances, throughout the year **we offered workshops and awareness-raising and training sessions on diversity and inclusion**, among other aspects, to SME suppliers.

## 4.2.2. Purchases from suppliers of various groups

At **Iberdrola Spain**, the volume contracted from *Special Employment Centres*, whose main objective is to provide people with disabilities with productive and remunerated work, reached 2.44 million euros, an increase of 8.9 % compared to the previous year.

**AVANGRID** also developed the *Supplier Diversity Program*, whose objective is to promote

diversity among its suppliers and increase purchases from those that are made up of diverse groups. With this program, we awarded 170 million euros to suppliers belonging to diverse groups, which represented an increase of 7.6 % compared to the previous year. This program aims to double the annual amount awarded to “diverse” suppliers by 2025.

## 4.2.3. Supplier of the Year Awards



We encourage and recognise the key role of the value chain in the achievement of our most important projects. In Spain and Mexico, we present the **Supplier of the Year Awards 2022** in recognition of the company's strategic allies who, through common values, contribute to the achievement of our objectives. These awards include the

**“Diversity and Inclusion” category**, both at global and local level, which recognises the work carried out by suppliers who stand out for their commitment to diversity and equal opportunities or for supporting policies that benefit groups in situations of exclusion and vulnerability.

## 5. Partnerships, awards and recognition



## 5.1. Our alliances make us stronger

**At Iberdrola, we firmly believe in the importance of establishing strategic alliances with other companies and organisations that advocate diversity and inclusion, and that being part of a collaborative ecosystem is key to promoting projects with greater scope and impact potential.**

Since 2019, Iberdrola has continued to support UN Women, the United Nations specialised agency for the promotion of gender equality, for which it has signed the Women's Empowerment Principles (WEP). These principles guide companies towards the promotion of gender equality and are based on international human rights and labour standards. By signing the declaration, the company committed to promote corporate leadership training focused on gender equality, fair and non-discriminatory treatment as well as ensuring the health, safety and well-being of women.

Iberdrola is a member of the *European Round Table for Industry (ERT)*, an initiative of international scope, collaborating, among other activities, in the Diversity and Inclusion working group, which seeks to give greater visibility, support and connect large companies in this area.

- **Iberdrola Spain:** the CEO of Iberdrola Spain joined the *#CEOPorLaDiversidad* Alliance, within which 60 managing directors of the country's most relevant companies committed to promoting diversity policies in their companies. In addition, we were the first large company to
- **ScottishPower:** signed the *Energy Leaders Coalition* commitments on gender representation in positions of responsibility. In line with these commitments, 40 % of middle leadership levels must be occupied by women by 2030.
- **AVANGRID:** joined the partnership with *Paradigm for Parity* which supports the commitment to gender parity for senior positions through awareness raising, accountability and education on gender bias and inclusive leadership.
- **Neoenergia:** locally signed up to the *UN Women's Empowerment Principles* to reaffirm its commitment to gender equality and women's active participation in the company.
- **Iberdrola Mexico:** joined the recognised *Aequales Community*, made up of more than 100 organisations in Latin America committed to gender equality, diversity and inclusion.



## 5.2. Recognised for our work in D&I



Recognised for the sixth year in a row in the **Bloomberg Gender Equality Index** (Bloomberg GEI) as a referent for equal opportunities, highlighting its transparency and commitment to equality between women and men. We are the only Spanish electric company included in all editions of this index.

### Global 100

Chosen among the top 25 companies in the world for sustainability criteria according to the **Global 100**.

### S&P Dow Jones Indices

A Division of S&P Global

Once again included in the **Dow Jones Sustainability Index**, the only European utility to be included in its 23rd edition. In the social section, it is worth highlighting the increase in the score for the aspects: Remuneration by gender and Breakdown of the workforce.



Recognised by the **WDi** (*Workforce Disclosure Initiative*) for its initiatives to promote a quality working environment among its employees.



ScottishPower received, for the second consecutive year, the **SUSE Inclusive Employer Award** for its *Breaking Barriers* program.



ScottishPower received the **Skills Development Scotland Award** from the Scottish Government's Skills Development Scotland agency for promoting diversity in large companies.



AVANGRID recognised as a **Top Company for Workforce Equity and Mobility** by JUST Capital for being a company committed to advancing racial equity and equal opportunity for all.



