



Iberdrola's Diversity and Inclusion Report / 2023

Progressing into the future with a greener and inclusive future



Chairman's Letter



Having reached the halfway point of the deadline for the implementation of the 2030 Agenda, the Sustainable Development Goals Summit was held in New York last September. In it, all UN member countries signed a new commitment to take bold, ambitious, just and transforming action on each of the 17 SDGs, with the dual aim of achieving true sustainable development and improving resilience to crises such as those that have occurred in recent years.

But the challenge we face requires a commitment that also encompasses all economic and social actors. And, of course, Iberdrola's is more valid than ever, because the way to deal with decisive moments like the one we are currently facing is precisely what differentiates pioneers and those that are convinced from those with a herd mentality or who are indecisive.

That is why we every year we work to make our social dividend a reality in its governance, environmental and social aspects. And within the latter, in 2023 we have continued to strengthen our commitment to diversity and inclusion in its broadest sense.

In the chapter on gender equality, we have increased the presence of women on our staff by 8%, and the percentage of women in positions of responsibility has now reached 34.5%, practically meeting our target for 2025. We have also furthered our promotion of the presence of women in sport in Spain - where we support more than 600,000 federated sportswomen - and also in Brazil and the United Kingdom, where we are the main promoter of the National Team and the Women's Football Premier League, respectively.

In terms of diversity, we now have professionals of 93 nationalities in our Group and have made progress in generational balance through the promotion and development of youth employment.

We should also mention our activity to generate real opportunities among the most vulnerable groups, a task in which the Group's different Foundations have already helped 622,000 people.

And to ensure optimal management of all these activities, together with the Global D&I Committee, we have set up local committees to ensure that our initiatives are deployed in line with the particularities and needs of each territory.

This D&I Report details all these initiatives and many others fully aligned with our commitment to continue working to make the world more sustainable, fairer, more fraternal and more equal for all.

Ignacio S. Galan, Chairman

1. Introduction



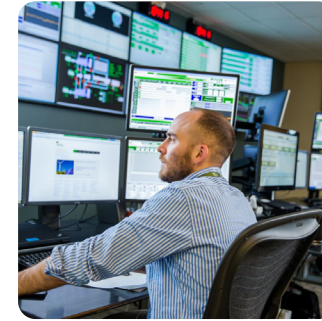
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1.1 Our progress

Society is becoming **increasingly aware of the importance of inclusion in its broadest sense**, and at Iberdrola, we have been at the forefront of this movement for more than two decades, understanding it as a strategic and fundamental element in management that **strengthens corporate culture**.

We recognise the scale of our **social footprint** and the capacity we have to generate a **positive impact** on the 100 million people we serve, our more than 42,000 employees, more than 19,000 suppliers who join us in this vision, and society in general.

That is why, in 2023, we reinforced this commitment, **raising our level of ambition regarding D&I**, setting short, medium and long-term goals and targets, and establishing sound actions to achieve them.

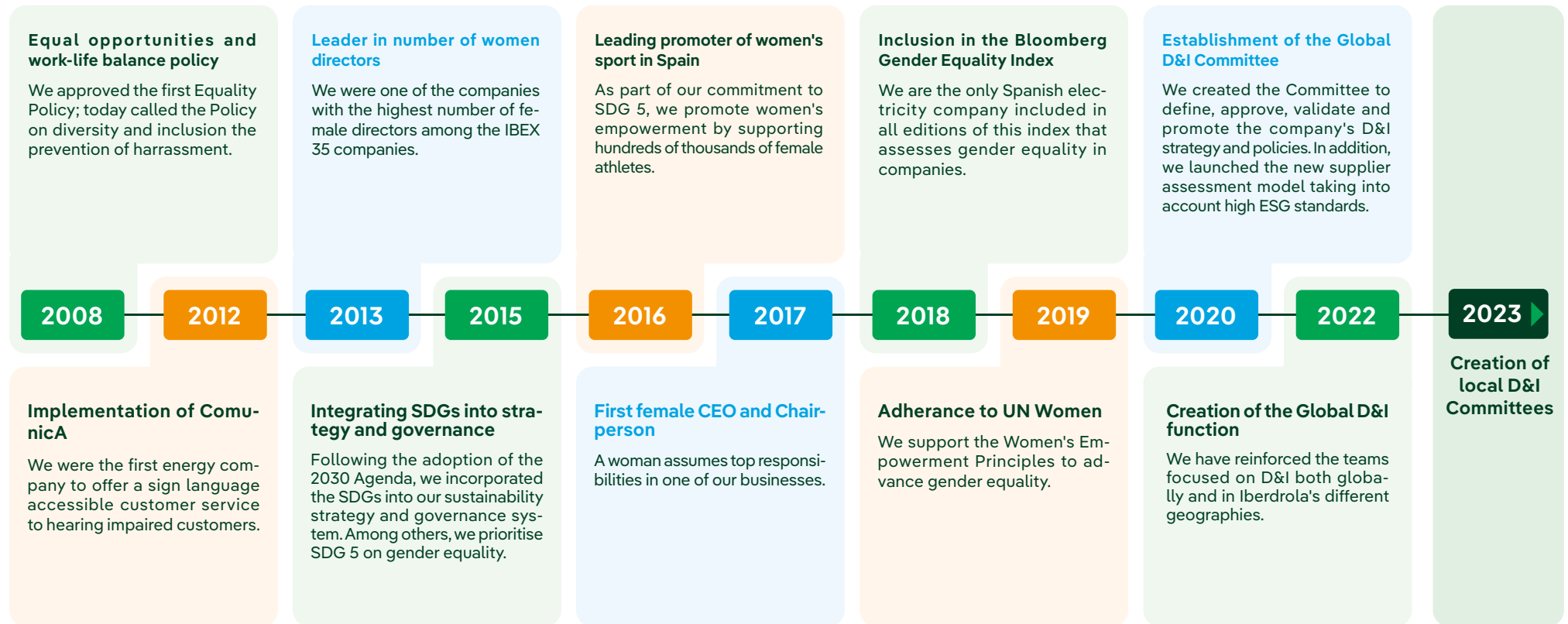
Our ultimate goal is to actively influence the environment to **create an inclusive, sustainable business model**. This report is evidence of our progress over the year and a public statement of intent that we will continue on our journey towards inclusion, without distractions or pauses.

We present our initiatives aimed at building a fairer and more equal working environment and society for the seventh year in a row.



1.2 Key milestones achieved

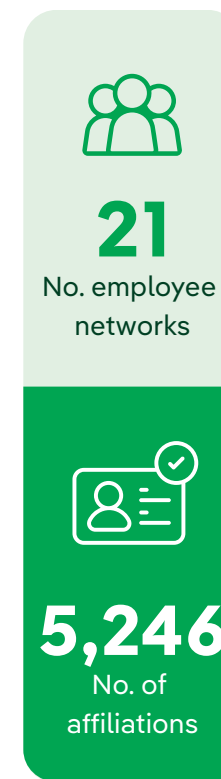
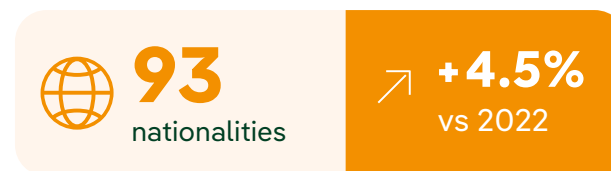
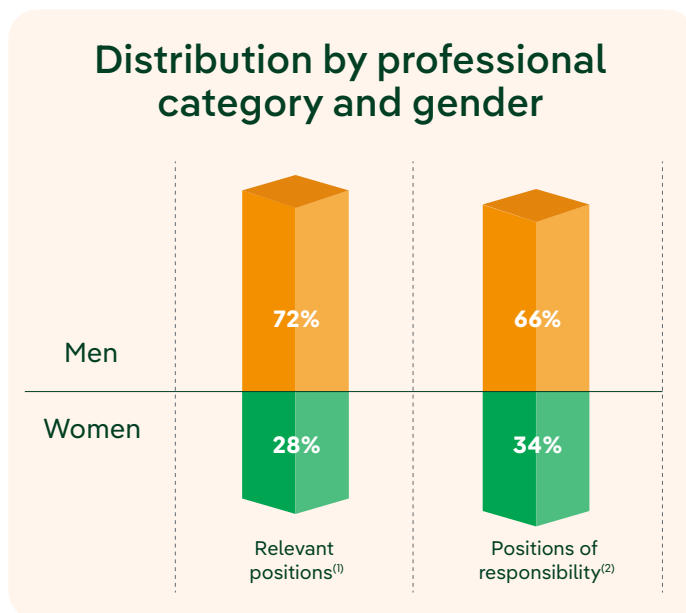
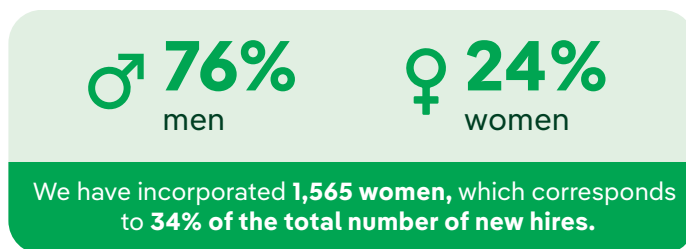
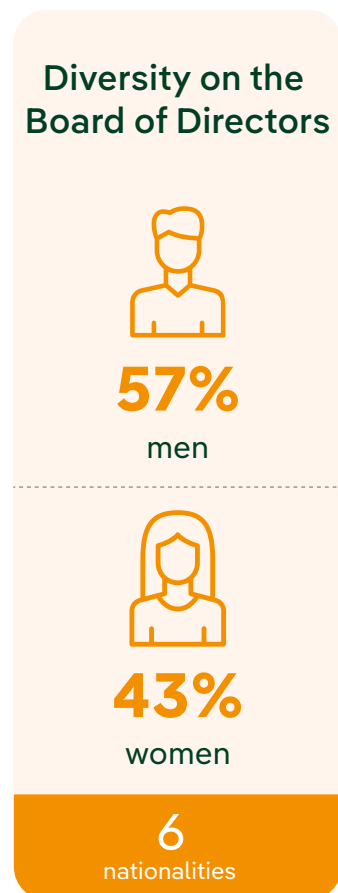
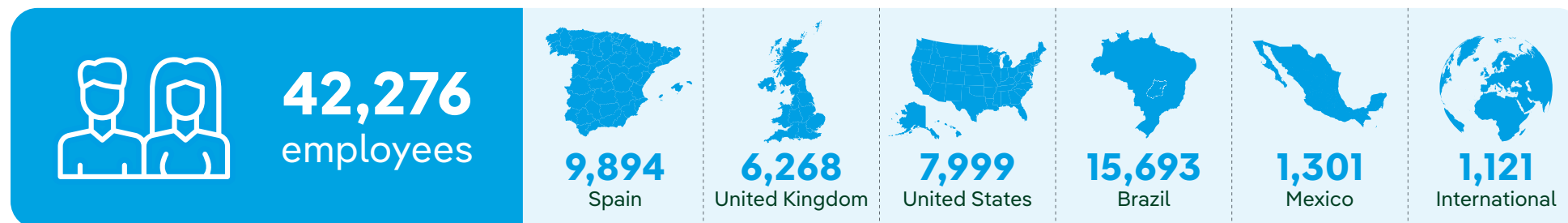
Since joining the UN Global Compact in 2002, our track record over the past two decades is a clear reflection of our commitment to D&I and has been reinforced by the company's international expansion.



International expansion

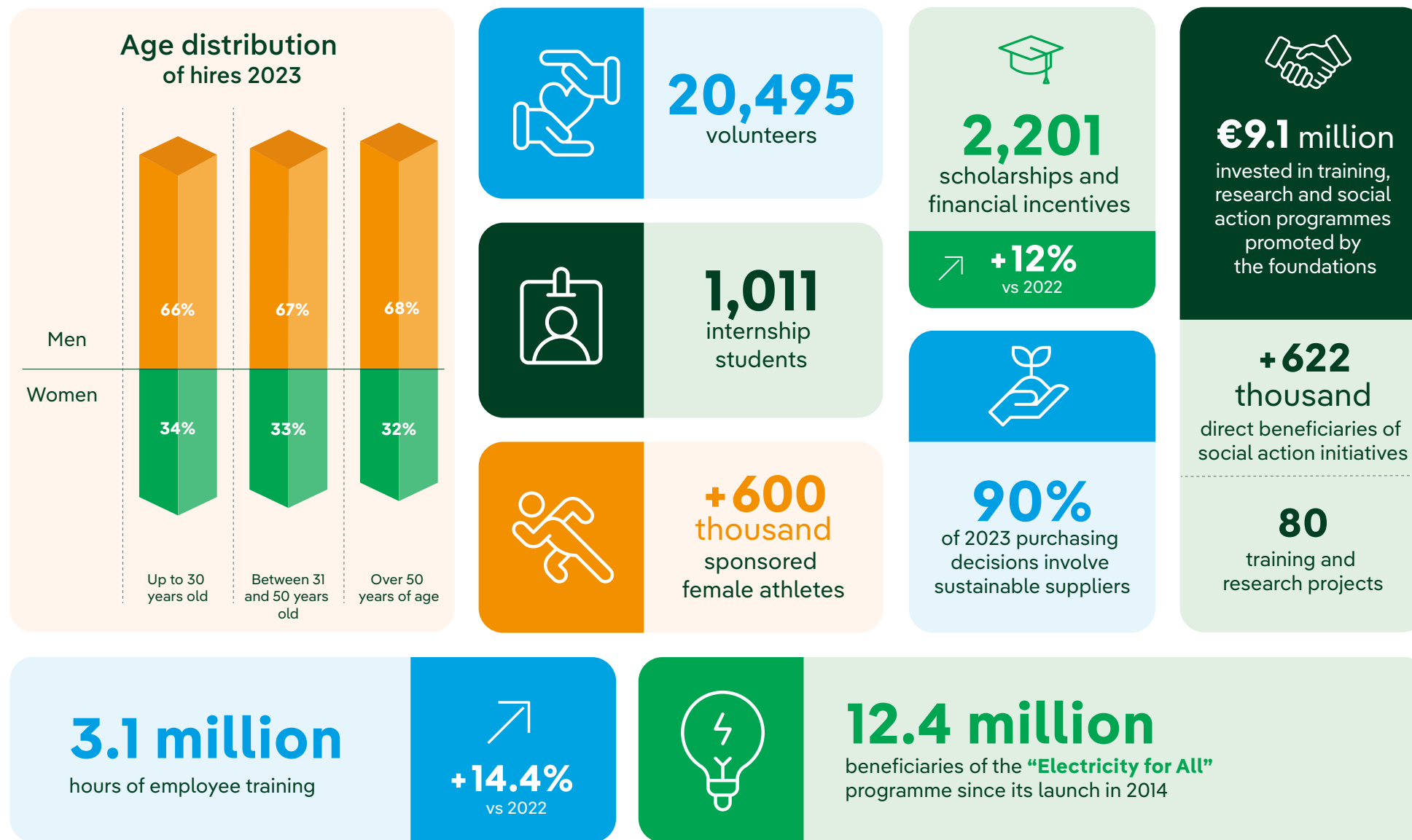


1.3 Diversity and inclusion in figures



⁽¹⁾ Senior positions: leadership positions and other positions reporting to the Board of Directors or its committees.
⁽²⁾ Positions of responsibility: include the technical levels up to the senior positions.

