

**Information  
Supplementary  
to the  
Sustainability  
Report  
/  
2014**

# Information Supplementary to the Sustainability Report / 2014



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# Introduction

Iberdrola's *Sustainability Report 2014* sets forth the activities performed in the economic, environmental, social, and corporate governance dimensions, following the *Sustainability Reporting Guidelines*, of the *Global Reporting Initiative* (GRI Guidelines), version G4, also including aspects and indicators from the *Electric Utilities Sector Supplement* published by GRI in 2014.

Some of the information in such report has been summarised to avoid an excessively lengthy report and to focus attention on the most significant information.

To complete the information in accordance with the GRI Protocols, this *Information Supplementary to the Sustainability Report 2014* presents detailed information regarding those indicators that have been presented in summarised form in the *Sustainability Report 2014*.

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#### Notes:

The tables of this report use the terms "Basic boundary", "Expanded boundary", and "Iberdrola Total", which are defined in section G4-17 of the *Sustainability Report 2014*.

The figures included in this translation follow the normal English convention, with figures in thousands separated by a comma (,) and decimals indicated by a full stop (.).



**Part I.  
General  
Standard  
Disclosures**







## 2. Organisational Profile

## G4-9 Main Indicators

**Locations of Operation of the Iberdrola Group**

The group of companies that belong to the Iberdrola Group carry out various activities in a large number of countries, and more than 1,200 sites or facilities have been identified at which employees of the Group carry out activities for which it is responsible.

For purposes of the GRI *Sustainability Reporting Guidelines*, the processing of information regarding such a large number of facilities presents difficulties of a practical nature that encourage the adoption of rationality standards in the treatment thereof, in order to facilitate their management, but following the rigorous and transparent standards applied in this report. The following table sets forth the significant locations of operation that have been identified, by business and by country:

Significant Locations of Operation 2014 by business	
Corporate	17
Wholesale and Retail Business	42
Networks Business	41
Renewables Business	14
Engineering and Construction	13
<b>Iberdrola total</b>	<b>127</b>

Significant Locations of Operation 2014 by country	
Spain	35
United Kingdom	27
United States	25
Brazil	16
Mexico	10
Other countries	14
<b>Iberdrola total</b>	<b>127</b>

For the rational treatment of these facilities, the number of persons performing their activities at a facility has been adopted as the basic standard, and based thereon:

\_\_in the countries deemed to be at low risk for the violation of rights, the largest facilities are identified as operational locations, assuming that the personnel at the smaller facilities are part of a functional or hierarchical reporting structure that assures their rights through the tools and procedures established at the organisation.

\_\_In countries with a higher risk the standard is more restrictive: if there are several facilities of different sizes dedicated to similar activities, the largest facilities are deemed to be operational locations, with the smaller ones deemed to be dependent centres with the same basic guarantees; if the number of facilities is low or it is deemed that the risk is higher, such facilities are considered to be operational locations, regardless of the number of persons working therein.

To establish the levels of risk for the violation of basic rights, Iberdrola referred to the 2014 report of the International Labour Organization, entitled *Report of the Committee of Experts on the Application of Conventions and Recommendations*. Countries at risk are deemed to be those that have not ratified the conventions on forced labour (C029 and C105), trade union freedom and collective bargaining (C087 and C098), as well as child labour (C138 and C182), and those countries that have made comments to such report, provided that such comments highlight that the country analysed has weak points in the application of the relevant convention(s).

## G4-10 Workforce

## Workforce by employment type, employment contract, region, and gender

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	10,838	11,198	6,856	7,380	5,057	5,041	736	672
<b>By type of employment</b>								
<b>Full-time</b>	10,832	11,086	6,100	6,446	5,049	5,033	736	672
<b>Men</b>	8,866	9,168	4,610	4,794	3,526	3,527	620	579
<b>Women</b>	1,966	1,918	1,490	1,652	1,523	1,506	116	93
<b>Part-time</b>	6	112	756	934	8	8	0	0
<b>Men</b>	4	19	52	65	2	2	0	0
<b>Women</b>	2	93	704	869	6	6	0	0
<b>By type of contract</b>								
<b>Permanent</b>	10,751	11,072	6,842	7,369	5,032	5,008	526	503
<b>Men</b>	8,803	9,093	4,656	4,856	3,512	3,506	445	429
<b>Women</b>	1,948	1,979	2,186	2,513	1,520	1,502	81	74
<b>Temporary</b>	87	126	14	11	25	33	210	169
<b>Men</b>	67	94	6	3	16	23	175	150
<b>Women</b>	20	32	8	8	9	10	35	19

**Workforce by employment type, employment contract, region, and gender**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>3,745</b>	<b>3,722</b>	<b>155</b>	<b>244</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>By type of employment</b>								
<b>Full-time</b>	<b>3,389</b>	<b>3,357</b>	<b>155</b>	<b>244</b>	<b>26,261</b>	<b>26,838</b>	<b>28,468</b>	<b>29,113</b>
<b>Men</b>	<b>3,110</b>	<b>3,102</b>	<b>114</b>	<b>172</b>	<b>20,846</b>	<b>21,342</b>	<b>22,551</b>	<b>23,105</b>
<b>Women</b>	<b>279</b>	<b>255</b>	<b>41</b>	<b>72</b>	<b>5,415</b>	<b>5,496</b>	<b>5,917</b>	<b>6,008</b>
<b>Part-time</b>	<b>356</b>	<b>365</b>	<b>0</b>	<b>0</b>	<b>1,126</b>	<b>1,419</b>	<b>1,129</b>	<b>1,419</b>
<b>Men</b>	<b>141</b>	<b>138</b>	<b>0</b>	<b>0</b>	<b>199</b>	<b>224</b>	<b>201</b>	<b>224</b>
<b>Women</b>	<b>215</b>	<b>227</b>	<b>0</b>	<b>0</b>	<b>927</b>	<b>1,195</b>	<b>928</b>	<b>1,195</b>
<b>By type of contract</b>								
<b>Permanent</b>	<b>3,682</b>	<b>3,647</b>	<b>125</b>	<b>209</b>	<b>26,958</b>	<b>27,808</b>	<b>29,162</b>	<b>30,083</b>
<b>Men</b>	<b>3,204</b>	<b>3,193</b>	<b>94</b>	<b>153</b>	<b>20,714</b>	<b>21,230</b>	<b>22,419</b>	<b>22,993</b>
<b>Women</b>	<b>478</b>	<b>454</b>	<b>31</b>	<b>56</b>	<b>6,244</b>	<b>6,578</b>	<b>6,743</b>	<b>7,090</b>
<b>Temporary</b>	<b>63</b>	<b>75</b>	<b>30</b>	<b>35</b>	<b>429</b>	<b>449</b>	<b>435</b>	<b>449</b>
<b>Men</b>	<b>47</b>	<b>47</b>	<b>20</b>	<b>19</b>	<b>331</b>	<b>336</b>	<b>333</b>	<b>336</b>
<b>Women</b>	<b>16</b>	<b>28</b>	<b>10</b>	<b>16</b>	<b>98</b>	<b>113</b>	<b>102</b>	<b>113</b>

## G4-11 Employees covered by collective bargaining agreements

## Personnel covered by a collective bargaining agreement, by region

	2014		2013	
	No. of Employees	%	No. of Employees	%
Spain	10,062	92.84	10,439	93.22
United Kingdom	4,970	72.49	5,512	74.69
United States	2,395	47.36	2,329	46.20
Mexico	199	27.04	175	26.04
Brazil	3,504	93.56	3,649	93.20
Other countries	91	58.71	118	48.36
Basic boundary	21,221	77.49	22,042	78.00
Expanded boundary	23,375	78.98	24,252	79.43

## 2.1 Organisational Profile GRI Sector Supplement Indicators

## EU1 Installed capacity

## Installed capacity by energy source (MW)

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
Hydroelectric	8,807	8,807	563	563	118	118	0	0
Renewable <sup>1</sup>	6,109	6,109	1,627	1,477	5,695	5,493	231	231
Thermal coal-fuel	874	874	2,304	2,304	0	0	0	0
Combined cycle	5,695	5,894	1,967	1,967	30	85	4,847	4,847
Cogeneration	388	394	1	31	636	636	181	136
Nuclear	3,410	3,410	0	0	0	0	0	0
<b>Total</b>	<b>25,283</b>	<b>25,488</b>	<b>6,462</b>	<b>6,342</b>	<b>6,479</b>	<b>6,332</b>	<b>5,259</b>	<b>5,214</b>

## Installed capacity by energy source (MW)

	Brazil		Other countries		Iberdrola total	
	2014	2013	2014	2013	2014	2013
Hydroelectric	381	381	0	0	9,869	9,869
Renewable <sup>1</sup>	246	252	744	744	14,652	14,306
Thermal coal-fuel	0	0	0	0	3,178	3,178
Combined cycle	203	203	0	0	12,742	12,995
Cogeneration	32	36	0	0	1,238	1,233
Nuclear	0	0	0	0	3,410	3,410
<b>Total</b>	<b>862</b>	<b>872</b>	<b>744</b>	<b>744</b>	<b>45,089</b>	<b>44,992</b>

1 Renewable: wind, solar, min-hydro.



## EU2 Energy production

## Net energy output, by region and source of energy (GWh)

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
Hydroelectric	17,742	14,795	716	665	392	397	N/A	N/A
Renewable <sup>2</sup>	13,208	13,857	3,110	2,794	14,869	14,712	671	560
Thermal coal-fuel	2,472	2,348	9,630	10,241	N/A	N/A	N/A	N/A
Combined cycle	1,189	1,709	5,459	6,227	1	3	34,002	33,238
Cogeneration	2,010	2,490	6	9	2,287	2,878	1,255	1,269
Nuclear	24,431	22,888	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total</b>	<b>61,052</b>	<b>58,086</b>	<b>18,921</b>	<b>19,936</b>	<b>17,549</b>	<b>17,990</b>	<b>35,928</b>	<b>35,067</b>

	Brazil		Other countries		Iberdrola total	
	2014	2013	2014	2013	2014	2013
Hydroelectric	1,786	1,822	N/A	N/A	20,636	17,678
Renewable <sup>2</sup>	550	281	1,454	1,779	33,862	33,983
Thermal coal-fuel	N/A	N/A	N/A	N/A	12,102	12,589
Combined cycle	1,475	1,278	N/A	N/A	42,126	42,454
Cogeneration	176	197	N/A	N/A	5,734	6,843
Nuclear	N/A	N/A	N/A	N/A	24,431	22,888
<b>Total</b>	<b>3,987</b>	<b>3,578</b>	<b>1,454</b>	<b>1,779</b>	<b>138,891</b>	<b>136,435</b>

<sup>2</sup> Renewable: wind, solar, min-hydro.