Neoenergia won the Diversity and Inclusion category, in the regional stage, with the Junt+s diversity program, obtaining the **Prêmio Aberje 2022**, the most important recognition in corporate communication in Brazil.

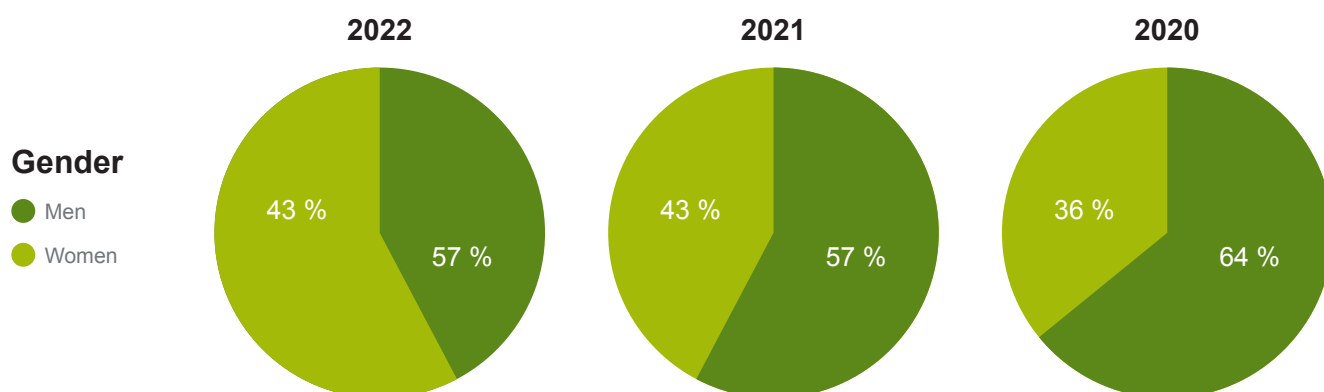


Iberdrola Mexico received the **Gold Award for Best Practices in SDGs** from the Ibero-American Foundation for Quality Management (Fundibeq) for its program *Impulso STEM*, which awarded 58 scholarships to young people in Oaxaca, 50 % of them to women.