1.3 Diversity and inclusion in figures




1.4 Global strategy with a comprehensive approach

Through a common framework that encompasses internal (culture and talent) and external (customers and social contribution) initiatives, we ensure the cohesion of different functions when deploying the strategy and better coordination with the countries where we operate.

At Iberdrola, we understand diversity as a **multi-dimensional concept**. For this reason, our D&I strategy encompasses various dimensions of diversity: gender, age, disability, ethnicity, and others, being aware of the importance of respecting and promoting the **intersectionality of each individual**, as the same person may belong to more than one dimension of diversity.

Likewise, the strategy is **aligned with the priorities of the business** and built around a dual perspective: the **internal perspective**, supported by the promotion of an **inclusive culture** and appropriate management of **talent**, and an **external perspective**, focused on generating a positive impact on **customers** and on the social improvement of the environment in which we operate (**social contribution**).

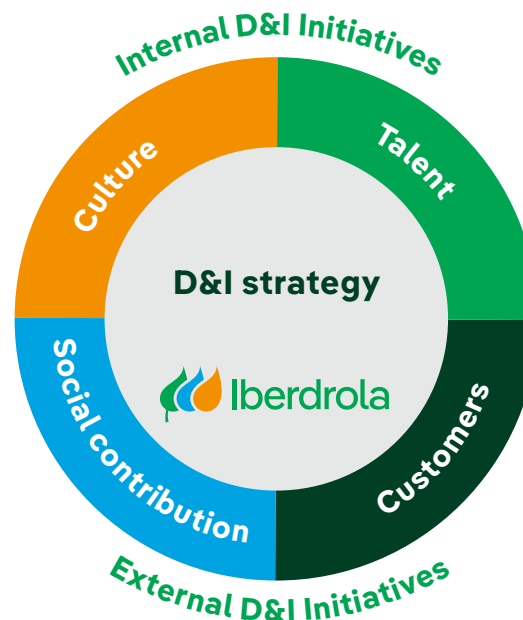

Our commitment to sustainable development, social dividend and the generation of shared value with all stakeholders is reflected in our many D&I efforts.




We promote an inclusive culture through awareness raising, training and positive communication.



We influence our environment to improve people's lives and bring about change towards a more sustainable future and a fairer society.

We manage talent in an inclusive way, promoting equal access to opportunities and development for all.



We offer inclusive services and promote energy access for vulnerable customers.

> 1.4 Global strategy with a comprehensive approach

1.4.1 We contribute to the sustainable development goals

At Iberdrola, we have incorporated the Sustainable Development Goals (SDGs) into our business strategy and system of governance and sustainability. The D&I strategy is aligned with the overall Sustainable Development Policy and contributes to the United Nations 2030 Agenda.

In the area of diversity and inclusion, we have a major impact on 7 of the 17 Sustainable Development Goals (SDGs), ensuring that we contribute to a more equal society and a future where people and the planet live together harmoniously and sustainably. We contribute to:



> 1.4 Global strategy with a comprehensive approach

1.4.2 Our priorities

Important social goals have been set within the framework of our 2023-2025 strategic plan. We have defined a series of priorities to achieve our D&I goals, which we have worked on during 2023.

Our priorities in 2023



Governance / Talent

- Launching new professional development initiatives and training programmes that contribute to the goals set.
- Strengthening the inclusive employer brand positioning and implementing improvements in attraction and recruitment processes.




Customers

- To identify and improve products and services taking into account specific needs of different and vulnerable customers.




Social contribution

- Raising supply chain awareness and increasing engagement with different suppliers.
- Establishing new strategic alliances and collaborations with external entities that promote D&I to maximise results and continue to influence social change.



- Raising awareness and encouraging dialogue with staff to promote an inclusive culture.
- Increasing the visibility of leaders as ambassadors of diversity.



- To ensure the coordination and deployment of the global D&I strategy in the different geographies.
- To reinforce employee listening mechanisms and management indicators.

D&I goals

	Goal 2025	Goal 2030
% of women on the Board of Directors	>40%	>40%
% of women in senior positions	30%	35%
% of women in positions of responsibility	35%	36%
External equal pay certification	✓	
Number of beneficiaries of the "Electricity for All" programme	14 million	16 million
D&I solutions for our customers	30 solutions	
Number of annual beneficiaries of Foundations programmes	8 million	10 million
No. of volunteers per year in our corporate volunteering programmes	15 thousand	18 thousand
% of purchases from local suppliers	≥ 80%	≥ 80%
% of purchases from sustainable suppliers	≥ 85%	≥ 85%



These goals are rolled out to countries according to their applicability, and extended to other perspectives that address local needs.

> 1.4 Global strategy with a comprehensive approach

1.4.3 Reinforcing internal governance

A sound governance system with common guidelines and open to local participation and adaptation is essential to effectively manage a constantly evolving issue in a global context that spans more than 40 countries.

In 2023, we are proud to have achieved the goal of strengthening the governance system, expanding business participation in the Global D&I Committee and creating local executive committees in our main geographies (Spain, United Kingdom, United States, Brazil, Mexico and International(*)). The model allows us to learn about local trends, identify and adopt best practices and accelerate results.

Main duties and composition of each Committee:

GLOBAL EXECUTIVE COMMITTEE

Define the global strategy in line with business priorities, validate work plans and ensure their implementation. Chaired by the Global Director of D&I and comprising various corporate functions, countries and businesses, the Committee reports its progress to the Sustainable Development Committee.

LOCAL EXECUTIVE COMMITTEE

Ensure the deployment of the global strategy, adapting it to the country context, as well as identifying and adding specific local needs. Chaired by the geography's representative on the Global Committee and made up of various corporate functions and businesses, the Committee reports its progress to the Global Executive Committee and the Country Management Committee.



"The consolidation of this milestone is the result of our commitment to be a better company. We have a clear direction and we assume the responsibility to take it further as members of the Committee. We are not starting from scratch, we have taken significant actions that allow us to move strongly towards a fair and respectful working environment for all people.

Katya Somohano, Director of Planning and Sustainability at Iberdrola Mexico and member of the Global D&I Committee.

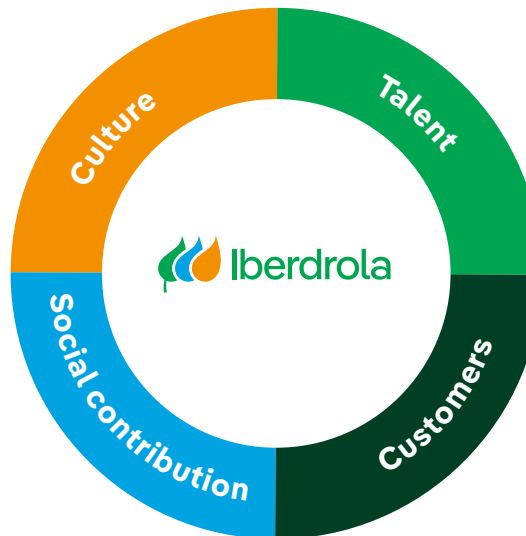
(*) Mainly, Europa and Asia Pacific

1.5 Looking to the future

Being aware that there is still a long way to go, we want to strengthen our commitment and pioneering nature daily, and we have an ambitious and transforming action plan for this, which seeks to positively impact our stakeholders. Among the priorities for the coming years, we highlight:

- Hold accountable and recognise leaders who act as agents of change and promote diversity in their teams
- Empower employees as promoters of D&I
- Train related internal areas to promote D&I within their processes

- Train, raise awareness and extend our commitment to suppliers
- Implement actions for the social and labour inclusion of minorities and vulnerable groups
- Encourage initiatives that promote women's empowerment



- Strengthen policies and processes for a more equal, fair and respectful work environment.
- Establish a global plan for physical and technological accessibility to advance the inclusion of people with disabilities in the labour market.
- Obtain external equal pay certification
- Make progress in the representativeness of minorities in the workforce

- Expand support to vulnerable groups to help reduce inequalities
- Provide new products / customer care services to a variety of customers.
- Give external visibility to the company's commitment to D&I

Establish new goals and partnerships that contribute to this transformation.

2. Our energy is made up of diversity

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2.1 Diversity and inclusion in the DNA of our culture

A corporate culture that integrates diversity and inclusion as pillars creates stronger teams, capable of making better decisions, innovating faster and responding better to customer demands. These aspects, in turn, have short and long-term benefits for both employees and other stakeholders.

Our corporate purpose and values seek to contribute to the environment, as well as to promote the development and well-being of people. We commit to and invest in the talent of our employees, sharing behaviours that guide the way they act and allow them to be spokespersons for these values beyond the company's borders.

How do we do it?

- 1 Policies and mechanisms:** We have regulations and instruments that guide action and reinforce the desired culture.
- 2 Inclusive leaders:** We raise awareness and train leaders to act as agents of change and to be the main *promoters* of D&I.
- 3 Employee networks:** We strengthen employee networks so that they are empowered to act as transformation catalysts.
- 4 Awareness and dissemination:** We are committed to educating employees and communities, disseminating guidelines and raising awareness of desired role models to amplify the D&I message and accelerate change.



In 2023, we delivered 33 thousand hours of D&I training (35% more than in 2022), which were received by 14,770 employees. We have over 350 D&I training resources available.

> 2.1 Diversity and inclusion in the DNA of our culture

2.1.1 Our policies and mechanisms

The main policies and mechanisms available to guide action and reinforce the desired D&I culture are:



General sustainable development policy:

This lays the general foundations and provides the backbone 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 long-term value for shareholders and other stakeholders.



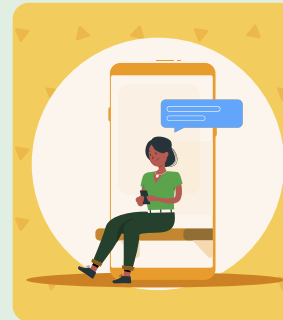
Policy on diversity in the composition of the Board of Directors and the selection of its members:

This ensures that proposals for the appointment of Company's directors are based on a prior analysis of the Board of Directors' needs and guarantees the diversity of skills, knowledge, experience, origins, nationalities, age and gender in its composition.



Diversity and inclusion policy and prevention of harassment:

This seeks to develop the structures, systems, processes and culture that generate respect for the particularities of all people within the organisation, fostering a sense of belonging.



Channels of communication with the workforce:

Whistleblowing mailboxes have been implemented to facilitate the early detection of inappropriate behaviour in the organisation. Our employees can safely report any behaviour contrary to the company's values through the ethics mailbox, their respective management or the People and Organisation area.

Policy on respect for human rights

People management policy

Selection and hiring policy

Knowledge management policy

> 2.1.1 Our policies and mechanisms

Open dialogue with employees

Having employees' views is essential to understand the degree of integration of D&I issues in their day-to-day work and to create feed back for our strategy and work plan.

In line with the employee experience strategy, we again carried out the global Climate Survey in 2023. All employees of the group have been invited to contribute, reaching a participation rate of 81% of the total workforce.

The results confirm that we are on the right track to make all employees feel integrated, respected and valued:



83 %

considers that the actions and behaviour of their line manager are **consistent with the** Company's values.



77%

of employees who believe the company is committed to creating a **diverse and inclusive work environment**.



78%

indicates that the line manager is able to effectively manage the **different characteristics, perspectives and trajectories** of the team.

> 2.1 Diversity and inclusion in the DNA of our culture

2.1.2 Development of inclusive leadership

Our leaders play a key role in driving diversity and promoting an inclusive work environment, which is why we place special emphasis on their training and development, equipping them with skills that enable them to act as role models as well as recognising and enhancing the unique value contributed by each of their team members.

We have a leadership competency model called "Top Leader", which guides the training, development and assessment of leaders and in which diversity and inclusion are at the heart of the model.

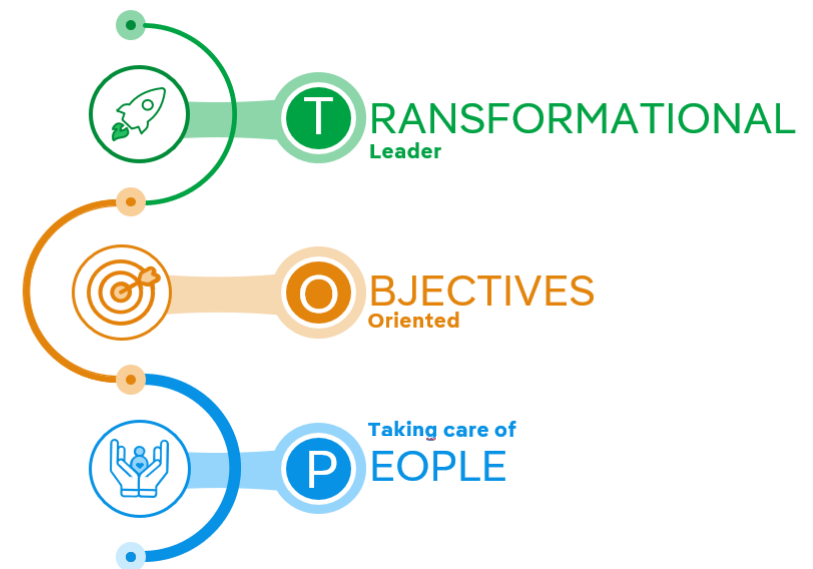
Skills linked to **caring for people** are integrated as part of the model, making reference to the **promotion of a D&I culture**.

