



# Developing talent with a global perspective


We are committed to **the continuous learning of our employees** so that they can take on the challenges of the future, improve



Ensure the management of **critical knowledge**, so that it is transferred and disseminated among collaborators




Training in skills oriented to the **company s strategic areas**, in accordance with business objectives




with a **diverse offer** that adapts to the profile of the employee, in virtual and face-to-face format

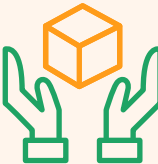
## The Iberdrola Group works in the following areas




Definition of the Development Model



Designing and execution of a global talent review process



Management and implementation of development programmes



Management of training and development of managers at global level

These areas also incorporate management by objectives, multidimensional performance appraisal systems such as 360-degree feedback. In which team-based evaluation, peer reviews, supervisors' assessments, and self-evaluation are used to foster continuous development through agile conversations between managers and employees, which take place at least yearly to support continuous development and alignment.

Based on the '70/20/10 development model", which states that learning should come from a variety of sources:

70 %  
Day-to-day experience

20 %  
Relationships and orientation

10 %  
Education and training

Iberdrola

Training and talent development

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