## EU3 Electricity users and producers

## Electricity users (%)

	Spain		United Kingdom		United States	
	2014	2013	2014	2013	2014	2013
Residential	93.1	93.1	94.0	93.8	87.9	88.0
Industrial	1.6	1.3	1.7	1.6	0.3	0.3
Institutional	1.1	1.2	0.1	0.0	0.0	0.0
Retail	4.2	4.4	4.2	4.6	10.8	10.7
Other	0.0	0.0	0.0	0.0	1.0	1.0
<b>Total users (millions)</b>	<b>10.9</b>	<b>10.9</b>	<b>3.5</b>	<b>3.5</b>	<b>1.8</b>	<b>1.8</b>
Users that are producers of electricity (no.)	4,802	1,477	49,516	36,273	15,158	3,776

## Electricity users (%)

	Brazil		Other countries		Iberdrola total <sup>3</sup>	
	2014	2013	2014	2013	2014	2013
Residential	87.4	87.2	0	0	90.3	90.3
Industrial	0.4	0.5	0	0	1.0	0.9
Institutional	1.0	1.0	0	0	0.9	0.9
Retail	6.5	6.5	0	0	5.6	5.8
Other	4.7	4.8	0	0	2.2	2.1
<b>Total users (millions)</b>	<b>12.8</b>	<b>12.4</b>	<b>0</b>	<b>0</b>	<b>29.0</b>	<b>28.5</b>
Users that are producers of electricity (no.)	111	104	0	0	69,587	41,630

3 Pursuant to indicator G4-17 of this report.

## EU4 Transmission and distribution lines

Power lines (Km)

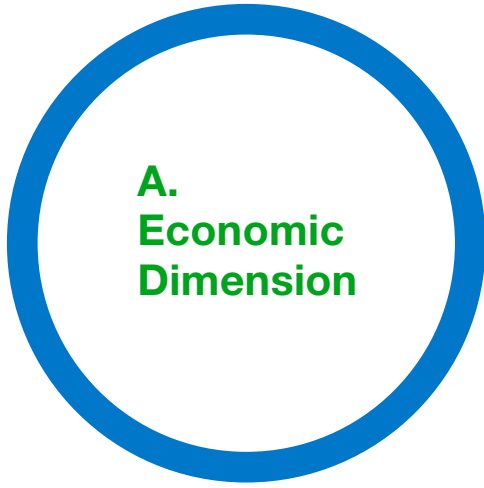
	Spain		United Kingdom		United States	
	2014	2013	2014	2013	2014	2013
<b>Transmission</b>						
Overhead	0	0	3,667	5,002	12,683	12,683
Underground	0	0	325	533	604	604
<b>Total</b>	<b>0</b>	<b>0</b>	<b>3,992</b>	<b>5,535</b>	<b>13,287</b>	<b>13,287</b>
<b>Distribution</b>						
Overhead	154,977	154,462	38,789	40,409	95,963	95,963
Underground	111,047	110,421	65,289	64,376	11,135	11,135
<b>Total</b>	<b>266,024</b>	<b>264,883</b>	<b>104,078</b>	<b>104,785</b>	<b>107,098</b>	<b>107,098</b>

Power lines (Km)

	Brazil		Other countries		Iberdrola total	
	2014	2013	2014	2013	2014	2013
<b>Transmission</b>						
Overhead	13,096	17,555	0	0	29,446	35,240
Underground	31	28	0	0	960	1,165
<b>Total</b>	<b>13,127</b>	<b>17,584</b>	<b>0</b>	<b>0</b>	<b>30,406</b>	<b>36,406</b>
<b>Distribution</b>						
Overhead	556,552	539,051	0	0	846,281	829,885
Underground	397	316	0	0	187,868	186,248
<b>Total</b>	<b>556,949</b>	<b>539,368</b>	<b>0</b>	<b>0</b>	<b>1,034,149</b>	<b>1,016,134</b>

**Part II.  
Specific  
Standard  
Disclosures**





**A.  
Economic  
Dimension**

## G4-EC1 Direct economic value generated and distributed

## Economic value generated, distributed, and retained (€ millions)

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
Revenue (sales and other income)	15,122	15,790	8,928	9,888	3,337	3,215	1,719	1,494
Operating costs	9,305	10,227	6,513	7,642	1,469	1,444	1,228	1,013
Employee remuneration (excluding company social security costs)	1,030	929	461	477	453	451	29	27
Payments to providers of capital	1,977	1,854	184	253	143	150	110	99
Payments to government	1,351	1,592	502	514	285	324	123	74
Community investments	13	12	9	8	2	1	0	1
Economic value retained	1,446	1,176	1,259	994	985	845	229	280

## Economic value generated, distributed, and retained (€ millions)

	Brazil		Other countries		Iberdrola consolidated total	
	2014	2013	2014	2013	2014	2013
Revenue (sales and other income)	1,800	1,441	528	413	31,434	32,241
Operating costs	1,225	955	176	160	19,916	21,441
Employee remuneration (excluding company social security costs)	99	100	14	14	2,086	1,998
Payments to providers of capital	100	70	239	128	2,753	2,554
Payments to government	122	118	58	58	2,441	2,680
Community investments	3	1	0	0	27	24
Economic value retained	251	197	41	53	4,211	3,545

**Tax contribution (€ millions)<sup>(1)</sup>**

	Company contributions		Contributions due to third-party payments		Iberdrola consolidated total	
	2014	2013	2014	2013	2014	2013
Spain	1,351	1,592	1,940	1,761	3,291	3,353
United Kingdom	502	514	(48)	209	454	723
United States	285	324	175	99	460	423
Mexico	123	74	61	56	184	130
Brazil	122	118	887	754	1,009	872
Other	58	58	49	54	107	112
<b>Total</b>	<b>2,441</b>	<b>2,680</b>	<b>3,064</b>	<b>2,933</b>	<b>5,505</b>	<b>5,613</b>

(1) Analistas Financieros Internacionales (AFI) has estimated that the total annual tax contribution of the Company is approximately 10,500 million euros, based on Iberdrola's activities during the 2009-2013 period.

**G4-EC4 Financial assistance received from governments**

Financial assistance (€ millions)	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
Capital subsidies	0	4	0	5	0	3	0	0
Investment tax credits	0	0	0	0	0	20	0	0
Emissions rights	0	0	0	0	0	0	0	0
Assistance for other items included in the GRI Protocol	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>



Financial assistance (€ millions)	Brazil		Other countries		Iberdrola consolidated total	
	2014	2013	2014	2013	2014	2013
Capital subsidies	0	0	0	0	0	12
Investment tax credits	0	0	0	0	0	20
Emissions rights	0	0	0	0	0	0
Assistance for other items included in the GRI Protocol	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>

#### G4-EC5 Ratios of entry level wage to local minimum wage

Iberdrola's hiring terms, which are contained in the various collective bargaining agreements of the Group, guarantee that the entry level salaries applied at the Company are the same for men and women. However, due to the specific nature of the workforces of certain companies and the weighting of the calculations made, the statistical treatment of information at the Group level gives the figures in the following table, but should not be interpreted to show a difference in hiring terms between both groups.

