



QUALITY EMPLOYMENT AND AN EQUAL, DIVERSE AND INCLUSIVE WORK ENVIRONMENT

- **Direct employment:** around 40,000 people
- **Open-ended contracts:** 99% of the workforce
- **Training:** about 59 h/person per year
- **New recruitments:** 5,000 professionals (40% <30 years)
- **Launch of the Graduate programme:** international talent selection and development
- **Continuous preventive health and safety measures for the workforce**
- **Grants:** more than 100 research grants and scholarships awarded by the foundations

STABILITY AND RETURN ON INVESTMENT

- **Resilient, responsible, sustainable and long-term business model:** executed with innovation, flexibility and efficiency, increasing geographic diversification and maintaining financial strength
- **Corporate governance system:** based on sustainability, good governance and transparency, structured with ESG criteria. Constantly updated
- **Net profit 2021:** 3,885 M€ (+8 %)
- **Sustainable Economic Dividend:** 5 % increase in the shareholder remuneration (up to 0.44 €/share payable in 2022)
- **Leadership in sustainable and green finance:** €38.8bn
- **Shareholder engagement measures:** dialogue and participation

INSTITUTIONAL COLLABORATION

- **Leading the energy transition:** investments in renewables, smart grids, large-scale energy storage and digital transformation
- **Decisive contribution to economic recovery:** investments of €75 billion by 2025, rising to €150 billion in 2030
- **Record investments in 2021:** more than €9.9 billion (mainly for renewables and networks)

SECURE AND COMPETITIVE ENERGY SUPPLY

- **Excellent quality of supply** and resolution of weather incidents in record time
- **Customer experience:** new digital initiatives
- **New products and functionalities.** Residential: Smart solar, Smart home, Smart mobility, Smart Climate. Industrial and commercial: process electrification, green hydrogen, Smart solutions...
- **Procedures for the protection of clients in situations of vulnerability**

COLLABORATION, TRACTION AND OPPORTUNITIES

- **Purchases:** nearly €12.2 billion to support supply chain activity
- **Local suppliers:** 88 % of purchases
- **Sustainable supply chain:** almost 90 % of the amount awarded, allocated to suppliers evaluated on ESG criteria
- **Promoting SDGs and HR** in the supply chain

TRANSPARENCY AND ACCURACY OF INFORMATION

- **Immediacy and ease of access** to information
- **Innovation** in formats and media
- **Constant collaboration**

CONTRIBUTION TO COMMUNITY DEVELOPMENT AND TO THE ODS

- **Contribution to the GDP of the countries where we operate:** more than 34,000 M€.
- **Support for more than 400,000 jobs** worldwide (direct, indirect and induced)**.
- **Direct tax contribution:** More than €7.8 billion
- **Commitment to innovation:** Nearly 340 M€. Private utility investing the most in R&D worldwide, according to the European Commission.
- **Pilot projects with start-ups:** more than 25 in Artificial Intelligence, Big Data, IoT, robotics and batteries.
- **Iberdrola Campus and launch of the Global Smart Grids Innovation Hub**
- **Contribution to the community:** more than €58 million, according to the LBG international standard.
- **Energy access (Electricity for All Programme):** 9.6 M beneficiaries. Target: 16 M people in 2030
- **Volunteering:** 12,200 volunteers worldwide

COMBATING CLIMATE CHANGE AND PROTECTING BIODIVERSITY

- **Emissions:** reduction to 60 grams per kWh in Europe, advancing towards the goal of emission neutrality by 2050
- **Global leadership in clean energy:** more than 38,100 MW of renewable installed capacity
- **Emission-free installed capacity:** 81%.
- **Partnerships:** Scaling up to accelerate decarbonisation in all sectors
- **Biodiversity protection:** Trees Programme, with the aim of promoting the planting of 2.5 M trees by 2022, reaching 20 M by 2030. Projects to protect birdlife
- **Circular economy:** Aligning Iberdrola's energy model with the circular economy
- **Rational use of water** and the first loan from the energy sector in Europe linked to the reduction of water consumption

* Data at the end of 2021

** Data from an Iberdrola Impact Study, carried out by PwC, for the 2020 financial year.