A TOP leader, takes care of people:

- **Listens** actively, generates a culture of **continuous feedback**.
- Shows **empathy**, balance between goal orientation and looking after the team.
- Adapts their **leadership style to each situation and audience**.
- Creates an environment of **trust and closeness**.
- Encourages a flexible culture, taking into account **individual needs**.
- Promotes a **D&I culture**.

810 leaders trained in D&I which represents an increase of **8%** compared to 2022.

TOP Leader



> 2.1.2 Development of inclusive leadership

Training and development actions for leaders are complemented at local level, responding to the specific needs of each geography.



2023 Best practices

Based on the results of the Diversity Survey carried out locally, the company has launched various actions to raise awareness among leaders, such as talks aimed at female leadership, sessions under the slogan "Diversity in practice" to clarify any questions managers may have, or workshops to raise awareness and call for action on the integration of people with disabilities in the workplace. In addition, at the annual leaders' meeting, the topic of cognitive diversity was presented.

The "Inclusive Leader" training in virtual reality has also taken place. By immersing themselves in everyday situations, participants were able to reflect on which behaviours contribute - and which do not - to a more inclusive working environment.



Organisation of a conference on the Prevention of Violence and Discrimination, in which the leaders of the organisation were able to delve deeper into this subject in order to promote a secure, healthy working environment.

Organisation of trainings for leaders involved in selection processes on "Unconscious Bias".

> 2.1 Diversity and inclusion in the DNA of our culture

2.1.3 Strengthening employee networks

At Iberdrola, we have various employee networks, a space for dialogue and contribution to strengthening the D&I culture. Employee networks increase the sense of belonging, empower minorities and allow us to naturally influence the organisation.

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Employee networks



- HOLA (Hispanic Organization for Leadership and Awareness)
- AAACE (AVANGRID African-American Council for Excellence)
- CARE (Community for all Abilities and Resource for Excellence)
- ACAPA (AVANGRID Coalition of Asian Pacific Americans)
- AVAN-Veterans
- WomENergy
- Pride@AVANGRID



- Future Connection
- SP Connected Women
- In-Fuse (LGBT Inclusion)
- iCan (Climate Action Network)
- VIBE (Voice of Inclusion & balanced ethnicity)
- SPARC (Disabilities, Neurodivergence, health conditions)



- Pessoas com deficiência
- LGBTQIA+
- Mulheres
- Raça



- Women with Energy
- Generational Link
- Pride with Energy



Employee networks' goals:

- Achieve a more diverse workforce
- Maintain a culture of inclusion where employees feel part of the company
- Value and promote different perspectives, styles, thoughts and ideas
- Support employees to reach their full potential

Today, we have 21 groups of employees with a total of more than 5,200 members - an increase of

75%

compared to 2022.



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> 2.1.3 Strengthening employee networks

2023 Best practices

At **AVANGRID**, employee networks, in existence since 2018, are becoming increasingly structured and autonomous. The number of employees joining one or more networks has increased from **12% in 2022 to 38% in 2023**. **More than 90 events have been organised throughout the year**, including internal recruitment fairs to recruit new members and participation of leaders in new employee welcome programmes.



One of the highlights was the first **Career Fair**, attended by **more than 130 students** from technical colleges in Connecticut to learn about career opportunities in the sector.



At **ScottishPower**, the networks are sponsored by executive leaders, spokespeople for D&I, whose work has been essential in making the organisation's commitment visible and promoting greater involvement from the management. Major events have been organised for this, such as **Pride Season**, **Connected Women's Annual Conference** and **Black History Month**.

> 2.1.3 Strengthening employee networks

2023 Best practices



“Organisations that embrace diversity, equity and inclusion benefit from greater creativity and innovation. Encouraging an environment where people feel comfortable and valued, we build a solid foundation for growth and progress, further contributing to our social dividend and becoming agents of change.

Enrique Alba, CEO Iberdrola México



Iberdrola Mexico creates 3 new affinity groups

As part of its ambitious decalogue of commitments, to boost the representativeness and inclusion of diverse talent, promote a fairer work environment and the well-being of the entire workforce, three employee networks have been launched with **70 members** and **3 events** were organised:

- 1 Women with Energy:** The aim of this network of female employees is to give visibility and empower women in the company.
- 2 Generational Link:** The intergenerational employee network aims to bring together employees from different generations to share their experience.
- 3 Pride with Energy:** The LGBTQI+ employee network aims to raise awareness and respect for LGBTQI+ employees.



CEO meeting with employee network leaders:

At Neoenergia, affinity groups have been prominent and have played a star role during 2023, leading events, meetings and talks. This has been recognised and supported by the company's CEO.

> 2.1 Diversity and inclusion in the DNA of our culture

2.1.4 Promoting awareness and visibility

With the aim of celebrating diversity and fostering inclusion, we are once again holding **Diversity Week**, where we highlight the following initiatives:



An agenda of activities focused on raising awareness, developing inclusive skills and inspiring change. The Executive Panel that opened D&I Week had **more than 1,060 people attend**. In addition, the event included training actions aimed at employees who play a leading role in employee networks.



In its 2nd edition, the event was attended by **more 1,800 people** (internal and external). There were events around **5 themes**: Diversity, Equality and Women, LGBTQI+ Community, People with disabilities and Generational Diversity. We highlight the signing of the D&I goals for 2025 and the 5th Women with Energy Forum. Watch a summary video of the event.



Known as "Take Action Make Impact", National Inclusion Week has been a call to action, encouraging employees to think about what actions they can take (individually and collectively) and what positive impact can be made to make the work environment better for everyone.



The event focused on awareness-raising, training and volunteering, seeking to promote information, dialogue, reflection and activation of employees. Training on inclusive leadership, unconscious bias, appropriate treatment of people with disabilities and other talks were given, as well as volunteer activities focused on different dimensions of diversity. Participation in this edition **exceeded 2,400 employees**, 60% more than in the previous edition.

2.1.4 Promoting awareness and visibility



Breaking stereotypes to bring down stigma and judgment to 2022.

We use these important dates to encourage reflection and inspire more inclusive behaviour.



2023 Best practices

Celebrating racial diversity

At **Neoenergia** we have launched awareness campaigns and events for Black Awareness Month, Black Women's Day and Black Latin American and Caribbean Women's Day seeking to recognise the cultural richness of these collectives.

AVANGRID also paid tribute to the rich African-American heritage and the African-American struggle in the US with the raising of the commemorative flag at all company locations and ending with a carnival paying tribute to African, Caribbean and Brazilian cultures. Inspiring stories of employees belonging to these groups have been made visible.

Celebrating Mothers', Fathers' and Families' Day

In Brazil we take advantage of celebration days to deconstruct stereotypes, to make visible new models of family and parenthood, highlighting the importance of exercising co-responsibility between men and women.

2.1.4 Promoting awareness and visibility

Proud of our Diversity

We joined the Pride month celebrations as a way of communicating our support in the struggle for the rights of the LGBTQI+ community externally and internally.



2023 Best practices

ScottishPower

The In-Fuse employee network represented the company in the Pride March, as well as adopting the movement's colours during the celebrations.

Neoenergía

This year, for the first time, on the World Day Against LGBTphobia we have strengthened our position in defence of the rights of the LGBTQI+ community. A message from the CEO was sent to employees, round tables were held to raise awareness and debate and campaigns were carried out to give visibility to this collective, with the slogan "Seja quem você for, orgulhe-se!" (Whoever you are, take pride!).

Iberdrola España

International LGBTIQ + Pride Day was celebrated under the slogan **"We proudly embrace our diversity"**, so that all people can live as themselves, in and out of work, regardless of their individual, cultural or social characteristics.

Iberdrola México

In June, for the first time, we joined the commemoration of LGBTQI+ Pride Month, organising a Panel at the Spanish Chamber of Commerce, including actions such as the talk entitled **The ABC of human rights and the LGBT struggle** and the **Inclusion and Dialogue Workshop** on the importance of dialogue to break down stigmas and prejudices.

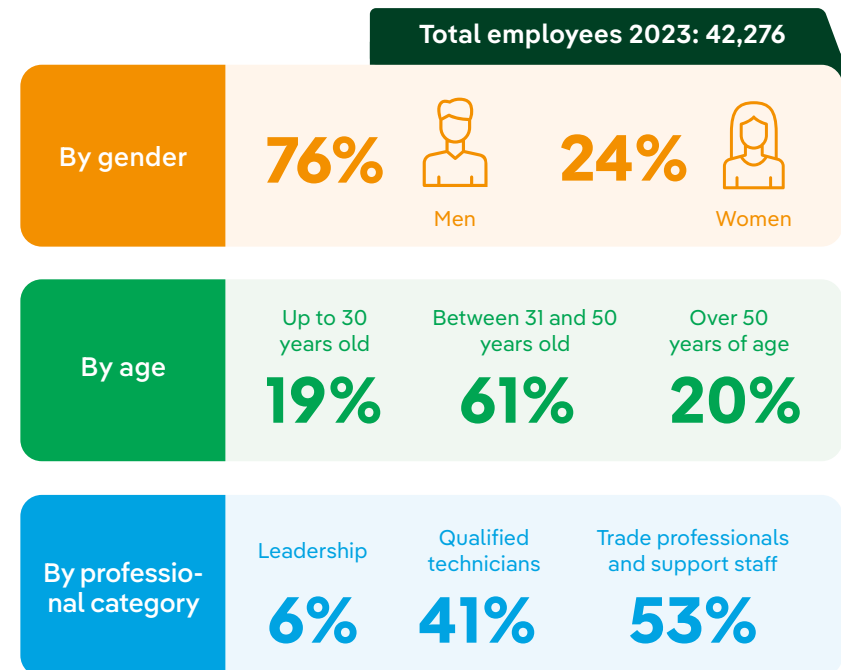
2.2 Talent that adds to our diversity

People are the key to the company's success and the achievement of our goals, which is why we put our talent at the heart of everything we do and actively work to provide opportunities for them to develop and grow, respecting and recognising their differences.

Our lines of work are based on a holistic vision that encompasses the different stages of the employee's life cycle.

How do we do it?

- 1 **We seek diverse talent:** strengthening our position as an inclusive employer, seeking to attract and recruit professionals who add to our diversity and promoting interest in STEM(*) careers, especially among minority groups.
- 2 **We invest their training and development:** to reduce the many gaps in the labour market and in the electricity sector, we are committed to boosting the talent of employees, creating opportunities for them to progress in their careers.
- 3 **We create conditions for everyone to feel part of the company:** we want to provide a healthy working environment, removing barriers to professional growth and taking care of specific needs related to the different stages of employees' lives.



Our priority is to attract and retain individuals with diverse professional profiles, encouraging their progress and active participation in the organisation by creating an inclusive environment.

This page represents those who identify as male or female, although we do have individuals who identify with another gender or who choose not to disclose information.
(*) Acronym for science, technology, engineering and mathematics.

>2.2 Talent that adds to our diversity

2.2.1 Attracting the best talent

As a global company, at Iberdrola we face a complex and constantly evolving business reality. Attracting diverse talent is therefore a key lever for driving business success.

To do this, we identify the **specific challenges we face** in attracting talent in the different geographies in which we operate, taking into account the **social, economic, demographic and political context**. In this way, we can establish priorities and develop **action plans and initiatives that are more effective** and in line with our current and future needs.

Inclusive Employer Brand

As part of the strategic People Plan, we are carrying out actions aimed at consolidating our leadership as a **powerful employer brand**, guaranteeing the **recruitment of the best talent** through an attractive value proposition that is closely aligned with the company's purpose. In order to do this, we have therefore carried out a **review of our positioning in existing communication channels** to ensure that the company's commitment to diversity, values and culture are reflected.



Our employee value proposition

If we are absolutely devoted to making every ecosystem a cleaner and purer place, we are also committed to the values and singularities that make us unique. We believe that our diversity makes us grow as a company. That is why we encourage diversity, collaboration and dynamism, creating the perfect framework to give you and all the people who work at Iberdrola a voice. We want you to be yourself so that you can reach your full potential.

> 2.2.1 Attracting the best talent

2023 Best practices

In Brazil and Mexico, to consolidate our positioning as an inclusive employer brand, partnerships have been established to reinforce the company's commitment to the hiring and development of minorities.

Neoenergía has signed the United Nations "Raça é Prioridade" (Race is Priority) and "Elas Lideram" ("Women Lead") pacts and has reinforced the goal of **increasing the black executive workforce by at least 35% by 2025**. Minority representation in recruitment processes: at least 1/3 of finalists for leadership vacancies must be from minority groups (women, black people, people with disabilities, etc.)



Iberdrola Mexico has entered into an alliance with **Pride Connection**, signing the decalogue to promote the inclusion of LGBTQI+ people and eradicate discrimination in the workplace, an initiative in collaboration with the Council to Prevent and Eliminate Discrimination of Mexico City (COPRED).



"We have been publishing our ESG commitments since 2022 and this year we have been even more ambitious. For Neoenergía to be diverse, it is essential that leadership is engaged not only in the selection of people, but also in day-to-day actions, embracing differences and providing more inclusion". **Eduardo Capelastegui**, CEO at Neoenergía.

> 2.2.1 Attracting the best talent

2.2.1.1. Improving the recruiting and on-boarding process

We ensure that processes are fair and inclusive, providing objective, transparent criteria that offer equal opportunities for all.



We have certified the recruitment team through a learning pathway that includes essential training to understand their own unconscious biases. As a rule, each selection process is expected to have a diverse candidate pool and recruitment team, ensuring representation and avoiding bias.



In 2023, the Inclusive Recruitment Principle was approved, a document that will serve as a guideline for equality and non-discrimination in selection processes.



We have ensured that there is at least one finalist candidate from minority groups in the selection process for leadership positions.



The more than 500 new professionals who joined during the year were able to enjoy the new welcome programme that the D&I module has, presenting the organisation's commitment to the subject from their first interactions with the company.



The "1000 Green Job Campaign" has been launched with the aim of recruiting professionals to meet the new demands generated by energy transition, incorporating inclusive recruitment principles in all campaigns.