Basic entry level wage compared to local minimum wage (%)	2014			2013		
	Men	Women	Total	Men	Women	Total
Spain	189.48	180.70	187.88	188.82	179.78	187.20
United Kingdom	124.94	122.60	124.19	107.69	104.56	106.62
United States	177.36	167.10	174.25	184.24	145.40	172.59
Mexico	463.84	467.56	464.42	445.65	418.10	441.83
Brazil	147.74	142.13	147.19	136.66	141.10	137.20
Other countries	199.88	181.73	194.68	157.28	183.68	163.40
<b>Basic boundary</b>	<b>163.43</b>	<b>149.41</b>	<b>160.87</b>	<b>158.67</b>	<b>134.41</b>	<b>152.25</b>
<b>Expanded boundary</b>	<b>164.59</b>	<b>150.13</b>	<b>161.38</b>	<b>159.54</b>	<b>138.51</b>	<b>154.06</b>

## Aspect: System efficiency

## EU11 Average efficiency of thermal plants

Average thermal efficiency <sup>4</sup> at generating facilities (%)	Spain <sup>5</sup>		United Kingdom		United States	
	2014	2013	2014	2013	2014	2013
Combined cycle	68.67	49.86	51.40	52.60	N/A	N/A
Conventional thermal	34.35	34.63	34.28	34.04	N/A	N/A
Cogeneration	63.62	62.84	51.40	50.80	47.00	48.00

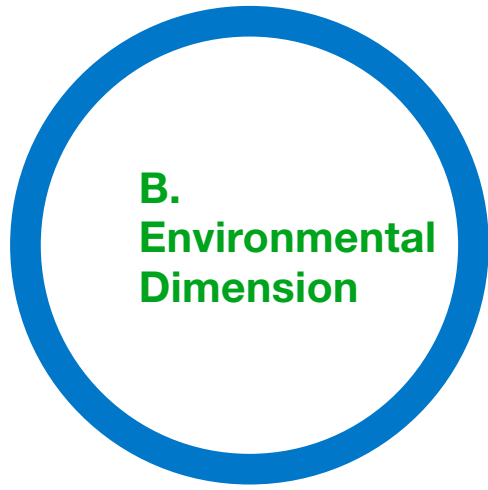
  

Average thermal efficiency <sup>4</sup> at generating facilities (%)	Mexico		Brazil <sup>6</sup>	Expanded boundary		
	2014	2013	2014	2013	2014	2013
Combined cycle	52.90	52.64	18.16	47.93	53.09	52.23
Conventional thermal	N/A	N/A	N/A	N/A	34.97	34.15
Cogeneration	46.85	64.13	27.78	85.88	55.46	57.62

4 Average of efficiencies weighted by the annual production of each thermal power plant.

5 Does not include Corduente biomass plant or the Puertollano thermo solar plant.

6 Does not include cogeneration from Capuava Energy.



**B.  
Environmental  
Dimension**

## Aspect: Materials

## G4-EN1 Materials used by weight or volume

Distribution of fuels consumed (%)	Coal	Fuel-oil	Natural Gas	Gas-oil	Uranium	Biomass and WDF <sup>7</sup>
<b>Expanded boundary</b>						
Spain	21.4	100	8.2	8.2	100	98.4
United Kingdom	78.6	0	13.1	1.8	0	1.6
United States	0	0	4.7	0	0	0
Mexico	0	0	70.3	89.4	0	0
Brazil	0	0	3.7	0.5	0	0
Other countries	0	0	0	0	0	0

## Aspect: Energy

## G4-EN3 Energy consumption within the organisation

Fuel consumption (GJ)	2014	2013
Spain	344,294,511	343,671,385
United Kingdom	147,168,361	161,421,173
United States	18,693,345	22,797,032
Mexico	269,052,206	252,747,253
Brazil	0	13,369,535
<b>Basic boundary</b>	<b>779,208,422</b>	<b>780,626,605</b>
<b>Expanded boundary</b>	<b>793,228,398</b>	<b>794,006,378</b>

<sup>7</sup> Waste Derived Fuel (WDF): the Tarragona Power combined cycle plants and some cogeneration plants in Spain can operate with this fuel.

Internal consumption for generation (GJ)	2014	2013
Spain	17,685,222	19,793,307
United Kingdom	4,770,796	3,363,445
United States <sup>8</sup>	219,596	432,756
Mexico	3,068,193	3,028,633
Brazil	0	0
Rest of world	71,259	66,449
<b>Basic boundary</b>	<b>25,815,065</b>	<b>26,647,809</b>
<b>Expanded boundary</b>	<b>25,995,783</b>	<b>27,261,511</b>

Energy consumption in buildings (MWh)	2014	2013
Spain	41,297	43,536
United Kingdom	33,830	36,793
United States	75,004	76,703
Mexico	168	0
Brazil	12,147	24,921
Rest of world <sup>9</sup>	799	650
<b>Basic boundary</b>	<b>163,245</b>	<b>168,660</b>
<b>Expanded boundary</b>	<b>176,310</b>	<b>182,604</b>

<sup>8</sup> Includes the Klamath cogeneration plant.

<sup>9</sup> Rest of world: Greece, Italy, and Hungary

## Aspect: Water

## G4-EN8 Total water withdrawal by source

Use of Water in Thermal Generation

The following shows the withdrawal of water at the thermal generation facilities (coal, combined cycle, nuclear, and cogeneration) in 2014.

Water use (m <sup>3</sup> )	Total withdrawal	Evaporation in cooling	Withdrawal process and standby services	Discharge
Spain	1,190,655,502	56,219,370	3,826,355	1,149,211,028
United Kingdom <sup>10</sup>	1,485,591,732	10,448	1,485,470,948	1,608,743,600
United States	3,320,884	1,680,710	3,320,884	1,516,068
Mexico	57,022,605	23,792,312	4,507,460	29,974,620
Brazil	0	0	0	0
Basic boundary	2,736,590,724	81,702,840	1,497,125,647	2,789,445,316
Expanded boundary <sup>11</sup>	2,743,863,445	81,702,840	1,497,229,964	2,796,613,721

<sup>10</sup> The cooling systems in the United Kingdom are open circuits or air condensers, and therefore it is estimated that the volume of evaporated water is practically zero, except for steam from cogeneration. The data include the Daldowie thermal drying facility and the Hatfield gas storage facility.

<sup>11</sup> The total discharge figure includes the return from cooling, the return of water from processes used, and rainwater collected at some thermal facilities without an independent storm sewer system.

**Water consumption at offices and control facilities**

Water consumption at offices and facilities (m <sup>3</sup> )	2014	2013
Spain <sup>12</sup>	96,416	118,216
United Kingdom	103,429	115,305
United States	73,218	117,404
Mexico	996	996
Brazil	41,378	42,493
Other countries	4,192	3,260
<b>Basic boundary</b>	<b>319,629</b>	<b>397,674</b>
<b>Expanded boundary</b>	<b>365,932</b>	<b>445,022</b>

<sup>12</sup> In Spain, includes offices, substations, and control buildings at wind farms.

## Aspect: Emissions, effluents, and waste

## G4-EN15 Direct greenhouse gas emissions. Scope 1 (per GHG Protocol)

CO <sub>2</sub> emissions (t)	2014	2013
<b>Spain</b>	<b>4,102,756</b>	<b>4,658,506</b>
Generating plants	2,898,266	3,224,576
Cogeneration	1,204,490	1,433,930
<b>United Kingdom</b>	<b>11,315,840</b>	<b>12,366,085</b>
Generating plants	11,315,840	12,346,437
Cogeneration	0	19,648
<b>United States<sup>13</sup></b>	<b>920,579</b>	<b>1,140,250</b>
Generating plants	N/A	N/A
Cogeneration	920,579	1,140,250
<b>Mexico</b>	<b>13,051,669</b>	<b>12,949,001</b>
Generating plants	12,288,192	12,210,072
Cogeneration	763,477	738,929
<b>Brazil</b>	<b>674,807</b>	<b>606,407</b>
Generating plants	525,933	473,940
Cogeneration	148,874	132,470
<b>Expanded boundary</b>	<b>30,065,651</b>	<b>31,720,249</b>
Generating plants	27,028,231	28,255,025
Cogeneration	3,037,420	3,465,224

<sup>13</sup> Klamath and Enstor cogeneration facility.



**G4-EN16 Indirect greenhouse gas emissions. Scope 2 (per GHG Protocol)**

<b>Emissions associated with the consumption of energy at offices</b>	<b>CO<sub>2</sub> (kt)</b>
<b>Spain</b>	<b>12.21</b>
<b>United Kingdom</b>	<b>14.65</b>
<b>United States</b>	<b>26.58</b>
<b>Mexico</b>	<b>0.08</b>
<b>Brazil</b>	<b>1.19</b>
<b>Rest of world</b>	<b>0.39</b>
<b>Expanded boundary</b>	<b>55.09</b>

G4-EN21 NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions

Emissions of Oxides of Nitrogen (NO <sub>x</sub> ) (t)	2014	2013
<b>Spain</b>	<b>12,096</b>	<b>13,732</b>
Generating plants	7,070	6,974
Cogeneration	5,026	6,758
<b>United Kingdom</b>	<b>18,651</b>	<b>20,381</b>
Generating plants	18,651	20,381
Cogeneration	N/Av.	N/Av.
<b>United States<sup>14</sup></b>	<b>123</b>	<b>149</b>
Generating plants	N/A	N/A
Cogeneration	123	149
<b>Mexico</b>	<b>2,426</b>	<b>2,324</b>
Generating plants	2,214	1,908
Cogeneration	212	417
<b>Brazil</b>	<b>269</b>	<b>126</b>
Generating plants	95	87
Cogeneration	173	39
<b>Expanded boundary</b>	<b>33,564</b>	<b>36,712</b>
Generating plants	28,031	29,350
Cogeneration	5,533	7,362

<sup>14</sup> Klamath and Enstor cogeneration facility.

Emissions of sulphur dioxide (SO <sub>2</sub> ) (t)	2014	2013
<b>Spain</b>	<b>3,592</b>	<b>3,196</b>
Generating plants	3,483	2,962
Cogeneration	109	234
<b>United Kingdom</b>	<b>17,934</b>	<b>27,136</b>
Generating plants	17,934	27,136
Cogeneration	N/Av.	N/Av.
<b>United States<sup>15</sup></b>	<b>5</b>	<b>5</b>
Generating plants	N/A	N/A
Cogeneration	5	5
<b>Mexico</b>	<b>383</b>	<b>380</b>
Generating plants	361	358
Cogeneration	22	22
<b>Brazil</b>	<b>9</b>	<b>9</b>
Generating plants	5	4
Cogeneration	4	5
<b>Expanded boundary</b>	<b>21,923</b>	<b>30,727</b>
Generating plants	21,782	30,462
Cogeneration	140	265

<sup>15</sup> Klamath and Enstor cogeneration facility.