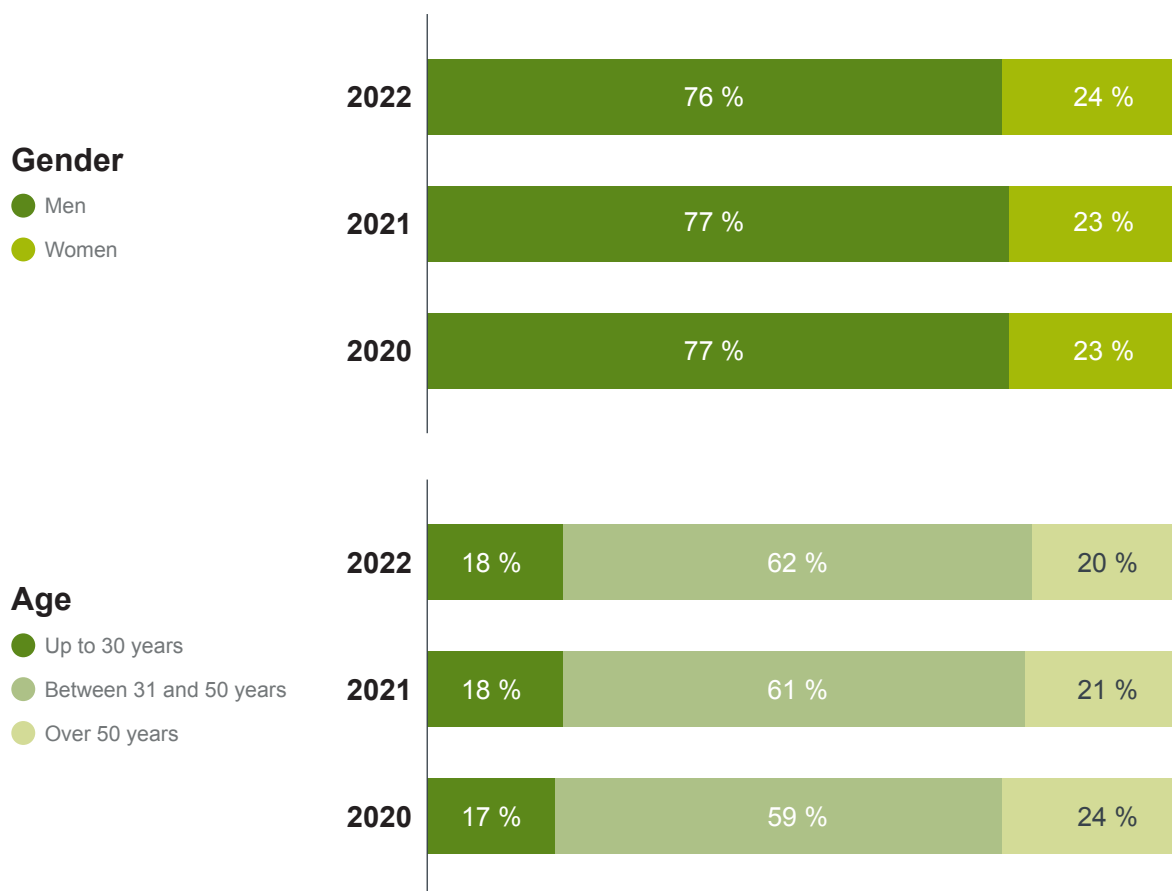
## 6. Annexes



## 6.1. Diversity on the Board of Directors



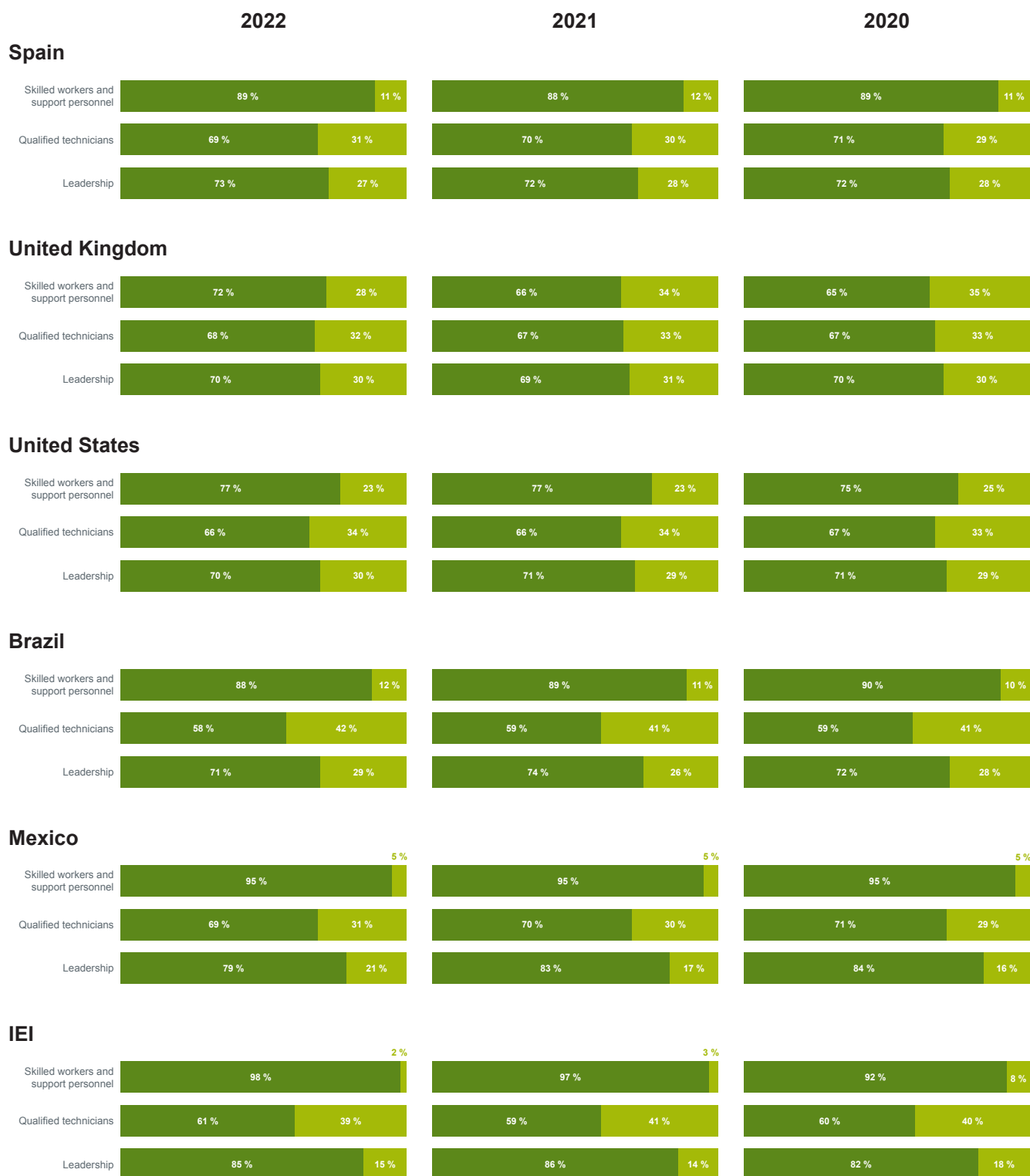
## 6.2. Workforce by gender and age





## 6.3 Workforce by country, gender and professional category

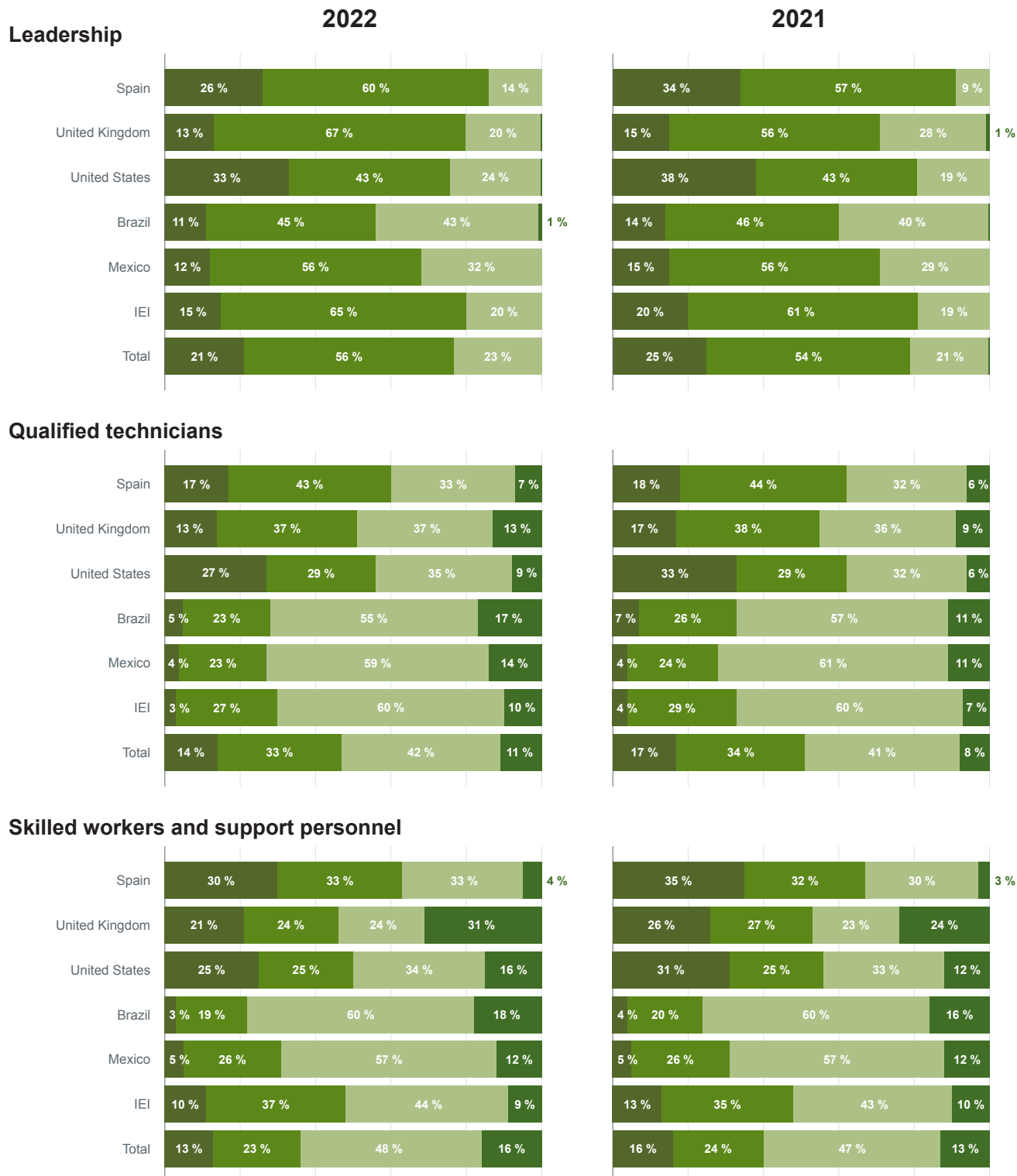
● Men ● Women





## 6.4 Workforce by country, generation and professional category

● Baby Boomers ● Generation X ● Millennial ● Generation Z



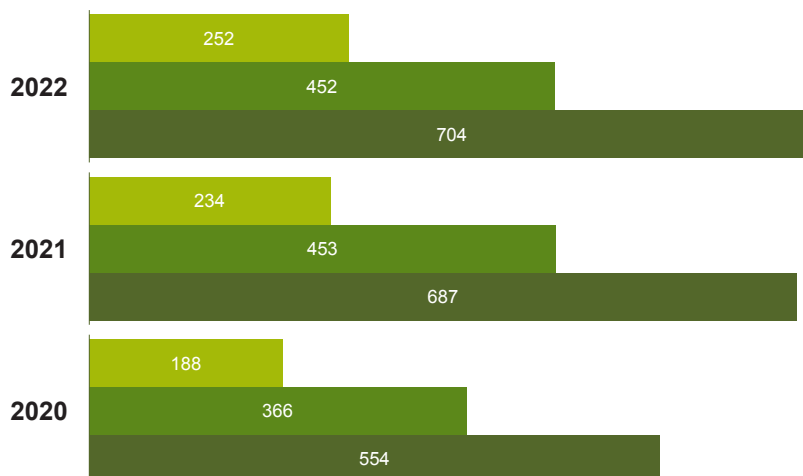
Baby Boomers (born before 1968), Generation X (born between 1969 and 1980), Millennials or Generation Y (born between 1981 and 1993) and