Returner Program:

ScottishPower is celebrating the 6th edition of the programme aimed at experienced professionals seeking to re-enter the world of work after a break in their careers, a fact that especially impacts women after maternity leave.



> 2.2.1 Attracting the best talent

2.2.1.2 Focusing on the inclusion of women in the sector

Attracting female talent has always been one of our priorities. We are aware that in order to achieve representative equality for women and to value their contribution to the sector, it is essential to promote initiatives that bring us closer to female talent at all stages of their professional careers.

2023 Key initiative

In Australia, we have created the first network of professional women in the sector: **Women in Energy Network (WIEN)**. This network seeks to promote the advancement of women in the energy industry through networking, knowledge sharing and the generation of leadership opportunities.

WIEN connects and unites people from across Australia's energy sector to ensure a just and equitable energy transition. In 2023, we organised 7 conferences in 3 cities on a range of topics, including environmental and biodiversity law reforms together with community engagement.



Context

Women have historically been under-represented in the energy world. Women currently represent less than 20% of the global energy workforce, well below the 40% world average, according to IEA* estimates.

At Iberdrola, we have
22.6%
women in STEM
positions.

New contracts for
women:
1,565 / 34%
of total new hires.

Increase by
8% of staff women.

(*) Source: IEA, World Energy Employment 2023

>2.2.1.2 Focusing on the inclusion of women in the sector

2023 Best practices



As part of our **strong commitment to the promotion of STEM careers** with an emphasis on women, we highlight:

TaleMto with M for "mujer" (woman): first event to attract talent and promote STEM aimed at young female talent, with the participation of more than 100 female university students.

STEM Education Conferences held together with the University of Comillas, whose aim is to motivate future teachers of Primary and Secondary Education to adopt the role of designers of STEM experiences free of gender bias.

Technovation Girls, a global competition in which girls aged 8 to 18 solve real-world problems through technology and entrepreneurship and where our employees act as their mentors.

Cybersecurity Bootcamp seeks to foster female talent in this discipline and provide a trained workforce for future opportunities. Iberdrola finances 100% of the enrolment fee, 60% of which goes to women.

**Professional Women Network:**

To empower women, we joined the PWN (Professional Women's Network), where our employees are mentors in this multi-city network. We are in Rome and have signed agreements with Madrid, Paris and Lisbon. We have also partnered with universities to promote STEM careers in the markets in which we operate. We should highlight PhD scholarships for women researchers in Qatar or the Young women in Engineer initiative, a conference with talks to raise awareness among young women and encourage them to study STEM careers.

**School for (female) electricians:**

Created in 2017, this project offers free technical training for residents in the areas where we operate. Two of the classrooms are exclusively for women and, in the mixed classes, at least 35% of the places are guaranteed for women.

To date, we have trained 844 women, 68% of whom have joined our staff.

Commitment: Neoenergia has publicly committed to reach 30% of women trained by the school and 9% of women in electrician positions by 2025.



> 2.2.1 Attracting the best talent

2.2.1.3 Focusing on young talent

At Iberdrola, we continue to increase our global attraction and training programmes, such as **Master's Scholarships** or **International Graduate Programme**, which we have increased by 21% and 53%, respectively. We have also implemented new local initiatives and currently have more than 1,000 students on internships. In 2023, we invested €55 million in scholarships and graduates.



Secondary school technical students are trained through the Internship in Trades Programme to create a pool of talent.



With the Youth Plan, we have guided more than 10,000 students in different initiatives that bring this audience closer to the electricity sector. With the Iberdrola Robotics Community, we have distributed electronics kits in schools to develop technical skills.



Together with Forth Valley College, we have designed an online training programme for students to receive STEM-related training.

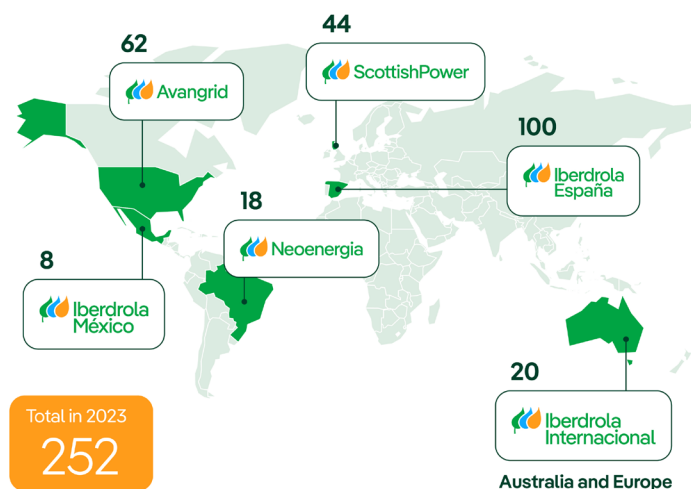


The "STEM promotion" programme seeks to promote the study of scientific and technological careers among young people from Oaxaca in Mexico.



According to the United Nations (UN), by 2050 it is estimated that 75% of jobs will be in STEM fields, but young people are still under-represented, and in some countries the trend is negative.

International Graduates Programme Opportunities



49% of new hires in 2023, these were for staff aged up to 30 years old.

Learn about the Graduate Programme that seeks to attract the best talent and provide job opportunities in Iberdrola's strategic areas.



> 2.2.1 Attracting the best talent

2.2.1.4 Driving the employability of people with disabilities

We recognise our capacity and responsibility **to act on society's challenges**, such as the access of people with disabilities to quality employment and the talent they can bring to us from their reality. This year, we have taken a further step in this direction, making great efforts to generate training and employment opportunities for people with disabilities.



Breaking Barriers: We have provided access to university for young people with intellectual disabilities. In addition, after graduation, they have the opportunity to take part in an eight-week internship in the company.



Training in recruiting: We have joined forces with the INCLÚYEME Association to train in recruitment and selection, focusing on people with disabilities. This programme also allows us to access its platform to recruit profiles of people with disabilities.



The Novo Olhar Programme attracts diverse talent by creating a database of CVs of people with disabilities.

We have launched the internal "Tell a Friend" campaign with a call to action for employees to recommend people with disabilities to work in the company.

In 2023 we have

742 people with disability,
5.4% higher than in 2022.



Having a diverse team and promoting #inclusion is part of our commitment. Therefore, ALL our vacancies are eligible for people with disabilities. At the end of the day, what matters most to us is the #energy of people and their ability to contribute and innovate together with our team. With inclusion we strengthen the power of #diversity and promote the equal and #sustainable development of our society!

> 2.2.1 Attracting the best talent

2.2.1.5 Caring for our veterans

We value the incredible discipline and unique skills that veterans bring and encourage their inclusion in the organisation.



"There is always a high demand for skilled workers in the energy industry, and veterans are a natural choice because of their disciplined nature and high priority on safety. I recognise the leadership skills and mission-driven approach of military service that can be transferred really well to our industry. We are committed not only to hiring veterans, but also to assisting them with professional development and enrichment through initiatives such as our AVAN veteran employee resource group".

Pedro Azagra, CEO at AVANGRID.

At **AVANGRID** we encourage the creation of employment opportunities for this group and favour their inclusion in our organisation through training programmes that allow them to grow professionally. This group also represents **21% of the workforce in 2023, much higher than the country average.**



Context

According to the US Department of Energy, veterans represent 9% of the US energy workforce.



The AVAN Veterans employee network promotes professional development and enrichment by encouraging a close relationship between veterans and AVANGRID.



Premio Gold Employer Recognition Scheme: Since 2021, ScottishPower has been one of the companies recognised by the Ministry of Defence for its support to the UK Armed Forces.

>2.2 Talent that adds to our diversity

2.2.2 Professional development as D&I driver

We are committed to promoting a culture of continuous, flexible learning, offering equal opportunities in access to training and professional development. We offer more than 40,000 courses, available in more than 20 languages and adapted to different learning styles and profiles.

In 2023,

43% of vacancies posted

were covered with company staff. In this sense, training plays a key role in providing employees with the necessary tools to face their new professional challenges.

Through training we are able to empower employees to continuously invest in themselves and grow. To accelerate the development of minorities, we implement actions focused on the needs of these groups, enabling them to reach their full potential.

We launched two new initiatives in 2023 to enable an open and participatory learning culture for all employees:



"C3" knowledge communities

"Connect, Collaborate and Contribute"

The 4 communities launched already have more than 1,400 members, and serve as a channel for the exchange of knowledge, lessons learned and good practices. This project revolutionises the way we learn by encouraging decentralisation and empowers internal experts to be knowledge multipliers in a multi-cultural and multi-language environment.



Masterclass

Encouraging collaboration and shared knowledge management, the initiative has already reached more than 2,600 employees. Here, managers and internal experts gave online lectures open to all employees.

> 2.2.2 Professional development as D&I driver

2023 Key initiative

In the Energy sector, the participation of women in managerial positions is generally still very limited (18%) although it has increased slightly in recent years (16% in 2020)*. **HerEnergy** is a global initiative aimed at making the talent of our female professionals more visible and boosting their development.

Developed together with external reference entities, the HerEnergy programme includes training adapted to the individual needs of each participant (e.g. personal branding, change management, among others) and support during 6 months for the development of **business-relevant projects**. Projects will be presented to senior management and implemented according to their feasibility.

In this first edition, 32 women from Spain, the United States, the United Kingdom, Mexico and Brazil are taking part in the programme and will also receive mentoring to accompany them in their professional growth throughout the programme.

We complement initiatives such as HerEnergy with specific leadership training actions for women. This is the case of the MIT "Women in Leadership" programme awarded to Iberdrola International employees or the tools to strengthen leadership skills provided to 28 female employees.



"Promoting diversity and inclusion is essential, we believe in our female talent and we want to offer these women real opportunities to progress in the company".

Estrella Martin, Global Head of Management Development, Talent & Training

By 2025, we want to attain

30% of women
in relevant positions.

Learn about the HerEnergy program and its participants

HerEnergy

In 2023, the percentage of women in top positions reached

28%
compared to 26% in 2022. The vacancies available in this group throughout the year have been filled on an equal basis.



995 promotions among Women:
30.6% of total promotions.

(*) Sources: World Energy Employment 2023, International Energy Agency, 2020 (Gender and Energy Data Explorer)

> 2.2.2 Professional development as D&I driver

2023 Best practices

Mentoring as a learning and people connection tool



"We can learn so much from each other! Today, more than ever, we are an intergenerational and diverse team, ready to face big challenges. We kept moving forward to the energy of the future with the best talent!"

Mario Ruiz Tagle, CEO Iberdrola España

In Spain we started **Silver Experience**, a programme to promote intergenerational exchange, where employees with more than 30 years' experience share their experiences and knowledge with employees with less than 5 years' experience.

Through this new initiative, several sessions are organised, covering topics such as **progress from the start of their professional career, representative projects, resistances and solutions. We mainly seek to combine the value of experience and the potential of junior talent.**

Senior Talent

+30 years
of experience

Share knowledge with **Junior Talent** through various sessions (Via Teams) where you will be able to transfer your knowledge and experiences.

Junior Talent

-5 years
of experience

Learn from **Senior Talent** by participating in the programme where you will have a great human capital that treasures great knowledge at your disposal.

Digital mentoring

Global programme active since 2020, connecting employees of different generations, genders and cultures. The aim is to promote the development of digital skills and inclusion within Iberdrola. To date, 155 couples, from recent graduates to directors, from 10 different countries have participated. During 2023, more than 4,660 hours were registered for people using the programme, with a participant satisfaction rating of 4.5 out of 5.

Engineer Development Programme

With exposure, experience and commitment as its core principles, AVANGRID's Engineering Development Program is a 2-year technical curriculum, during which young engineers work with mentors to accelerate their development and share experiences.

>2.2 Talent that adds to our diversity

> 2.2.3 Caring for our people

Attractive and comprehensive benefits and a healthy working environment are crucial elements in attracting and retaining the best talent. At Iberdrola, our priority is the integral well-being of all employees both at work and in their personal lives.

2023 Best practices

At Iberdrola España we have launched **new maternity and paternity support measures** with the aim of helping to make the positive experience of maternity/paternity compatible with a successful professional career.



We have opened breastfeeding rooms in the main workplaces.



Parking is available for women in the third trimester of pregnancy.



We make work-life balance easier through programmes aimed at employees and their children, such as activities on days off from school, residential language camps, etc.



We benefited almost 70 families in the social and occupational integration of children with disabilities who are dependent on employees.

We are committed to flexibility in order to create a more inclusive working environment: We offer options such as flexitime, teleworking and part-time work, giving employees more freedom to choose the most appropriate work model and location, as long as the defined requirements are met.

We also have family support services, such as subsidised childcare and breastfeeding rooms. **ScottishPower** offers maternity/paternity counselling, supporting employees during this period. The initiative combines practical support and career counselling, focused on maximising the participant's potential for progression in their career.

We promote physical wellbeing measures - such as sports, access to gyms, nutritional advice - and mental health measures, such as digital disconnection and psychological support.

91% of employees

say that their line managers are flexible when they need to deal with a personal or family matter. (Climate Survey 2023).

> 2.2.3 Caring for our people

2023 Best practices

Improving accessibility

We have set ourselves the priority goal that all people, regardless of their disability, find the necessary resources for their professional development.

AVANGRID: We have participated in the Disability IN Index, an assessment tool that helps companies build a roadmap of measurable and tangible actions towards the inclusion of people with disabilities.

Iberdrola México: we have a new **Accessibility and Reasonable Accommodation Policy**, a mechanism that creates a process for employees to request reasonable accommodation in their workplace or work tools, aimed at people with disabilities in the workforce, pregnant women, older adults, people with temporary physical limitations. An event has also been organised to discuss **progress, challenges, benefits and good practices for the inclusion of people with disabilities within the organisation.**

ScottishPower: We have improved the guide on how to request a reasonable accommodation to meet the needs of people with disabilities, thanks to input from the SPARC employee network.

Caring for the physical and mental well-being of employees:

Following the good practice of Iberdrola España, **Neoenergia** offers economic, legal and psychological counselling to victims of gender violence, as well as facilities for their better adaptation to the labour market. Training is provided to staff on how to identify possible victims of violence and guidance is given on available reporting channels.

Iberdrola México organised a day on the Prevention of Violence and Discrimination with spaces for training and prevention of violence and discrimination that can occur in the workplace. A total of **6 workshops were held for staff**, as well as a session for leaders and a **webinar in which 356 people took part.**

AVANGRID seeks to promote the mental health of the workforce by making available **mindfulness activities and awareness-raising talks** to help people understand and cope with mental health problems and improve their well-being at work.