Particulate emissions (t)	2014	2013
<b>Spain</b>	<b>309</b>	<b>355</b>
Generating plants	292	336
Cogeneration	17	19
<b>United Kingdom</b>	<b>534</b>	<b>680</b>
Generating plants	534	680
Cogeneration	N/Av.	N/Av.
<b>United States <sup>15</sup></b>	<b>15</b>	<b>20</b>
Generating plants	N/A	N/A
Cogeneration	15	20
<b>Mexico</b>	<b>746</b>	<b>735</b>
Generating plants	702	693
Cogeneration	44	42
<b>Brazil</b>	<b>16</b>	<b>15</b>
Generating plants	N/A	N/A
Cogeneration	16	16
<b>Expanded boundary</b>	<b>1,620</b>	<b>1,806</b>
Generating plants	1,528	1,709
Cogeneration	92	96

<sup>15</sup> Klamath and Enstor cogeneration facility.

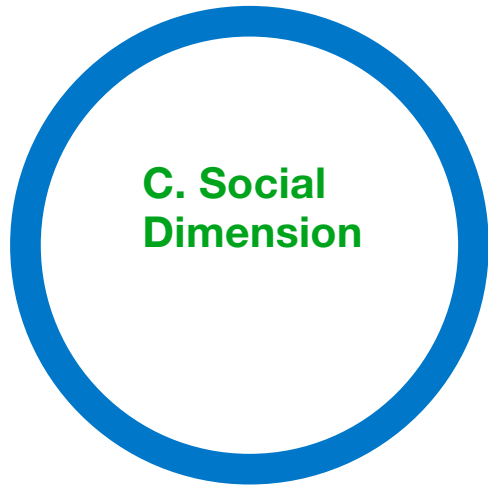
## G4-EN23 Total weight of waste by type and disposal method

Hazardous Waste Generation (t) <sup>16</sup>	2014			2013		
	Produced (Total)	Deposited and/or incinerated	Recovered, recycled, reused	Produced (Total)	Deposited and/or incinerated	Recovered, recycled, reused
Spain	15,546	9,688	5,814	9,271	3,832	5,391
United Kingdom	9,630	1,633	7,996	3,084	1,257	1,821
United States	699	302	315	772	414	358
Mexico	84	84	0	78	78	0
Brazil	229	229	229	179	0	120
Rest of world	119	25	66	43	6	18
<b>Basic boundary</b>	<b>26,307</b>	<b>11,961</b>	<b>14,421</b>	<b>13,427</b>	<b>5,587</b>	<b>7,708</b>
<b>Expanded boundary</b>	<b>29,607</b>	<b>15,229</b>	<b>14,433</b>	<b>19,766</b>	<b>8,318</b>	<b>7,768</b>

<sup>16</sup> For liquid waste, kg are converted based on a density of 1.3 kg/m<sup>3</sup>.

Generation of non-hazardous waste (t) <sup>16</sup>	2014			2013		
	Produced (Total)	Deposited and/or incinerated	Recovered, recycled, reused	Produced (Total)	Deposited and/or incinerated	Recovered, recycled, reused
Spain	333,570	288,517	44,553	290,006	274,094	10,131
United Kingdom	158,848	68,603	33,571	159,570	56,773	102,266
United States	55,487	48,273	6,799	70,244	62,394	10,187
Mexico	15,469	15,469	0	13,756	13,756	0
Brazil	68,356	0	68,267	5,812	198	5,639
Rest of world	0	0	0	0	0	0
<b>Basic boundary</b>	<b>631,730</b>	<b>420,862</b>	<b>153,189</b>	<b>539,389</b>	<b>407,214</b>	<b>128,223</b>
<b>Expanded boundary</b>	<b>637,365</b>	<b>425,872</b>	<b>153,487</b>	<b>541,607</b>	<b>407,696</b>	<b>128,281</b>

<sup>16</sup> For liquid waste, kg are converted based on a density of 1.3 kg/m<sup>3</sup>.



**C. Social  
Dimension**

## C1. Labour Practices and Decent Work<sup>17</sup>

### Aspect: Employment

#### G4-LA1 New employee hires and employee turnover

#### New hires by region, gender, and age group

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>By gender</b>								
Men	131	128	233	420	266	268	181	176
Women	63	40	86	107	116	110	38	27
<b>By gender (%)</b>								
Men	1.48	1.39	5.00	8.64	7.54	7.59	29.19	30.40
Women	3.18	2.01	3.92	4.24	7.59	7.28	32.76	29.03
<b>By age group</b>								
<b>Men</b>								
Up to 30 years old	60	64	128	198	149	116	78	94
Between 31 and 50 years old	63	60	99	184	107	120	91	73
More than 50 years old	8	4	6	38	10	32	12	9
<b>Women</b>								
Up to 30 years old	17	15	39	52	55	44	20	11
Between 31 and 50 years old	46	24	45	49	48	60	18	16
More than 50 years old	0	1	2	6	13	6	0	0
<b>By age group (%)</b>								
<b>Men</b>								
Up to 30 years old	11.72	9.55	20.95	31.73	39.95	32.31	62.40	72.87
Between 31 and 50 years old	1.40	1.30	4.01	6.87	6.59	7.11	20.87	17.89
More than 50 years old	0.21	0.09	0.38	2.44	0.65	2.16	20.34	21.43
<b>Women</b>								
Up to 30 years old	16.24	11.04	13.73	13.98	35.03	33.33	55.56	42.31
Between 31 and 50 years old	3.35	1.74	3.03	3.10	6.25	7.44	23.08	24.24
More than 50 years old	0.00	0.21	0.46	1.06	2.15	1.05	0.00	0.00

<sup>17</sup> As the percentage interests in certain companies may not be 100%, the sums added may not correspond to the total presented due to rounding.



## New hires by region, gender, and age group

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	3,745	3,722	155	244	27,387	28,257	29,597	30,532
<b>By gender</b>								
Men	305	338	7	18	1,123	1,348	1,309	1,464
Women	79	99	5	6	387	389	442	443
<b>By gender (%)</b>								
Men	9.38	10.43	6.14	10.47	5.34	6.25	5.75	6.27
Women	15.99	20.54	12.20	8.33	6.10	5.82	6.44	6.16
<b>By age group</b>								
<b>Men</b>								
Up to 30 years old	214	227	0	5	629	704	758	782
Between 31 and 50 years old	89	110	7	13	456	560	511	598
More than 50 years old	2	1	0	0	38	84	40	84
<b>Women</b>								
Up to 30 years old	59	70	2	2	192	194	225	227
Between 31 and 50 years old	19	27	3	3	179	179	201	199
More than 50 years old	1	2	0	1	16	16	16	17
<b>By age group (%)</b>								
<b>Men</b>								
Up to 30 years old	19.40	19.47	0.00	25.00	23.01	23.69	24.43	23.70
Between 31 and 50 years old	4.63	5.92	7.14	9.56	4.13	4.93	4.32	4.91
More than 50 years old	0.89	0.46	0.00	0.00	0.52	1.15	0.51	1.07
<b>Women</b>								
Up to 30 years old	28.23	33.98	50.00	13.33	24.19	21.86	24.56	22.62
Between 31 and 50 years old	7.22	10.47	8.82	5.88	4.49	4.31	4.69	4.47
More than 50 years old	4.55	0.00	0.00	0.00	1.03	0.97	0.97	0.97

## Persons leaving the Company by region, gender, and age group

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>Persons leaving the Company, by gender</b>								
Men	450	236	432	354	292	236	136	146
Women	108	40	415	147	109	110	14	29
<b>Separations by gender (%)</b>								
Men	5.07	2.57	9.27	7.29	8.28	6.69	21.94	25.22
Women	5.46	1.99	18.92	5.83	7.13	7.28	12.07	31.18
<b>By age group</b>								
<b>Men</b>								
Up to 30 years old	12	13	57	57	84	53	52	67
Between 31 and 50 years old	87	73	192	158	99	86	79	64
More than 50 years old	351	151	183	139	109	97	5	15
<b>Women</b>								
Up to 30 years old	8	3	48	34	16	19	6	9
Between 31 and 50 years old	45	24	180	73	54	47	8	20
More than 50 years old	55	13	187	40	39	44	0	0
<b>By age group (%)<sup>18</sup></b>								
<b>Men</b>								
Up to 30 years old	2.24	1.93	9.33	9.13	22.52	14.76	2.24	2.05
Between 31 and 50 years old	1.95	1.58	7.78	5.90	6.10	5.15	1.95	1.58
More than 50 years old	9.05	3.83	11.55	8.93	7.12	6.48	9.05	4.05
<b>Women</b>								
Up to 30 years old	7.39	2.18	16.90	9.14	10.19	14.39	7.39	3.25
Between 31 and 50 years old	3.27	1.73	12.22	4.61	7.03	5.83	3.27	1.72
More than 50 years old	11.19	2.70	42.79	7.07	6.46	7.67	11.19	2.68
<b>By length of service</b>								
<b>Men</b>								
Up to 10 years	77	84	207	195	207	147	119	141
Between 10 and 20 years	34	15	77	47	14	19	17	5
More than 20 years	339	138	148	112	71	70	0	0
<b>Women</b>								
Up to 10 years	42	21	158	100	76	66	14	28
Between 10 and 20 years	12	6	151	27	10	16	0	1
More than 20 years	54	13	106	20	23	28	0	0
<b>By length of service (%)<sup>18</sup></b>								
<b>Men</b>								
Up to 10 years	2.44	2.50	10.42	8.97	12.94	9.25	23.43	29.13
Between 10 and 20 years	2.38	1.20	8.88	6.11	2.18	3.19	15.18	5.26
More than 20 years	7.89	3.00	8.18	5.85	5.53	5.20	0.00	0.00
<b>Women</b>								
Up to 10 years	4.37	2.15	15.99	8.29	10.43	9.12	13.46	33.73
Between 10 and 20 years	2.79	1.47	20.71	3.54	3.24	5.61	0.00	10.00
More than 20 years	9.18	2.09	22.22	3.62	4.68	5.57	0.00	0.00

<sup>18</sup> Of the headcount of this group at year end.

