



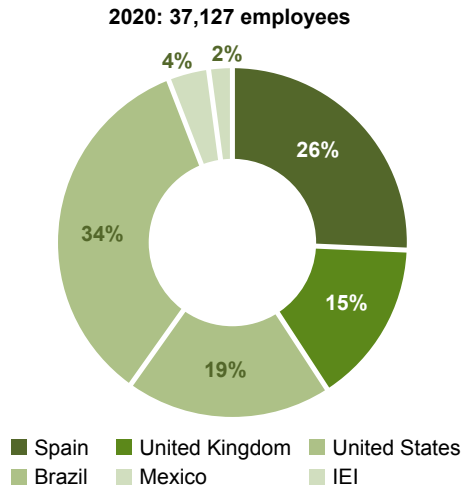
4.4 Human capital

	Management approach	Principal activities 2020	Outlook
Global human resources management	<ul style="list-style-type: none"> Achieve the goals of competitiveness and business efficiency in a climate of social peace, fostering stable, high-quality employment. Harmonise human resources processes and make inroads with implementing the Iberdrola culture in all countries, respecting specific local conditions. 	<ul style="list-style-type: none"> Management of an appropriate labour relations framework that can be adapted to suit business and social requirements. Review of the human resources processes, conforming them to the purpose and values. Improvements in the digitalisation of the goals, training, mobility and on-boarding process. Cementing its role as a leading communicator in the unique situation experienced this year. 	<ul style="list-style-type: none"> Strengthen the commitment to Sustainable Development, enhancing ethical and responsible behaviours. Transformation and digitalisation of the human resources processes. Drive cultural change, promoting the adoption of the new values. Identify and act on those moments that are most important to our employees, incorporating listening tools based on their life cycle.
Goal of "accident reduction"	<ul style="list-style-type: none"> Prioritise the safety of individuals at the group's facilities and within its sphere of influence, fostering a progressive reduction in injury rates and improving health and safety conditions. Replicate throughout the group the best practices identified in the area of occupational health and safety, fostering a culture of excellence in management and coordinating global preventive activities. 	<ul style="list-style-type: none"> Obtain and / or maintain the OHSAS 18001 / ISO 45001 certification. Monitoring of proactive and reactive indicators at the companies of the group. ALWAYS ON campaign, based on safety videos aimed at all employees and articles ("Tribunes") to the chain of command. The campaign includes a leadership course for managers. A project for the complete digitalisation of Health and Safety within a single tool has begun. Continue with implementation of the <i>Zero Accident Plan</i> at Neoenergia to reduce the accident rate. 	<ul style="list-style-type: none"> Continue assessing compliance with global standards and implementing improvement groups to promote safe behaviours. Complete OHSAS 18001 / ISO 45011 certification at those group companies not yet certified. Implement the new Global Accident Rate scorecard tool. Develop a Global Model for recognising best prevention practices. Implement a preselection and performance assessment system for subcontractors.
Talent management	<ul style="list-style-type: none"> Drive staff qualifications, preparing employees to work in a multicultural environment and making continual efforts to improve their employability. Develop alternatives to compensate for factors stemming from the ageing of the workforce. Maintain a team of competent, committed and motivated professionals, which is key for the sustained success of the business. Manage talent on an integrated basis in order to train future leaders, preparing them now to assume larger responsibilities. 	<ul style="list-style-type: none"> Conversion to virtual format of training that can be digitalised given the COVID-19 pandemic. Design our strategic learning framework, including the future capabilities map. Assessment of high-potential employees and design of individual development plans. Improvements to the design and management of the succession plan. Launch of the digital mentoring program Training and awareness regarding the new values-based behaviours model, with a focus on the leadership group New edition of the "Early Career" international mobility programme. 	<ul style="list-style-type: none"> Consolidation of the high-potential employee development plan according to the 70:20:10 learning model. Integrated management of the talent pool, consisting of high-potential and critical employees, combining development and alignment with remuneration. Review of the portfolio of leadership development programs (improved local / global balance). Consolidation of the mentoring platform and programs. Enhance the offer of training solutions for the development of future capabilities.
Diversity, equal opportunity and work-life balance	<ul style="list-style-type: none"> Guarantee a social model committed to professional excellence and the quality of life of our employees. Foster a culture based on meritocracy, equal opportunity, non-discrimination and the promotion of diversity and inclusion as a strategic priority for sustainable growth. Create a high-quality labour environment by committing to work-life balance. Contribute to achieving the SDGs for the 2015-2030 horizon through the <i>Corporate Volunteering Programme</i>. 	<ul style="list-style-type: none"> Inclusion of Iberdrola in the 2020 <i>Bloomberg Gender-Equality Index</i> for the third consecutive year. Preparation of the first global report on diversity and inclusion, and design of a roadmap on this subject. Establishment of a commission to drive and monitor progress on Diversity and Inclusion at the global level. Launch of the "Volunteers against COVID-19" program to respond to the social and healthcare crisis caused by the pandemic. Corporate Volunteering Activities to improve the quality of life and the integration of vulnerable groups, care for the environment and recovery of natural spaces, and raise awareness of the SDGs. 	<ul style="list-style-type: none"> Increase the number of women in executive positions, reaching 30% by 2025. Maintain salary equality between men and women at the group level. Provide training and raise awareness about the value of diversity for the organisation. Continue to promote initiatives contributing to the improvement of diversity and the creation of an inclusive culture within the group. Continue to promote improvements in people's quality of life through social action. Promote the participation of vulnerable groups in Iberdrola's volunteer activities. Continue to offer global volunteering opportunities to meet social needs.