> 2.2.3 Caring for our people

2.2.3.1 Fair retribution

At Iberdrola, we guarantee the quality of employment as a fundamental means of promoting equal opportunities and non-discrimination, offering equal pay to men and women for equal work and adopting common and objective criteria for salary reviews.

The underlying cause of the wage gap in certain age groups is the **lower presence of women in the workforce**, which is common in the energy sector, and which is accentuated in managerial and technical positions.

To mitigate this reality, we are working to promote equal professional development, the inclusion of **new generations** within the sector, promoting conciliation measures that benefit men and women equally in order to gradually increase the **presence of women in the company**.

The ratio between the average pay of men and women is

94.6%.

Average salary retribution by age and gender

Iberdrola (EUR)	Men's retribution/ Women's retribution			(Men's retribution - Women's retribution) / Men's retribution		
	2023	2022	2021	2023	2022	2021
Up to 30 years old	103.4	101.5	95.8	3.3	1.5	-4.4
Between 31 and 50 years old	87.0	87.5	85.4	-14.9	-14,4	-17.1
51 years old or older	105.2	106.3	110.9	4.9	5.9	9.8
Average total salary retribution	94.6	94.8	93.3	-5.8	5.5	-7.2

Among the goals set for the year is the gender pay equity certification by a renowned external body. The assessment takes into account the employees' perspective and will help us to take measures for further development.

3.

Thinking of all our customers

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3. Thinking of all our customers

At Iberdrola, we are aware of the inherent potential to our business model to generate a positive and significant impact on the daily lives of millions of people. This commitment drives us to constantly explore ways to innovate and refine the products and services we offer, tailoring them to the specific needs of our nearly 100 million customers.

How do we do it?

- 1 Attending to the most vulnerable groups.** We work to build an energy model that is more accessible and healthy, promoting social development and working to ensure that everyone has access to energy services.
- 2 Creating Inclusive channels:** We include D&I principles in the different stages of the customer experience, from the design of the product and service portfolio to customer service.
- 3 Developing and inclusive brand:** we integrate D&I values into our communication and branding strategy to make our commitment visible and to influence the environment.



Context

It is estimated that around
600 million

people lack access to essential energy services, which negatively affects their quality of life and development opportunities.



3.1 Supporting the most vulnerable people

The nature of our business and the geographies in which we operate present us with very different social realities, some of them with a high degree of vulnerability. Aware of the responsibility this implies, we promote initiatives that make our resources available to those most in need.

2023 Key initiative



ScottishPower is the first company in the industry at global level to achieve the new *British Standards and Improvement Company (BSI) Inclusive Service Kitemark certification*, underlining our commitment to support vulnerable customers.

The Kitemark Inclusive Service provides a framework to help organisations and employees understand the underlying factors related to **customer vulnerability and works to develop and implement processes and collaborate with partners to overcome any challenges they may face.**

In the UK in 2023, more than **£5.8 million (€6.8 million)** of customer benefits were generated through support services and initiatives, focused on three main areas: vulnerable customers in the event of being cut-off from their supply, customers in or at risk of energy poverty and customers most at risk of being left behind in the transition of the energy system.



"We are committed to providing a fully inclusive service to all our customers, so I am delighted that our efforts have been recognised by becoming one of the first companies to achieve the Inclusive Service Kitemark. It is now more important than ever to recognise and support vulnerable customers through fair, flexible and inclusive services that ensure the best possible outcomes for them".

Kendal Morris, Customer Service Director at SP Energy Networks



ScottishPower participates in the Warm Home discount plan, aimed at people on low income or living in fuel poverty, by providing a payment of £150. In addition and in the face of difficulties in paying energy bills, it offers energy efficiency tips, analyses payment alternatives and provides advice through the Hardship Fund programme.

3.1 Supporting the most vulnerable people

2023 Best practices



We act proactively, carrying out a **statistical analysis to detect vulnerable customers** and for the **proactive application of discounts**. Discounts are **up to 65%** on the energy tariff for vulnerable customers and can go up to **100%** for Afro-Brazilian communities. To date **3.4 MM** families have benefited with significant cost savings. Solar systems or electricity grids have been installed in low-income communities, ensuring quality and safety of the service. In the **Vale Luz (Light Voucher) project** solid waste is exchanged for a discount on the energy bill. Together with UNICEF, we support **public education networks** and help strengthen curricula focusing on climate change, energy efficiency and waste reuse in more than 500 state schools.



It currently offers electricity tariff discounts to **more than 257,000 low-income people**. The **Home Energy Assistance Programme (HEAP)** helps low-income people with the cost of heating their homes, generating significant savings for the beneficiaries.



We collaborate with **public administrations, different entities and NGOs** to make access to energy easier for **economically disadvantaged people**. We have also established a **Procedure to protect customers in vulnerable situations** in order to secure energy supply. These are those supplies covered by the social discount rate, as they are pensioners or unemployed families. The **697 thousand** customers benefiting from these subsidies receive special attention from our marketing company in order to make the application and processing procedure possible.

Committed to the protection of customers in vulnerable situations, we facilitate access to this support mechanism for vulnerable people throughout Spain. Iberdrola currently has almost **570 thousand customers** benefiting from this measure, which represents almost **47%** of the total number of beneficiaries in Spain. In the last year, there was an increase of **5%** in the number of applicants for the social discount rate, which provides a discount on electricity bills that is covered by the electricity companies.

3.2 Providing accessible service

Inclusive customer care is the basis for providing a personalised, quality service. We extend this philosophy to all points of contact to ensure the best experience for our customers.

At Iberdrola, we have channels aimed at people with disabilities and we have adapted our physical service points to make them more accessible for people with reduced mobility. Taking into account different language needs, we have communication channels such as telephone service, websites and bills available in different languages.

2023 Best practices

Neoenergia has a special service for the hearing impaired; it has adapted its spaces for people with reduced mobility, and has trained customer service teams to support vulnerable groups, including indigenous communities. The smart IVR (Interactive Voice Response) system predicts what visually impaired customers need and assures them of assistance. A review of customer communication has been carried out to humanise it and make it more inclusive.



ScottishPower has partnered with the interpretation service SignLive to provide customers with the option of having their conversations translated into British Sign Language (BSL) free of charge. This collaboration will ensure that customers with hearing or speech impairments can connect with our customer service team for assistance through a qualified BSL interpreter.

The website is equipped with technologies to make browsing easier for people with cognitive or physical disabilities. Information for visually impaired customers can be translated into Braille or large text, text relay for hearing impaired customers and access to an interpretation line offering over 100 languages is available 24/7; these are just some of the services offered to ensure that information is as accurate and accessible as possible for all customers.

3.3 Contribution to social change through advertising

We disseminate our commitment and include diversity in our brand positioning. We try to tell stories that reflect society's reality. The fight against stereotypes is also present in our campaigns, which aim, among other things, to overcome barriers and contribute to social change.



Context

Companies are more aware of the need to incorporate different minority segments in their communications. Both the LGBTQI+ community, as well as older adults, people with disabilities, ethnic or racial groups have grown in terms of size, purchasing power or influence and continue to be underrepresented in brand communications.

Advertising changes carried out this year are:

- 1 Ensuring **gender balance in all leading roles.**
- 2 **Representation of women in professions commonly associated with men** (e.g. engineers, scientists...).
- 3 **Inclusion of the audio-guided system in all TV campaigns**, to facilitate reaching audiences with visual and/or hearing impairments.
- 4 **Incorporation of people from other minority groups in campaigns.**



4. Iberdrola's social commitment

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4.1 Social action: our contribution for communities

We are committed to improving our environment and the quality of life of the most vulnerable. In order to achieve this, we carry out specific initiatives through our foundations, alliances with a multitude of entities, as well as activities in which a network of more than 20,000 corporate volunteers participate.

Through the social action programmes promoted by the foundations (ScottishPower Foundation, AVANGRID Foundation, Iberdrola Mexico Foundation, Neoenergia Institute and the Iberdrola España Foundation), we have made a total investment of 9.1 million euros in 2023, benefiting more than 622,000 people.

How do we do it?

We focus our energy on under-represented groups and the most vulnerable communities:

- 1 Supporting the social and labour inclusion of women at risk of exclusion.
- 2 Promoting sport and music as a D&I strategy.
- 3 Enhancing the employability of young people, especially those at risk of social exclusion.
- 4 Supporting local communities.



Our network of volunteers, the driving force behind these and other initiatives, now numbers more than 20,000 employees, family and friends, a 20% increase on the previous year.

4.1 Social action: our contribution for communities

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 just future for women and we work for their social and labour inclusion. Some noteworthy initiatives are:



Empowering Women in Scotland

We fund Smart Works Scotland to support women from minority ethnic backgrounds to get sustainable jobs and help them thrive in their new work.



"It is worrying that the employment rates of ethnic minority women in Scotland still lag far behind those of white women. I am proud to lead a project that strives to address these inequalities and ensure that we focus on getting all women into employment".

Carys Roberts, Smart Works Outreach Project Manager



Inspirar Award 2023

In Brazil, 16 women leaders, who drive social transformation through art and culture in vulnerable communities, have been recognised for their social contribution by Iberdrola.



8M Challenge

In collaboration with the Eurofirms Foundation, we have provided scholarships to 20 unemployed women with disabilities and have offered job guidance, training and empowerment actions.

Protagonistas de su Futuro (Stars of their Future):

Social and labour integration of more than 290 women victims of gender-based violence and/or who are in a situation of severe social exclusion.

SUMA

Programme to help women who have taken a long break in their professional life due to maternity or family care to return to work.

4.1 Social action: our contribution for communities

4.1.2 Driving gender equality

One of our core values at Iberdrola is to serve as an integrating force, using our energy and talent to encourage diversity and fight against social inequalities.

We have a number of company initiatives to promote equality in the different geographies where we operate, including our support for sport and music. Boosting female talent in these fields is not only fundamental to achieve gender equality, but also to give the world's women and girls the opportunity to demonstrate their skills, strength and determination.

2023 Best practices

Supporting women's football

In 2023 the Scottish subsidiary, ScottishPower, announced a landmark partnership agreement with Scottish Women's Football (SWF) and the Scottish Women's Premier League (SWPL) to promote women's football at all ages and levels in Scotland over the next three years. **In this way, the company has become the exclusive lead partner of the association promoting Scottish women's football and the Scottish league.**



En España y en Brasil ya somos el principal socio-patrocinador de las selecciones nacionales femeninas de fútbol.

We are the Green Campaign. We Are the Red, where the protagonists are the players of the Spanish national team.

4.1.2 Driving gender equality

2023 Best practices



Neoenergia against gender violence:

The women players of the Brazilian national football team have shown their support for the campaign to eliminate violence against women, an initiative of the Brazilian Football Confederation (CBF) and Neoenergia, to raise social awareness of this problem.



4th edition of the Iberdrola Supera, en España

A charitable-based recognition aimed at promoting gender equality with the endowment of 300,000 euros for the best projects in favour of women's excellence through sport.



Laureus Sustainability Index

Iberdrola has been recognised in the Laureus Sustainability Index, which includes pioneering brands that generate positive social or ecological impact through sport.



"As a company, we are committed to promoting equality at all levels and I am delighted that we are supporting girls and women in our communities across the country to access and benefit from sport".

Keith Anderson, CEO at ScottishPower

Iberdrola España Our women's sports figures 2023



32 Federations



+ 100 Competitions



+ 600,000 Sportswomen



35 Ambassadors



4.1.2 Driving gender equality

2023 Best practices

**Neoenergia Team:**

Committed to the development of women's sports in Brazil, Neoenergia has sponsored elite athletes in different sports, such as Tota Magalhães, Brazilian U-23 champion in road cycling and time trial, a reference for girls and women who enjoy cycling; Bruna Kajiya, three-time world kitesurfing champion and the first woman to perform the 315 backside manoeuvre; and Mirelle Leite, two-time South American under-23 athletics champion in the 3,000-metre steeplechase.



As part of its alliance with the Sultanes de Tamazunchale, Iberdrola Mexico is training the coaches who will be in charge of the Escuelas de Fútbol Comunitarias (Community Football Schools) programme, a new project that aims to continue promoting sport among young people and children.



"I have a history of having to struggle and persevere like so many Brazilian women. My strength comes from nature, which offers to us so many renewable sources. I am very happy to be part of the Neoenergía team. This gives me extra energy to overcome the challenges and do my best to honour this agreement."

Mirelle Leite, Brazilian two-time South American athletics champion

4.1.2 Driving gender equality

2023 Best practices

SPOTIFY EQUAL FEST

At the Spotify EQUAL fest, women take centre stage.

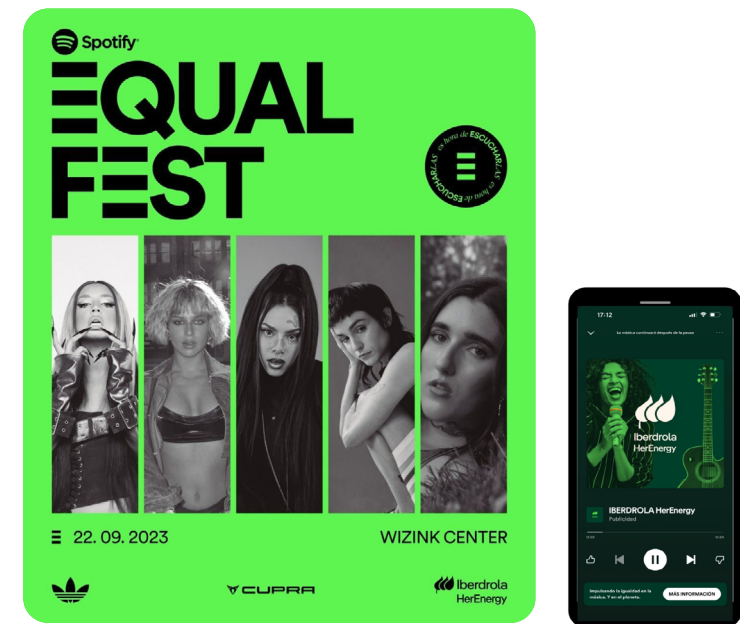
With the aim of **recognising the contributions of women in music and advocating equal opportunities**, Iberdrola España has organised the first edition of **SPOTIFY EQUAL FEST**, an event with an all-female line-up. The platform's first live concert featured performances by artists **Nathy Peluso, Ptazeta, Natalia Lacunza, Judeline and Lola Índigo**, who took to the stage to demonstrate that the best music knows no gender.