## Persons leaving the Company by region, gender, and age group

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>3,745</b>	<b>3,722</b>	<b>155</b>	<b>244</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>Persons leaving the Company, by gender</b>								
Men	296	333	11	93	1,617	1,398	1,780	1,552
Women	68	77	12	23	726	426	762	468
<b>Separations by gender (%)</b>								
Men	9.10	10.28	9.16	54.71	7.68	6.48	7.82	6.65
Women	13.77	15.98	27.91	32.86	11.44	6.37	11.13	6.49
<b>By age group</b>								
<b>Men</b>								
Up to 30 years old	121	136	3	26	329	352	354	368
Between 31 and 50 years old	142	151	7	60	606	593	660	627
More than 50 years old	33	46	1	7	682	454	766	557
<b>Women</b>								
Up to 30 years old	40	49	3	2	121	116	127	126
Between 31 and 50 years old	26	23	8	20	321	207	339	219
More than 50 years old	2	5	1	1	284	103	296	123
<b>By age group (%)<sup>19</sup></b>								
<b>Men</b>								
Up to 30 years old	10.97	11.66	33.33	130.00	12.01	11.84	11.42	11.17
Between 31 and 50 years old	7.38	8.13	7.14	44.12	5.50	5.22	5.58	5.16
More than 50 years old	14.67	21.20	14.29	43.75	9.36	6.26	9.78	7.08
<b>Women</b>								
Up to 30 years old	19.14	23.70	75.00	13.33	15.22	13.06	13.88	12.46
Between 31 and 50 years old	9.89	8.91	23.53	39.22	8.04	4.98	7.93	4.94
More than 50 years old	9.09	27.78	33.33	16.67	18.21	6.25	17.91	6.99
<b>By length of service</b>								
<b>Men</b>								
Up to 10 years	230	244	9	91	849	902	898	938
Between 10 and 20 years	28	29	2	1	172	116	181	127
More than 20 years	38	60	0	1	596	381	701	487
<b>Women</b>								
Up to 10 years	58	70	12	21	360	306	378	326
Between 10 and 20 years	8	4	0	2	181	56	187	61
More than 20 years	2	3	0	0	185	64	197	81
<b>By length of service (%)<sup>19</sup></b>								
<b>Men</b>								
Up to 10 years	9.91	9.83	10.23	64.08	8.80	8.83	8.56	8.56
Between 10 and 20 years	8.51	6.36	7.69	3.85	5.05	3.63	5.05	3.77
More than 20 years	6.33	19.93	0.00	25.00	7.46	4.67	8.08	5.41
<b>Women</b>								
Up to 10 years	16.52	17.46	33.33	31.34	11.38	8.85	10.92	8.68
Between 10 and 20 years	1.00	5.80	0.00	50.00	12.13	3.64	11.88	3.75
More than 20 years	1.48	25.00	0.00	0.00	10.93	3.78	10.90	4.45

<sup>19</sup> Of the headcount of this group at year end.

## G4-LA3 Return to work and retention rates after parental leave, by gender

Leaves from and returns to work due to maternity/paternity, by region

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Employees entitled to parental leave</b>								
Men	8,870	9,187	4,662	4,859	3,528	3,529	620	579
Women	1,968	2,011	2,194	2,521	1,529	1,512	116	93
<b>Total</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>Employees taking parental leave</b>								
Men	303	9	0	0	0	0	0	0
Women	198	151	177	179	50	31	6	5
<b>Total</b>	<b>501</b>	<b>160</b>	<b>177</b>	<b>179</b>	<b>50</b>	<b>31</b>	<b>6</b>	<b>5</b>

Leaves from and returns to work due to maternity/paternity, by region

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Employees entitled to parental leave</b>								
Men	3,251	3,240	114	172	21,045	21,566	22,752	23,329
Women	494	482	41	72	6,342	6,691	6,845	7,203
<b>Total</b>	<b>3,251</b>	<b>3,240</b>	<b>155</b>	<b>172</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>Employees taking parental leave</b>								
Men	119	138	0	0	422	147	452	158
Women	21	35	6	5	458	406	484	427
<b>Total</b>	<b>140</b>	<b>173</b>	<b>6</b>	<b>5</b>	<b>880</b>	<b>553</b>	<b>936</b>	<b>585</b>

## Aspect: Occupational health and safety

## G4-LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes

Employees represented on health and safety committees, by region (%)	2014	2013
Spain	96.69	97.85
United Kingdom	95.25	99.23
United States	99.76	98.69
Mexico	53.40	57.29
Brazil	99.15	99.27
Other countries	0.00	8.61
Basic boundary	95.52	96.81
Expanded boundary	94.58	96.83

**G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender**

**Number of accidents by region and gender**

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>By gender</b>								
<b>Men</b>	<b>102</b>	<b>108</b>	<b>113</b>	<b>106</b>	<b>113</b>	<b>111</b>	<b>2</b>	<b>7</b>
<b>Women</b>	<b>9</b>	<b>7</b>	<b>35</b>	<b>2</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>111</b>	<b>115</b>	<b>148</b>	<b>108</b>	<b>127</b>	<b>125</b>	<b>2</b>	<b>7</b>

**Number of accidents by region and gender**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>3,745</b>	<b>3,722</b>	<b>155</b>	<b>244</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>By gender</b>								
<b>Men</b>	<b>92</b>	<b>62</b>	<b>2</b>	<b>2</b>	<b>424</b>	<b>396</b>	<b>455</b>	<b>434</b>
<b>Women</b>	<b>1</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>59</b>	<b>39</b>	<b>66</b>	<b>52</b>
<b>Total</b>	<b>93</b>	<b>78</b>	<b>0</b>	<b>2</b>	<b>483</b>	<b>435</b>	<b>521</b>	<b>486</b>

## Number of accidents by type, region, and gender

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>Fatal</b>								
Men	0	0	0	0	1	0	0	0
Women	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>With leave</b>								
Men	33	38	6	10	20	30	0	0
Women	5	0	0	2	5	4	0	0
<b>Total</b>	<b>38</b>	<b>38</b>	<b>6</b>	<b>12</b>	<b>25</b>	<b>34</b>	<b>0</b>	<b>0</b>
<b>Without leave</b>								
Men	69	70	107	96	92	81	2	7
Women	4	7	35	0	9	10	0	0
<b>Total</b>	<b>73</b>	<b>77</b>	<b>142</b>	<b>96</b>	<b>101</b>	<b>91</b>	<b>2</b>	<b>7</b>

**Number of accidents by type, region, and gender**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>3,745</b>	<b>3,722</b>	<b>155</b>	<b>244</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>Fatal</b>								
<b>Men</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Women</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>With leave</b>								
<b>Men</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>64</b>	<b>82</b>	<b>86</b>	<b>110</b>
<b>Women</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>6</b>	<b>15</b>	<b>13</b>
<b>Total</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>74</b>	<b>88</b>	<b>101</b>	<b>123</b>
<b>Without leave</b>								
<b>Men</b>	<b>89</b>	<b>59</b>	<b>0</b>	<b>1</b>	<b>359</b>	<b>314</b>	<b>367</b>	<b>324</b>
<b>Women</b>	<b>1</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>33</b>	<b>52</b>	<b>39</b>
<b>Total</b>	<b>90</b>	<b>75</b>	<b>0</b>	<b>1</b>	<b>408</b>	<b>347</b>	<b>419</b>	<b>363</b>



### Accident rate and absenteeism by region and gender<sup>20</sup>

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Accident rate</b>								
Number of fatalities - company	0	0	0	0	1	0	0	0
Number of fatalities - subcontractor	0	1	0	0	0	0	0	0
Number of lost days	2,389	1,877	819	506	504	709	1	245
Injury with leave rate (IR)	0.42	0.43	0.10	0.20	0.52	0.67	0.00	0.00
Occupational disease rate (ODR)	0.00	0.00	0.02	0.02	0.00	0.00	0.00	0.00
Lost day rate (LDR)	26.63	21.24	13.20	8.24	10.06	13.97	0.13	34.44
<b>Absenteeism</b>								
Number of sick leaves per year	2,499	2,377	3,201	3,356	10,340	19,076	143	155
Men	2,031	1,930	1,798	1,878	5,353	12,957	119	122
Women	468	447	1,403	1,478	4,987	6,119	24	33
Lost days	89,824	76,023	56,352	60,496	36,149	34,131	399	129
Men	73,701	63,788	29,305	31,534	21,008	23,146	253	85
Women	16,123	12,234	27,047	28,962	15,142	10,985	146	44
Person equivalents	246.09	208.28	154.39	165.74	99.04	93.51	1.09	0.35
Men	201.92	174.76	80.29	86.39	57.55	63.41	0.69	0.23
Women	44.17	33.52	74.10	79.35	41.48	30.10	0.40	0.12
Absenteeism rate (AR)	7,673.42	6,342.93	6,765.42	7,088.56	6,974.80	6,483.94	427.73	148.23