Generation Z (born since 1994). Companies included: Iberdrola S.A., subsidiaries of: Iberdrola Spain, Iberdrola Energy International, ScottishPower, AVANGRID, Neoenergia and Iberdrola Mexico.



## 6.5 People with disabilities integrated in the workforce

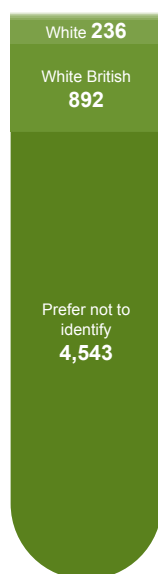
### Gender

- Men
- Women
- Total

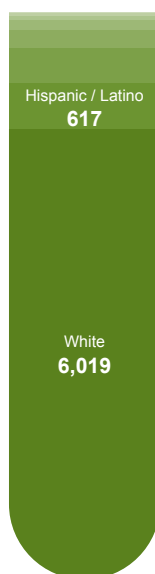


## 6.6 Ethnic and racial diversity\*

### ScottishPower



### AVANGRID



### Neoenergia



Prefer not to identify	4,543	White	6,019	Black	8,780
White British	892	Hispanic / Latino	617	White	5,985
White	238	Black or African American	467	No information available	427
Indian	28	Asian	246	Asian	180
Multiple or mixed ethnic groups	14	Multiple or mixed ethnic groups	125	Indigenous	34
Other ethnic groups	10	Prefer not to identify	60	Mixed ethnic groups	0
Asian	9	Native American Indian and Alaska Native	39		
Pakistani	9	Native Hawaiian and other Pacific Islands	6		
Black, African, Caribbean	7				
Chinese	4				
Bangladeshi	1				

\* For confidentiality reasons, and in order to respect the requirements of the legislation in force in each country regarding the protection of personal data, this information does not reflect the entire workforce.