Spotify EQUAL also held an **awards ceremony** to honour the **best female musicians, producers and women in the industry** which was again supported by us.



Context

In Spain, only one in five Spotify artists is a woman. The figure shows that there is still a long way to go to achieve gender equality in the music industry.



Our support for the **Spotify Equal FEST 2023** is framed within the aim of acting not only to **eliminate any form of discrimination or violence against women**, but also to create **opportunities to give visibility and empowerment to women's talents in different areas of society**.

4.1 Social action: our contribution for communities

4.1.3 Driving employability

Linked to our commitment to sustainability, training and quality employment, we make it easier to prepare for and access green jobs in the communities where we are located.

In 2023, we reinforced our commitment to employability with the launch of Global Green Employment (GGE) - a platform for career guidance, training and access to green job opportunities.

The platform already has more than 30 partners and has posted more than 1,400 vacancies.

[Learn more about the GGE](#)



Looking for solutions to the training mismatch in Europe, we co-lead **Reskilling for Employment (R4E)** project of the European Round Table (ERT). This is a collaborative reskilling ecosystem involving companies, public bodies, trade unions, industry associations and training providers. Through specific initiatives for the unemployed, we promote training in the energy sector while supporting the local economy in the territories where we are present. To date, we have reached more than 1,000 people in Spain, enabling them to re-orientate themselves in the labour market.

4.1.3 Driving employability

Youth employability

We have several scholarship and guidance programmes for young people with limited resources, at risk of exclusion or with disabilities to support them in undergraduate studies and technical training. In addition, we have programmes in which volunteers provide training and support to young people at risk of social exclusion.

2023 Best practices



In Spain, we have different training and employment projects aimed at young people in vulnerable situations:

- **Generation Unlimited:** a partnership with UNICEF that seeks to connect young people with opportunities for training, empowerment, employment and social entrepreneurship.
- **Coach Exit:** focusing on improvements in self-esteem, motivation and career guidance.
- **iMpulsa projet:** seeks to prevent early school leaving by promoting educational continuity.
- **Lights and Action:** promotes energy efficiency training and mentoring of students, getting to more than 240 individuals by 2023.

With the “**Disfriendly Classroom**” Programme, we encourage the labour insertion of people with disabilities in which green employment opportunities are presented through workshops related to our sector.



At Neoenergia, with the aim of promoting the personal and professional development of young people living in Salvador (Bahia, Brazil), we launched the **Mentoring the Future** initiative in partnership with the Joule Institute.

Participants have been able to prepare for the labour market and receive guidance from an experienced mentor, a Neoenergia employee, who in turn has been able to develop their mentoring skills.



"By using all our expertise and involving companies in our value chain, we are helping to open professional doors for these young people through training and internships promoting the development of skills and their empowerment, thus boosting the incorporation of this group into the labour market".

Gonzalo Saénz de Miera, Director of Climate Change and Alliances at Iberdrola

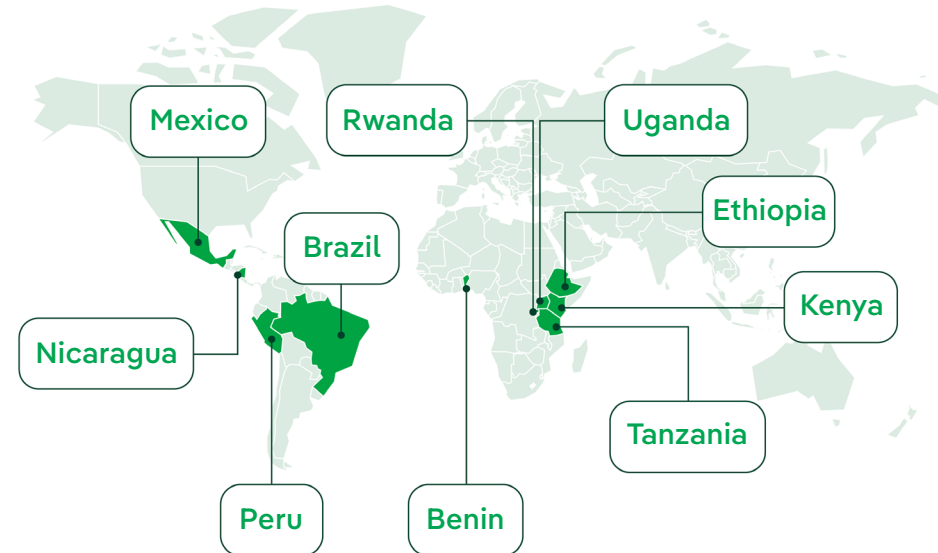
4.1 Social action: our contribution for communities

4.1.4 We support local communities

We take into account the needs of the local communities in which we are present and look for ways to contribute to their development through our volunteers or through key partnerships with other actors.

Electricity for All programme

The Electricity for All programme is Iberdrola's response to the international community's call to expand universal access to modern forms of energy, with environmentally sustainable, economically viable and socially inclusive models. The programme aims to ensure access to electricity in emerging and developing countries, as well as for vulnerable people in developed countries. **We recently signed a new sustainable loan of 1.5 billion euros, linked to these goals.** From 2014 to today, 12.4 million people have benefited from the Electricity for All programme up to 2023, and we are making good progress towards the target of reaching more than 16 million people by 2030.



Installation of antennae

Iberdrola Mexico has signed an agreement with Telcel to improve mobile coverage for both the power plant and the surrounding communities in order to have a positive impact on the communities surrounding the Tamazunchale Combined Cycle Power Plant.

Iberdrola with Refugees

We provide a comprehensive support plan for refugees, which aims to provide them with resources and tools to overcome the first barriers upon their arrival in Spain, and in this way achieve their integration.

Afro-entrepreneurial fairs

In collaboration with external entities, we have organised fairs to promote the entrepreneurship of the Afro-Brazilian community in Brazil, providing the community with a space to disseminate their projects and make the talent of this group visible.

Building Together - Bono legal programme:

Iberdrola professionals, in collaboration with lawyers from the 14 signatory law firms, have provided training services and legal and tax advice to non-profit organisations.

4.1 Social action: our contribution for communities

4.2 Moving forward hand in hand with suppliers

In our commitment to go beyond the internal perimeter of the company and work with other stakeholders, we promote the incorporation of environmental and social standards in suppliers. On the one hand, this has a multiplier effect on the D&I impact and, in turn, a positive return for our organisation.

In order to promote D&I in the value chain, our **Supplier Code of Ethics 2023** establishes the principles that must govern suppliers' actions throughout the Iberdrola group and that are a necessary condition for any contractual relationship.

Among other commitments, the code requires that the labour relations they establish with their professionals be based on equal opportunities, especially between genders, non-discrimination and the consideration of D&I in a cross-cutting manner in their value chain.

Iberdrola's commitment to ESG (Environmental, Social and Governance) criteria and their extension to its main suppliers is embodied in the aim of ensuring that, **by the end of 2025, at least**

85 % of the main suppliers

of the group are subject to sustainable development policies and standards.

Through our purchases from our suppliers, we contribute to maintaining more than

500,000 jobs

all around the world.

At **Iberdrola España**, the volume contracted to **Special Employment Centres**, whose main goal is to provide people with disabilities with productive and gainful employment, has reached

2.2 million euros.

In **Mexico**, specific supplier-oriented activities have been carried out, addressing two goals in particular:

- The importance of having a D&I policy and how to develop it;
- To make Iberdrola's commitment to D&I visible and share good management practices.

4.1.3 Driving employability

2023 Key initiative



Theresa Eaton, CEO of WECS, at the award ceremony.

Global Supplier of the Year Awards

This recognition is awarded to those suppliers that stand out because of their commitment to innovation, equality, quality, sustainability and job creation, thus contributing to a low-emission economy.

In the 2023 edition, the award for Diversity and Equality went to the US company WECS Renewables, a supplier of spare parts and maintenance for AVANGRID's wind business, for being a Woman-owned company and contributing to the subsidiary's Supply Chain Diversity goal.

Diversity Summit with suppliers at AVANGRID

The event brought together 50 AVANGRID supplier companies and 50 representatives of various stakeholders from relevant areas with the aim of strengthening supplier diversity, enhancing its Supplier Diversity Programme and moving towards its goal of reaching \$300 million of diverse supplier spend by 2025.

AVANGRID's Supplier Diversity Programme

promotes an inclusive environment through fair, competitive business practices that strengthen the participation of ethnic minority, women, disabled veterans, people with disabilities, and lesbian, gay, bisexual, transgender, transsexual, queer and intersex (LGBTQI+) owned businesses in the company's procurement of goods and services. The volume contracted during 2023 to these groups is around

284 million dollars.



"These awards are not only about economic efficiency or agile operations but also about contributing to a greener, fairer and more sustainable economic model that creates opportunities for all. We are a value-driven company that wants companies that share our vision by out side.

Ignacio S. Galan, Chairman



5. Alliances, awards and recognitions

5.1 Alliances that accelerate transformation 60

5.2 Recognitions that motivate us to keep working 61

5.1 Alliances that accelerate transformation

We continue to support UN Women by signing the Women's Empowerment Principles. As a member of the European Round Table for Industry, we collaborate with large companies so that we can evolve together.



In 2023 we joined the **Womentalia** and **Aemener** alliances, which aim to help companies to get closer to talent and foster STEM careers among women. We are also part of the **STEAM Alliance for Female Talent "Girls in Science"** signed with the Ministry of Education, which aims to contribute to an education and training system that eliminates stereotypes. We are part of the **CEO for diversity** alliance, which brings together 91 CEOs from the country's leading companies around a common and innovative D&I vision, acting as drivers and ambassadors of change.



We are the first energy company in Brazil to officially join the **#Brasil SemMisoginia** (#BrasilSinMisoginia) campaign. With this initiative the Ministry of Women's Affairs aims to bring together the public and private sectors, civil society and the third sector to address all forms of violence and discrimination against women.



We are a corporate partner of the **Women's Engineering Society**, which supports women engineers and seeks to encourage girls to see engineering as a career option. We also remain committed to the **Energy Leader Coalition**, which brings together the UK's leading energy CEOs to disseminate best practices.



We are members of **Paradigm for Parity** and **CEO Action!** for Diversity and Inclusion, as well as continuing our long-standing partnership with the **Edison Electric Institute** (EEI) and the **American Gas Association** (AGA), as together we drive continuous improvement in the utility sector.



We have joined the **"Empresas Mexicanas X la Inclusión (Mexican Companies For Inclusion)"** initiative promoted by the World Bank, which brings together companies that promote more inclusive workplaces and services, specifically for LGBTQI+ people and people with disabilities. We are also part of **PrideConnection**, a network of companies promoting LGBTQI+ inclusion and **Éntrale**, a network of companies promoting inclusion and equality for people with disabilities.

5.2 Recognitions that motivate us to keep working



We are the only Spanish *utility company* included in all index editions. Selected in recognition of our equal opportunities and gender equality policies. This year AVANGRID has also been assessed and included for the first time.



The Financial Times has included us in its 'Europe's Diversity Leaders' ranking, giving us first place among Spanish energy companies.



Once again we have been included in the Dow Jones Sustainability Index, the only European utility to be included in all 24 editions. In the social section, we have stood out due to the increase in our rating for the issues: gender pay, workforce breakdown and discrimination and harassment.



Neoenergia makes its debut in the Brazilian Stock Exchange's Diversity Index, IDIVERSA B3, which has a race and gender focus and includes listed companies that excel in the field.



We have again been recognised by the WDi (Workforce Disclosure Initiative) for the quality of the publication of initiatives to promote a quality working environment among employees.



Iberdrola Mexico recognised as an Exceptional Company by the Business Coordinating Council (CCE) and the Institute to promote Quality, for its Luces de Esperanza project.



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



In Spain, we received the Vocento Award for Equality, Diversity and Inclusion. These awards recognise companies that anticipate society's needs and act as a driving force for sustainable development.



Iberdrola, in the Spanish top 10 of the Equileap gender equality ranking and in the top 100 globally.



Spanish university students rank us No. 1 in the energy sector in attracting and retaining talent and No. 1 in digital talent.



The sustainable fund manager La Financière Responsable has ranked us as a leader for the commitment and inclusion of people with disabilities.



The Bizkaia Business Confederation (CEBEK) has awarded us in the major companies category for our commitment to promoting diversity and equal opportunities between men and women in the workplace.



Iberdrola Mexico is certified as a Best Place to Work LGBTQ+ by HRC Equidad MX, with the support of the Human Rights Campaign (HRC) Foundation.



ScottishPower renews its Disability Confident status. This certification is a UK government initiative to engage and recognise disability inclusive employers.