20 Methodology for calculating the indicators (per GRI standard):

\_\_Injury rate (IR) = (number of injuries with missed (absentee) days\*200,000)/hours worked

\_\_Occupational disease rate (ODR) = (number of occupational disease cases/hours worked)\*200,000

\_\_Lost day rate (LDR) = (days lost per accident/hours worked)\*200,000

\_\_Absenteeism rate (AR) = (missed (absentee) days/days worked)\*200,000

### Accident rate and absenteeism by region and gender<sup>20</sup>

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Accident rate</b>								
Number of fatalities - company	0	0	0	0	1	0	1	0
Number of fatalities - subcontractor	0	0	1	0	1	1	4	2
Number of lost days	963	247	24	3	4,700	3,587	7,375	4,223
Injury with leave rate (IR)	0.09	0.09	1.13	0.40	0.31	0.36	0.39	0.46
Occupational disease rate (ODR)	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.02
Lost day rate (LDR)	29.46	7.49	13.59	1.19	19.28	14.76	27.98	15.85
<b>Absenteeism</b>								
Number of sick leaves per year	2,530	2,664	64	12	18,777	27,640	21,189	31,280
Men	1,648	1,582	7	2	10,956	18,471	12,537	21,026
Women	882	1,082	57	10	7,821	9,169	8,652	10,254
Lost days	9,437	9,285	359	662	192,520	180,726	204,786	192,830
Men	6,992	6,155	52	396	131,310	125,104	139,388	133,657
Women	2,445	3,130	307	266	61,210	55,621	65,397	59,173
Person equivalents	25.85	25.44	0.98	1.81	527.45	495.14	561.06	528.30
Men	19.16	16.86	0.14	1.08	359.75	342.75	381.89	366.18
Women	6.70	8.58	0.84	0.73	167.70	152.39	179.17	162.12
Absenteeism rate (AR)	2,309.65	2,249.72	1,585.89	1,959.64	6,319.76	5,807.57	6,211.45	5,930.94

20 Methodology for calculating the indicators (per GRI standard):

\_\_ Injury rate (IR) = (number of injuries with missed (absentee) days\*200,000)/hours worked

\_\_ Occupational disease rate (ODR) = (number of occupational disease cases/hours worked)\*200,000

\_\_ Lost day rate (LDR) = (days lost per accident/hours worked)\*200,000

\_\_ Absenteeism rate (AR) = (missed (absentee) days/days worked)\*200,000

	2014	2013
Specific accident rate in Spain		
<b>Frequency ratio</b> (Number of accidents with sick leave per million hours)	2.46	2.48
<b>Incident ratio</b> (Number of accidents with sick leave per one hundred employees)	0.38	0.38
<b>Seriousness ratio (no standard)</b> (Total number of days lost, actual per thousand hours)	0.16	0.13

## Aspect: Training and education

## G4-LA9 Hours of training

## Workforce by professional category, region, and gender

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Workforce</b>	10,838	11,198	6,856	7,380	5,057	5,041	736	672
Men	8,870	9,187	4,662	4,859	3,528	3,529	620	579
Women	1,968	2,011	2,194	2,521	1,529	1,512	116	93
<b>Management Team</b>								
Men	475	472	120	128	83	74	26	25
Women	69	66	34	36	22	24	3	1
<b>Total</b>	544	538	154	164	105	98	29	26
<b>Middle managers and skilled technicians</b>								
Men	3,517	3,623	2,582	2,609	1,277	753	350	310
Women	1,267	1,267	997	1,016	865	295	83	65
<b>Total</b>	4,784	4,890	3,579	3,625	2,142	1,048	433	375
<b>Skilled workers and support personnel</b>								
Men	4,878	5,092	1,960	2,122	2,168	2,702	244	244
Women	632	678	1,163	1,469	642	1,193	30	27
<b>Total</b>	5,510	5,770	3,123	3,591	2,810	3,895	274	271

**Workforce by professional category, region, and gender**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Workforce</b>	3,745	3,722	155	244	27,387	28,257	29,597	30,532
<b>Men</b>	3,251	3,240	114	83	21,045	21,566	22,752	23,329
<b>Women</b>	494	482	41	31	6,342	6,691	6,845	7,203
<b>Management Team</b>								
<b>Men</b>	25	24	3	6	732	729	753	750
<b>Women</b>	10	9	2	4	140	140	140	140
<b>Total</b>	35	33	5	10	872	869	893	890
<b>Middle managers and skilled technicians</b>								
<b>Men</b>	459	449	52	83	8,237	7,827	9,393	9,011
<b>Women</b>	201	180	28	37	3,441	2,860	3,809	3,236
<b>Total</b>	660	629	80	120	11,678	10,687	13,201	12,247
<b>Skilled workers and support personnel</b>								
<b>Men</b>	2,767	2,767	59	83	12,076	13,010	12,606	13,568
<b>Women</b>	283	293	11	31	2,761	3,691	2,897	3,827
<b>Total</b>	3,050	3,060	70	114	14,837	16,701	15,503	17,395

### Total number of training hours by professional category, region, and gender

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>457,275</b>	<b>538,106</b>	<b>171,866</b>	<b>142,319</b>	<b>147,020</b>	<b>106,003</b>	<b>39,063</b>	<b>34,451</b>
<b>Management Team</b>								
Men	13,409	20,425	4,090	4,094	1,332	898	686	2,058
Women	2,502	3,252	181	513	439	395	25	136
<b>Total</b>	<b>15,912</b>	<b>23,677</b>	<b>4,271</b>	<b>4,607</b>	<b>1,771</b>	<b>1,293</b>	<b>711</b>	<b>2,194</b>
<b>Middle managers and skilled technicians</b>								
Men	135,101	164,541	86,210	87,008	31,022	15,271	17,659	14,422
Women	39,090	46,435	5,800	14,914	21,398	5,371	3,794	3,144
<b>Total</b>	<b>174,191</b>	<b>210,976</b>	<b>92,010</b>	<b>101,922</b>	<b>52,420</b>	<b>20,642</b>	<b>21,453</b>	<b>17,566</b>
<b>Skilled workers and support personnel</b>								
Men	257,755	290,180	69,828	73,237	66,014	62,047	15,698	14,003
Women	8,618	13,273	5,757	21,921	26,815	22,900	1,201	688
<b>Total</b>	<b>266,373</b>	<b>303,453</b>	<b>75,585</b>	<b>95,158</b>	<b>92,828</b>	<b>84,947</b>	<b>16,899</b>	<b>14,691</b>
<b>Workforce</b>								
Men	406,265	475,146	160,128	164,339	98,369	78,216	34,043	30,483
Women	51,010	62,961	11,738	37,348	48,651	28,666	5,020	3,968

## Total number of training hours by professional category, region, and gender

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>73,912</b>	<b>210,619</b>	<b>2,615</b>	<b>3,506</b>	<b>891,750</b>	<b>1,095,253</b>	<b>1,025,883</b>	<b>1,194,709</b>
<b>Management Team</b>								
<b>Men</b>	<b>592</b>	<b>1,230</b>	<b>62</b>	<b>178</b>	<b>20,172</b>	<b>28,884</b>	<b>21,608</b>	<b>30,083</b>
<b>Women</b>	<b>356</b>	<b>462</b>	<b>16</b>	<b>30</b>	<b>3,519</b>	<b>4,788</b>	<b>3,519</b>	<b>4,788</b>
<b>Total</b>	<b>948</b>	<b>1,692</b>	<b>78</b>	<b>208</b>	<b>23,691</b>	<b>33,672</b>	<b>25,127</b>	<b>34,872</b>
<b>Middle managers and skilled technicians</b>								
<b>Men</b>	<b>6,495</b>	<b>22,964</b>	<b>655</b>	<b>1,011</b>	<b>277,142</b>	<b>305,217</b>	<b>370,174</b>	<b>375,139</b>
<b>Women</b>	<b>3,719</b>	<b>9,221</b>	<b>691</b>	<b>659</b>	<b>75,291</b>	<b>79,744</b>	<b>97,929</b>	<b>92,839</b>
<b>Total</b>	<b>10,214</b>	<b>32,185</b>	<b>1,346</b>	<b>1,670</b>	<b>352,433</b>	<b>384,961</b>	<b>468,104</b>	<b>467,978</b>
<b>Skilled workers and support personnel</b>								
<b>Men</b>	<b>59,689</b>	<b>163,100</b>	<b>1,114</b>	<b>1,235</b>	<b>470,098</b>	<b>603,803</b>	<b>485,324</b>	<b>614,552</b>
<b>Women</b>	<b>3,060</b>	<b>13,641</b>	<b>77</b>	<b>393</b>	<b>45,528</b>	<b>72,817</b>	<b>47,329</b>	<b>77,308</b>
<b>Total</b>	<b>62,750</b>	<b>176,741</b>	<b>1,191</b>	<b>1,628</b>	<b>515,626</b>	<b>676,620</b>	<b>532,653</b>	<b>691,860</b>
<b>Workforce</b>								
<b>Men</b>	<b>66,776</b>	<b>187,294</b>	<b>1,831</b>	<b>2,425</b>	<b>767,412</b>	<b>937,904</b>	<b>877,106</b>	<b>1,019,774</b>
<b>Women</b>	<b>7,135</b>	<b>23,325</b>	<b>784</b>	<b>1,081</b>	<b>124,338</b>	<b>157,349</b>	<b>148,777</b>	<b>174,935</b>