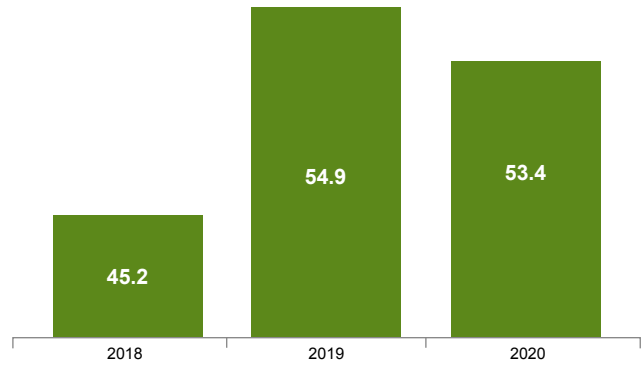


Ensure the availability of a committed, qualified and diverse workforce in a safe and stable environment.

Geographic diversification of the workforce



Hours of training per employee trained^{1, 2}:



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Social commitment



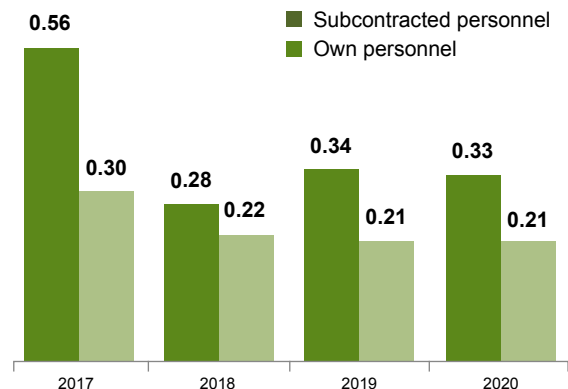
Various corporate volunteer activities by employees around the world. (Photos: Brazil, Mexico and Spain).

Iberdrola committed to equality



Inclusive school for electricians in Brazil.

Improvement in accident ratios (2017-2020)³:



(1) The exceptional situation caused by COVID-19 has significantly reduced face-to-face training. Thanks to a tremendous effort, a large part of training activity has been adapted for delivery by remote means, which has led to a considerable increase in the proportion of on-line training hours.
 (2) Does not include training hours provided by the school for electricians from years prior to 2020 for professionals hired in Brazil during that year.
 (3) Injury rate (accidents with sick leave per average number of employees, multiplied by 100).