6. Appendices

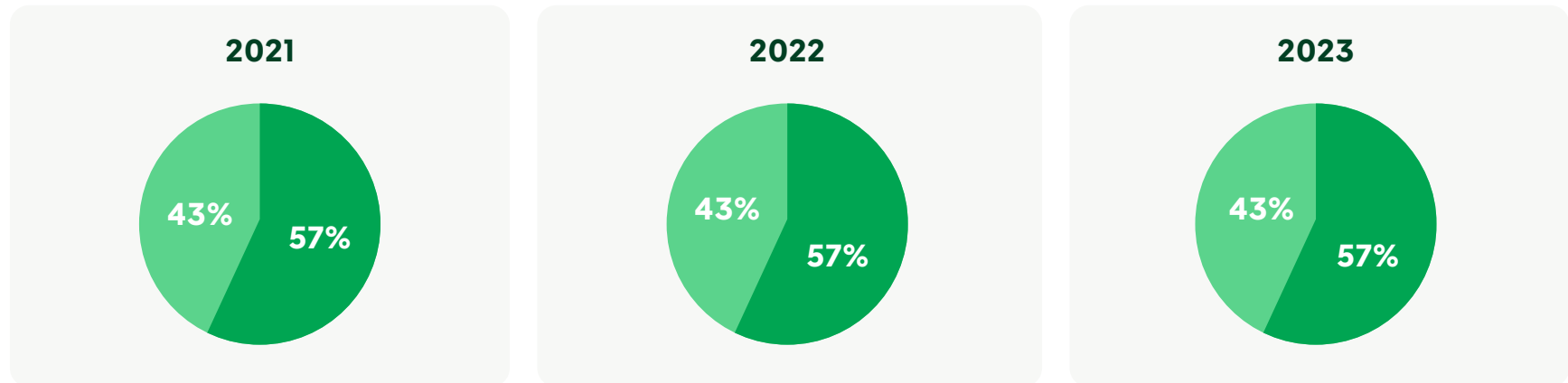
6.1 Diversity in the Board of Directors and staff by gender and age	63
6.2 Evolution of people with disabilities integrated into the workforce	64
6.3 Workforce by country, gender and professional category	65
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6.1 Diversity in the Board of Directors and staff by gender and age

Board of Directors

Gender

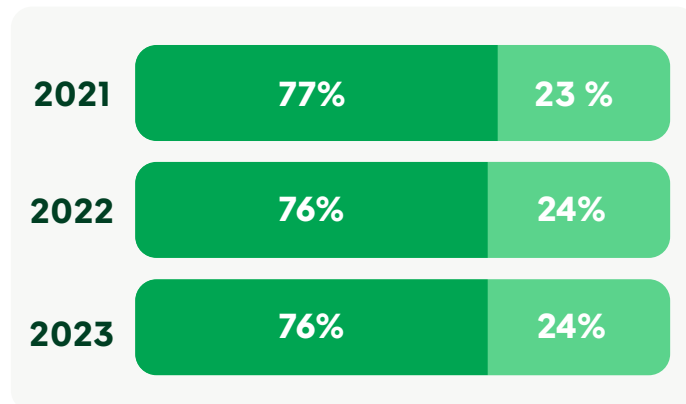
- Men
- Women



Workforce

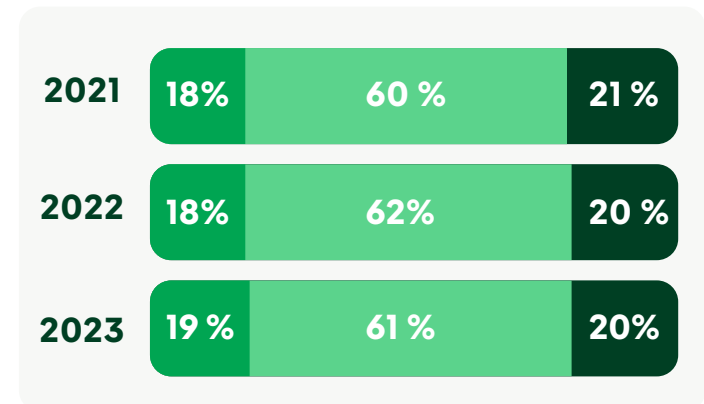
Gender

- Men
- Women



Age

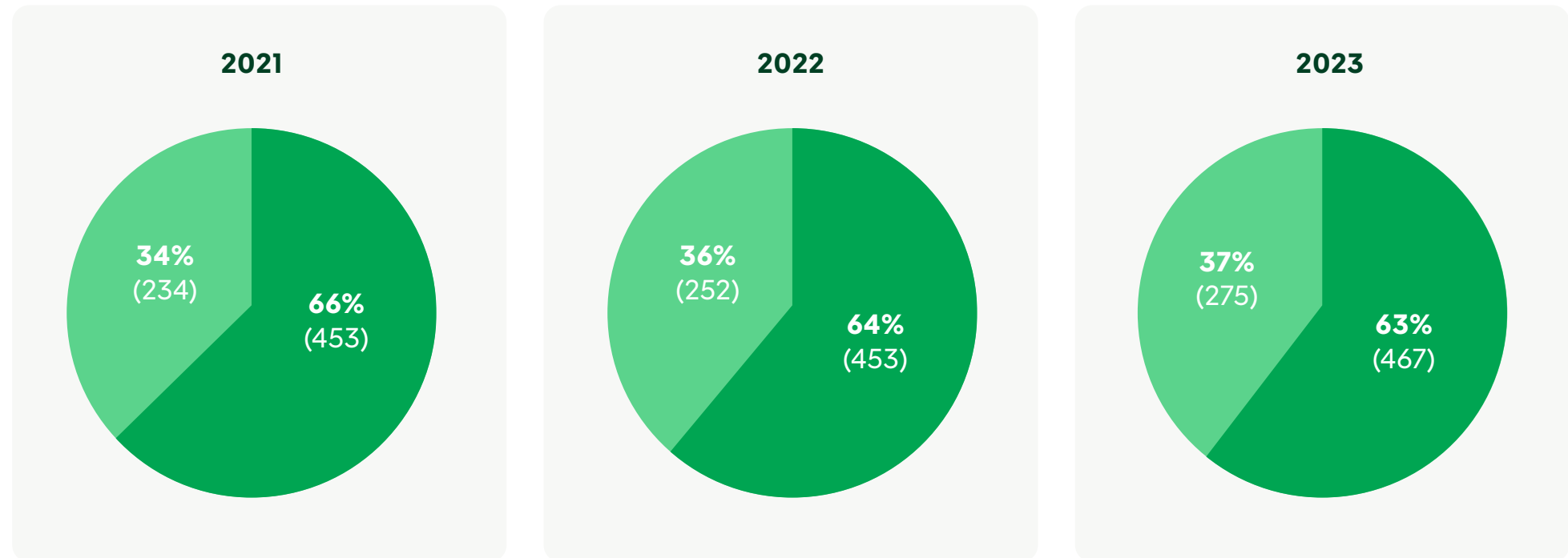
- Up to 30 years old
- Between 31 and 50 years old
- Over 50 years of age



6.2 Evolution of people with disabilities integrated into the workforce

Gender

- Men
- Women



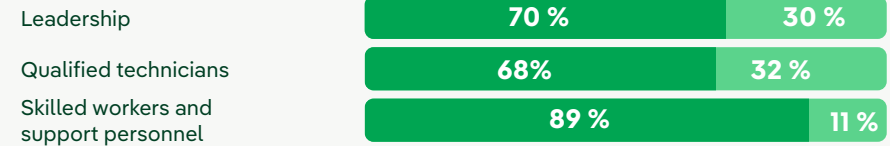
6.3 Workforce by country, gender and professional category

● Men ● Women

Global 2023



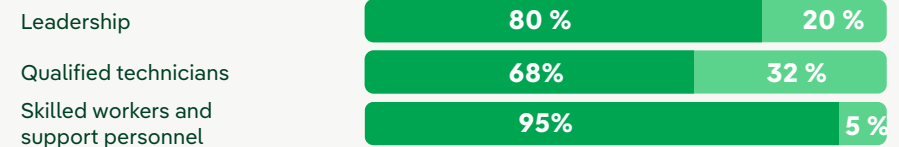
Spain - 2023



United Kingdom - 2023



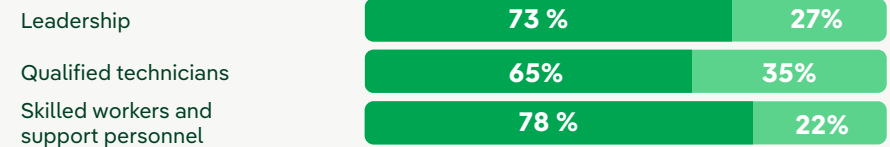
Mexico - 2023



Brazil - 2023



USA - 2023



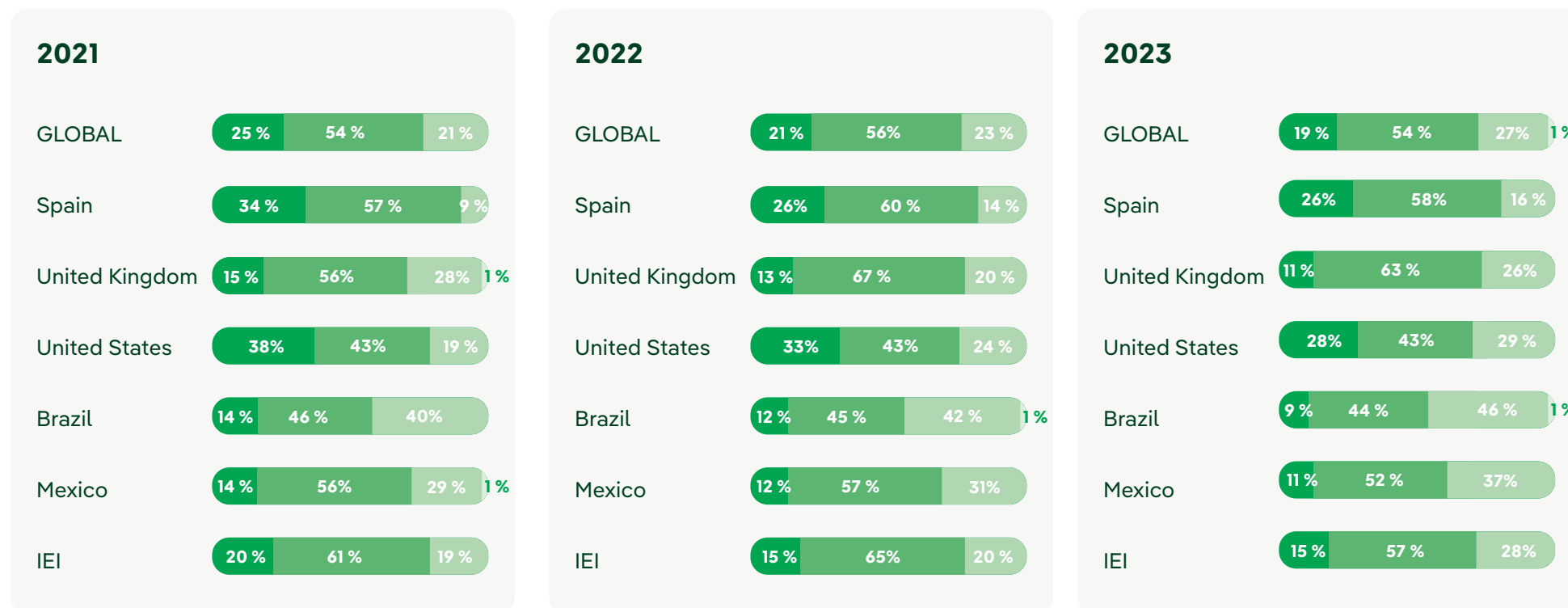
IEI - 2023



6.4 Evolution of staff by country, generation and professional category

● Baby Boomers ● Generation X ● Generation Y ● Generation Z

Leadership



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).

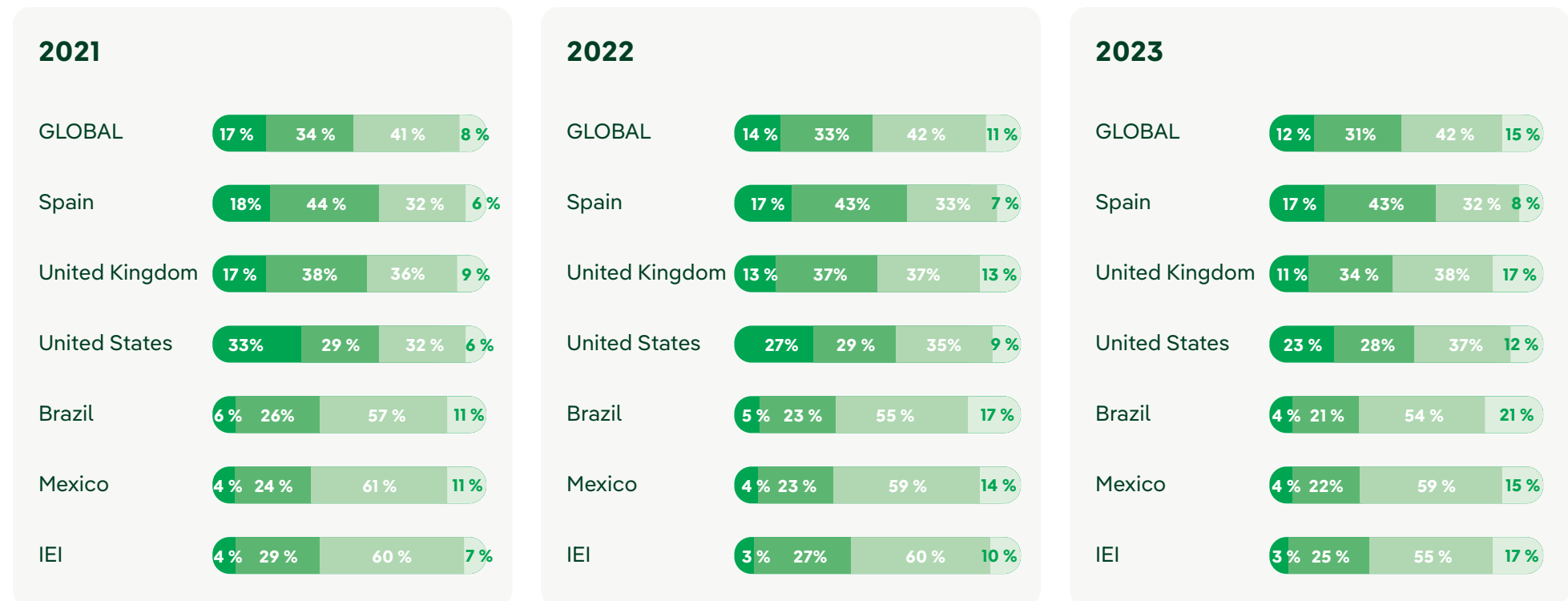
Companies included: Iberdrola S.A., subsidiaries of: Iberdrola España, Iberdrola Energía Internacional, ScottishPower, AVANGRID, Neoenergía e Iberdrola México

In some cases, percentages do not add up to 100% due to the rounding.

6.4 Evolution of staff by country, generation and professional category

● Baby Boomers ● Generation X ● Generation Y ● Generation Z

Qualified technicians



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).