## Average hours of training per employee, region, and gender

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>42.41</b>	<b>51.15</b>	<b>41.02</b>	<b>41.04</b>	<b>27.56</b>	<b>22.32</b>	<b>60.19</b>	<b>56.11</b>
<b>Management Team</b>								
Men	31.06	55.73	47.01	41.78	15.32	14.04	28.58	66.39
Women	35.04	55.83	15.08	34.17	18.27	17.17	25.00	68.00
<b>Total</b>	<b>31.63</b>	<b>55.74</b>	<b>43.14</b>	<b>40.77</b>	<b>15.95</b>	<b>14.87</b>	<b>28.44</b>	<b>66.49</b>
<b>Middle managers and skilled technicians</b>								
Men	39.12	49.60	44.97	41.97	23.15	25.88	63.98	46.52
Women	32.63	40.65	16.29	33.00	23.80	23.35	54.20	51.52
<b>Total</b>	<b>37.42</b>	<b>47.31</b>	<b>40.48</b>	<b>40.37</b>	<b>23.41</b>	<b>25.17</b>	<b>62.00</b>	<b>47.34</b>
<b>Skilled workers and support personnel</b>								
Men	52.00	58.05	48.49	43.85	28.58	23.03	62.29	79.12
Women	13.37	20.83	15.23	36.11	39.78	19.29	46.19	20.86
<b>Total</b>	<b>47.55</b>	<b>53.85</b>	<b>41.58</b>	<b>41.79</b>	<b>31.11</b>	<b>21.89</b>	<b>60.79</b>	<b>69.96</b>
<b>Workforce</b>								
Men	45.95	54.72	46.49	42.79	26.32	23.36	61.67	58.85
Women	26.31	34.26	15.73	34.77	30.46	19.91	51.75	41.33



## Average hours of training per employee, region, and gender

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	20.94	51.97	17.67	21.25	36.20	43.71	38.69	44.72
<b>Management Team</b>								
Men	31.17	55.91	20.67	29.70	30.95	49.17	31.35	48.08
Women	71.20	77.00	16.00	30.00	30.76	45.49	30.76	45.09
<b>Total</b>	39.51	60.43	20.50	29.74	30.92	48.61	31.27	47.71
<b>Middle managers and skilled technicians</b>								
Men	14.21	44.76	14.24	15.10	37.00	44.42	43.03	47.80
Women	18.59	44.12	36.37	21.96	27.21	37.54	31.50	39.05
<b>Total</b>	15.55	44.58	20.71	17.22	34.36	42.80	39.97	45.76
<b>Skilled workers and support personnel</b>								
Men	21.56	55.01	14.85	27.45	39.83	48.11	39.98	47.83
Women	38.25	40.36	19.25	24.54	25.20	25.84	25.44	26.58
<b>Total</b>	22.03	53.51	15.08	26.68	37.89	44.03	38.05	43.91
<b>Workforce</b>								
Men	20.58	53.51	14.77	20.55	38.48	46.88	40.92	47.83
Women	25.04	42.18	32.67	23.01	26.52	31.17	29.27	32.44

## G4-LA10 Programmes for skills management and lifelong learning

## Training programmes by region

	2014		2013	
	No. of participants at in-house courses	No. of attendees at outside training	No. of participants at in-house courses	No. of attendees at outside training
Spain	177	845	158	817
United Kingdom	2,505	35	1,669	314
United States	39	115	12	65
Mexico	5	17	10	9
Brazil	3,984	406	105	315
Other countries	2	2	20	3
<b>Basic boundary</b>	<b>6,712</b>	<b>1,420</b>	<b>1,974</b>	<b>1,523</b>
<b>Expanded boundary</b>	<b>6,925</b>	<b>1,701</b>	<b>2,044</b>	<b>1,633</b>

## G4-LA11 Employees receiving regular performance and career development reviews

## Employees receiving performance reviews by region and gender

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Workforce</b>								
Men	8,870	9,187	4,662	4,859	3,528	3,529	620	579
Women	1,968	2,011	2,194	2,521	1,529	1,512	116	93
<b>Total</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>Receiving performance reviews (%)</b>								
Men	95.40	94.99	100.00	99.28	19.61	20.52	98.71	67.36
Women	98.32	96.65	99.68	100.00	11.77	12.50	96.55	72.04
<b>Total</b>	<b>95.93</b>	<b>95.29</b>	<b>99.90</b>	<b>99.53</b>	<b>17.24</b>	<b>18.11</b>	<b>98.37</b>	<b>68.01</b>

## Employees receiving performance reviews by region and gender

2014	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Workforce</b>								
Men	3,251	3,240	114	172	21,045	21,566	22,752	23,329
Women	494	482	41	72	6,342	6,691	6,845	7,203
<b>Total</b>	<b>3,745</b>	<b>3,722</b>	<b>155</b>	<b>244</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>Receiving performance reviews (%)</b>								
Men	86.31	85.52	19.30	42.44	81.99	80.00	81.61	81.93
Women	78.14	70.95	17.07	47.22	75.79	81.19	75.80	77.43
<b>Total</b>	<b>85.23</b>	<b>83.64</b>	<b>18.71</b>	<b>43.85</b>	<b>80.56</b>	<b>76.17</b>	<b>80.26</b>	<b>80.87</b>

## Aspect: Diversity and equal opportunity

## G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

## Workforce by Region, Gender, and Professional Category

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>10,838</b>	<b>11,198</b>	<b>6,856</b>	<b>7,380</b>	<b>5,057</b>	<b>5,041</b>	<b>736</b>	<b>672</b>
<b>By gender</b>								
Men	8,870	9,187	4,662	4,859	3,528	3,529	620	579
Women	1,968	2,011	2,194	2,521	1,529	1,512	116	93
<b>By professional category</b>								
<b>Men</b>								
Management team	475	472	120	128	83	74	26	25
Middle managers and skilled technicians	3,517	3,623	2,582	2,609	1,277	753	350	310
Skilled workers and support personnel	4,878	5,092	1,960	2,122	2,168	2,702	244	244
<b>Women</b>								
Management team	69	66	34	36	22	24	3	1
Middle managers and skilled technicians	1,267	1,267	997	1,016	865	295	83	65
Skilled workers and support personnel	632	678	1,163	1,469	642	1,193	30	27
<b>By age group</b>								
<b>Men</b>								
Up to 30 years old	513	675	611	624	373	359	125	129
Between 31 and 50 years old	4,480	4,579	2,467	2,678	1,624	1,688	436	408
More than 50 years old	3,877	3,933	1,584	1,557	1,531	1,482	59	42
<b>Women</b>								
Up to 30 years old	102	137	284	372	157	132	36	26
Between 31 and 50 years old	1,375	1,390	1,473	1,583	768	806	78	66
More than 50 years old	492	483	437	566	604	574	2	1

**Workforce by Region, Gender, and Professional Category**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>Total workforce</b>	<b>3,745</b>	<b>3,722</b>	<b>155</b>	<b>244</b>	<b>27,387</b>	<b>28,257</b>	<b>29,597</b>	<b>30,532</b>
<b>By gender</b>								
Men	3,251	3,240	114	172	21,045	21,566	22,752	23,329
Women	494	482	41	72	6,342	6,691	6,845	7,203
<b>By professional category</b>								
<b>Men</b>								
Management team	25	24	3	6	732	729	753	750
Middle managers and skilled technicians	459	449	52	83	8,237	7,827	9,393	9,011
Skilled workers and support personnel	2,767	2,767	59	83	12,076	13,010	12,606	13,568
<b>Women</b>								
Management team	10	9	2	4	140	140	140	140
Middle managers and skilled technicians	201	180	28	37	3,441	2,860	3,808	3,236
Skilled workers and support personnel	283	293	11	31	2,761	3,691	2,897	3,827
<b>By age group</b>								
<b>Men</b>								
Up to 30 years old	1,103	1,166	9	20	2,734	2,973	3,104	3,299
Between 31 and 50 years old	1,923	1,857	98	136	11,028	11,346	11,822	12,181
More than 50 years old	225	217	7	16	7,283	7,247	7,826	7,850
<b>Women</b>								
Up to 30 years old	209	206	4	15	792	888	916	1,007
Between 31 and 50 years old	263	258	34	51	3,991	4,154	4,277	4,448
More than 50 years old	22	18	3	6	1,560	1,648	1,652	1,747

**Breakdown of Board of Directors by gender and age group**

Number of members of the Board	2014	2013
<b>Men</b>		
Up to 30 years old	0	0
Between 31 and 50 years old	0	1
More than 50 years old	9	9
<b>Women</b>		
Up to 30 years old	0	0
Between 31 and 50 years old	2	2
More than 50 years old	3	2

## Aspect: Equal remuneration for women and men

## G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by professional category and region

The table below shows the salary ratio of men to women within the various boundaries, and although the data set forth therein might suggest inconsistency with the management approach for the “Diversity and Equal Opportunity” aspect and the “Equal Remuneration for Women and Men” aspect described in the *Sustainability Report 2014*, the differences between the salaries of men and women are a consequence of changes in the structure of the workforce rather than the result of a policy of discrimination, given that each professional category includes:

- \_\_different professional levels, with different proportions between men and women, and
- \_\_groups from different geographical areas, in different currencies and salary bands.

## Ratio of basic salary of men to women by professional category (%)

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
Middle managers and skilled technicians	102.09	100.76	116.52	117.05	130.33	117.51	129.04	137.76
Skilled workers and support personnel	96.35	95.92	129.36	133.25	138.12	130.26	102.99	98.57

## Ratio of basic salary of men to women by professional category (%)

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
Middle managers and skilled technicians	127.23	118.92	104.76	124.41	108.97	109.36	106.81	107.36
Skilled workers and support personnel	123.51	115.98	132.61	102.94	98.87	94.30	99.11	93.73

The ratio of employees by professional category and gender is available in indicator G4-LA12.

### EU15 Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region

#### Employees eligible to retire in the next 5 years

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>By professional category</b>								
Management team	89	82	7	8	60	56	3	3
Middle managers and skilled technicians	366	346	309	310	859	332	7	5
Skilled workers and support personnel	810	767	339	393	1,177	1,661	5	5
<b>Total</b>	<b>1,265</b>	<b>1,195</b>	<b>655</b>	<b>711</b>	<b>2,096</b>	<b>2,049</b>	<b>15</b>	<b>13</b>
<b>By professional category (%)</b>								
Management team	0.82	0.73	0.10	0.11	1.19	1.11	0.41	0.45
Middle managers and skilled technicians	3.38	3.09	4.51	4.20	16.99	6.59	0.95	0.74
Skilled workers and support personnel	7.48	6.85	4.94	5.33	23.27	32.95	0.68	0.74
<b>Total</b>	<b>11.68</b>	<b>10.67</b>	<b>9.55</b>	<b>9.64</b>	<b>41.45</b>	<b>40.65</b>	<b>2.04</b>	<b>1.93</b>



Employees eligible to retire in the next 5 years

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>By professional category</b>								
Management team	2	3	0	0	161	152	165	155
Middle managers and skilled technicians	60	54	3	6	1,604	1,053	1,769	1,288
Skilled workers and support personnel	119	96	0	4	2,450	2,926	2,548	3,085
<b>Total</b>	<b>181</b>	<b>153</b>	<b>3</b>	<b>10</b>	<b>4,216</b>	<b>4,131</b>	<b>4,481</b>	<b>4,528</b>
<b>By professional category (%)</b>								
Management team	0.05	0.08	0.00	0.00	0.59	0.54	0.56	0.51
Middle managers and skilled technicians	1.60	1.45	1.94	2.46	5.98	3.73	5.98	4.22
Skilled workers and support personnel	3.18	2.58	0.00	1.64	8.95	10.35	8.61	10.10
<b>Total</b>	<b>4.83</b>	<b>4.11</b>	<b>1.94</b>	<b>4.10</b>	<b>15.39</b>	<b>14.62</b>	<b>15.14</b>	<b>14.83</b>

**Employees eligible to retire in the next 10 years**

	Spain		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>By professional category</b>								
Management team	179	168	29	24	82	78	4	4
Middle managers and skilled technicians	888	914	787	801	1,206	487	11	17
Skilled workers and support personnel	1,966	1,984	813	895	1,601	2,273	7	7
<b>Total</b>	<b>3,033</b>	<b>3,066</b>	<b>1,629</b>	<b>1,720</b>	<b>2,889</b>	<b>2,838</b>	<b>22</b>	<b>28</b>
<b>By professional category (%)</b>								
Management team	1.65	1.50	0.42	0.33	1.62	1.55	0.54	0.60
Middle managers and skilled technicians	8.20	8.17	11.48	10.85	23.85	9.66	1.49	2.53
Skilled workers and support personnel	18.14	17.71	11.86	12.13	31.66	45.09	0.95	1.04
<b>Total</b>	<b>27.98</b>	<b>27.38</b>	<b>23.76</b>	<b>23.31</b>	<b>57.13</b>	<b>56.30</b>	<b>2.99</b>	<b>4.17</b>

**Employees eligible to retire in the next 10 years**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
<b>By professional category</b>								
Management team	4	3	1	2	299	279	309	289
Middle managers and skilled technicians	98	110	3	8	2,993	2,337	3,477	2,799
Skilled workers and support personnel	278	287	0	11	4,665	5,457	4,917	5,745
<b>Total</b>	<b>380</b>	<b>400</b>	<b>4</b>	<b>21</b>	<b>7,957</b>	<b>8,073</b>	<b>8,703</b>	<b>8,833</b>
<b>By professional category (%)</b>								
Management team	0.11	0.08	0.65	0.82	1.09	0.99	1.04	0.95
Middle managers and skilled technicians	2.62	2.96	1.94	3.28	10.93	8.27	11.75	9.17
Skilled workers and support personnel	7.42	7.71	0.00	4.51	17.03	19.31	16.61	18.82
<b>Total</b>	<b>10.15</b>	<b>10.75</b>	<b>2.58</b>	<b>8.61</b>	<b>29.05</b>	<b>28.57</b>	<b>29.40</b>	<b>28.93</b>

## C4. Product Responsibility

### Electric Utilities Sector Specific Aspect: Access

#### EU27 Residential disconnections for non-payment

##### Residential disconnections for non-payment by region (no.)

	Spain		United Kingdom		United States	
	2014	2013	2014	2013	2014	2013
Paid up to 48 h after disconnection	212,749	391,565	0	28	57,762	52,979
Paid between 48 h and one week after disconnection	34,035	58,628	0	22	7,547	10,397
Paid between one week and one month after disconnection	47,319	71,594	0	16	3,365	3,933
Paid between one month and one year	41,628	56,841	0	20	2,302	2,652
Paid after more than one year	0	0	0	0	0	0
Outstanding and unclassified	0	0	0	0	19,529	24,907
<b>Total</b>	<b>335,731</b>	<b>578,628</b>	<b>0</b>	<b>86</b>	<b>90,505</b>	<b>94,868</b>

##### Residential disconnections for non-payment by region (no.)

	Brazil		Iberdrola total	
	2014	2013	2014	2013
Paid up to 48 h after disconnection	983,686	867,683	1,254,197	1,312,255
Paid between 48 h and one week after disconnection	191,280	187,682	232,862	256,729
Paid between one week and one month after disconnection	154,420	180,021	205,104	255,564
Paid between one month and one year	113,821	194,615	157,751	254,128
Paid after more than one year	24	5	24	5
Outstanding and unclassified	0	827,551	19,529	852,458
<b>Total</b>	<b>1,443,231</b>	<b>2,257,557</b>	<b>1,869,467</b>	<b>2,931,139</b>

Residential reconnections following payment of unpaid bills, by region (no.)

	Spain		United Kingdom		United States	
	2014	2013	2014	2013	2014	2013
Less than 24 h after payment	322,466	558,455	0	6	54,650	54,763
Between 24 h and one week after payment	11,724	19,535	0	44	6,025	5,721
More than one week after payment	622	648	0	52	5,999	8,827
Unclassified	0	0	0	0	0	0
<b>Total</b>	<b>334,812</b>	<b>578,638</b>	<b>0</b>	<b>102</b>	<b>66,674</b>	<b>69,311</b>

Residential reconnections following payment of unpaid bills, by region (no.)

	Brazil		Iberdrola Total	
	2014	2013	2014	2013
Less than 24 h after payment	1,170,114	1,279,150	1,547,230	1,892,374
Between 24 h and one week after payment	156,071	142,503	173,820	167,803
More than one week after payment	106,308	75,243	112,929	84,770
Unclassified	70,512	767,143	70,512	767,143
<b>Total</b>	<b>1,503,005</b>	<b>2,264,039</b>	<b>1,904,491</b>	<b>2,912,090</b>

## EU30 Average plant availability

## Average availability factor (%)

	Spain <sup>21</sup>		United Kingdom		United States		Mexico	
	2014	2013	2014	2013	2014	2013	2014	2013
Combined cycle	91.34	93.55	84.69	84.21	N/A	N/A	95.05	93.93
Conventional thermal	96.56	93.50	75.21	67.84	N/A	N/A	N/A	N/A
Cogeneration	96.77	88.73	87.00	93.00	88.00	90.91	96.64	93.55
Nuclear	92.69	88.16	N/A	N/A	N/A	N/A	N/A	N/A
Hydroelectric	84.14	86.84	91.27	89.00	59.33	38.64	N/A	N/A
Mini-hydro	94.36	96.60	N/A	N/A	N/A	N/A	N/A	N/A
Biomass	0.00	0.00	N/A	N/A	N/A	N/A	N/A	N/A
Wind	98.00	97.65	96.00	96.80	96.00	97.02	N/A	N/A

21 Does not include the Garoña nuclear plant, which remained on shutdown during 2014 as it is pending cessation of activities.

**Average availability factor (%)**

	Brazil		Other countries		Basic boundary		Expanded boundary	
	2014	2013	2014	2013	2014	2013	2014	2013
Combined cycle	N/A	N/A	N/A	N/A	80.91	85.53	91.89	90.67
Conventional thermal	N/A	N/A	N/A	N/A	91.71	90.67	80.91	85.53
Cogeneration	N/A	N/A	N/A	N/A	95.53	91.24	95.51	91.20
Nuclear	N/A	N/A	N/A	N/A	92.69	88.96	92.69	88.96
Hydroelectric	N/A	N/A	N/A	N/A	83.82	86.78	84.91	86.78
Mini-hydro	N/A	N/A	N/A	N/A	94.36	96.69	94.36	96.60
Biomass	N/A	N/A	N/A	N/A	0.00	0.00	0.00	0.00
Wind	97.00	N/A	98.00	97.45	97.00	97.29	96.70	97.29