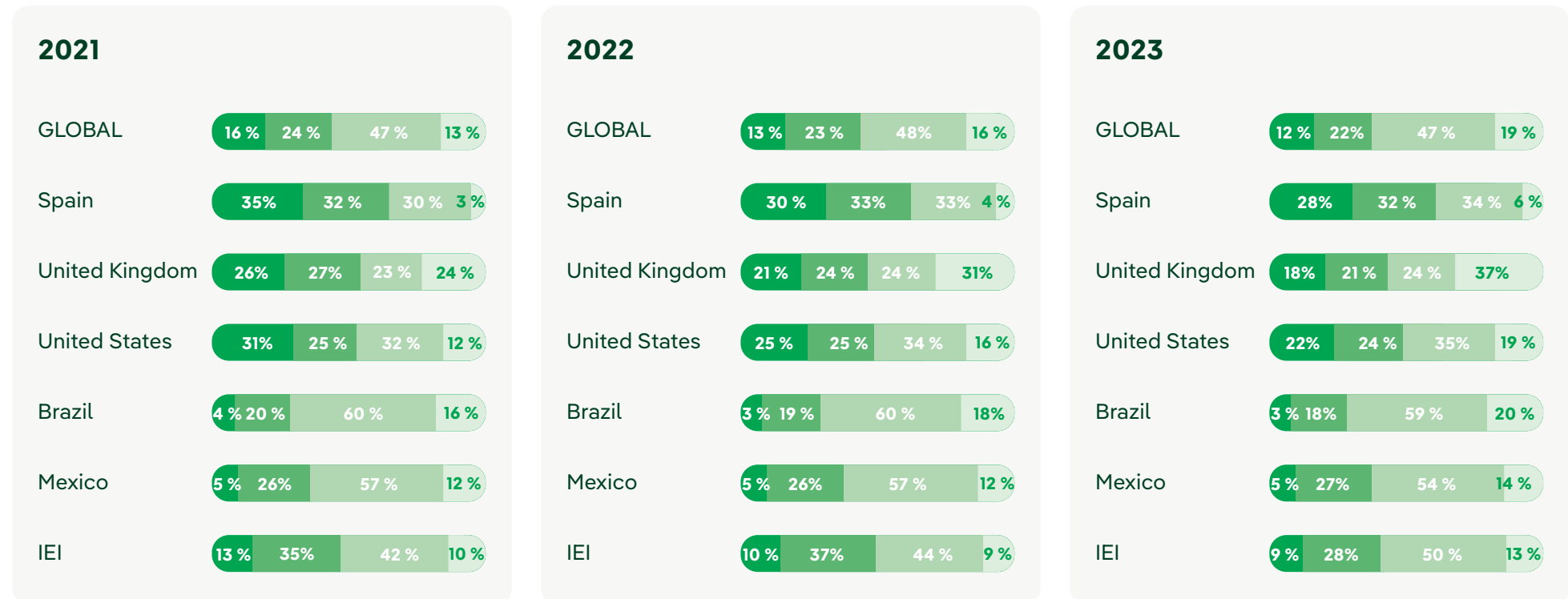
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6.4 Evolution of staff by country, generation and professional category

● Baby Boomers ● Generation X ● Generation Y ● Generation Z

Skilled workers and support personnel

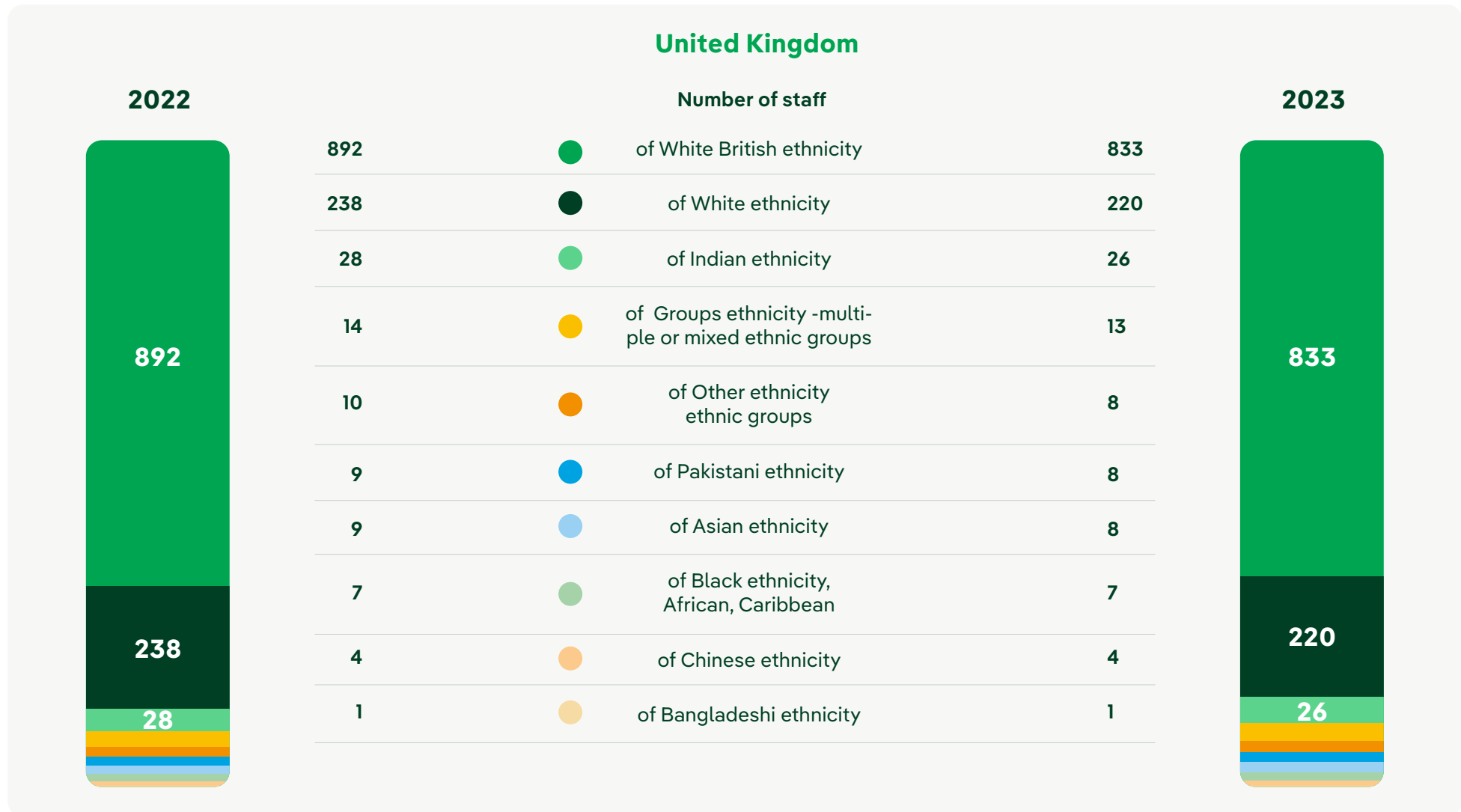


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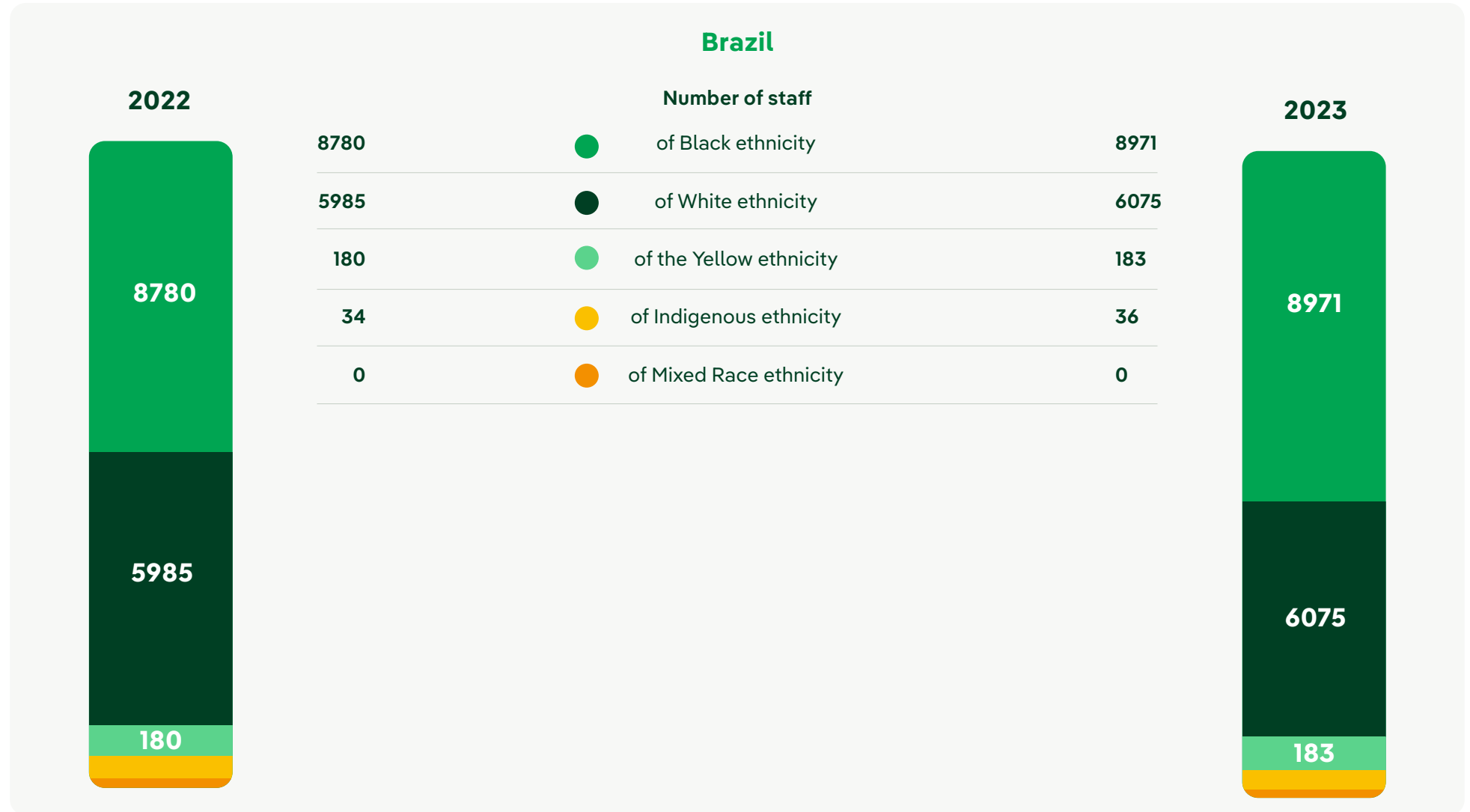
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6.5 Racial and ethnic diversity



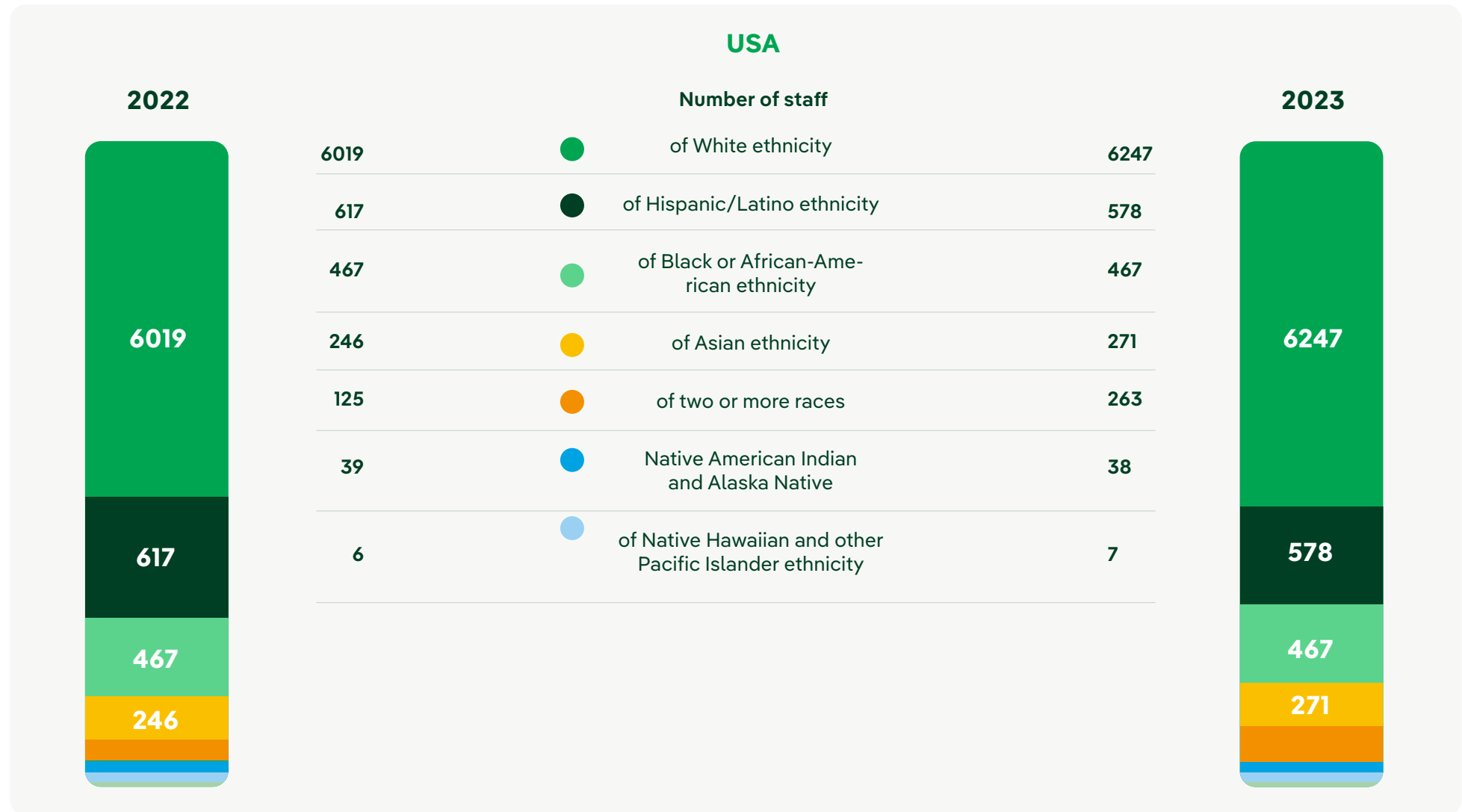
*Figures only include information from those employees who have chosen to provide it.

6.5 Racial and ethnic diversity



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