





## PURPOSE

To establish the principles related to the commitment to management excellence focused on creating sustainable value which meets or exceeds the requirements and expectations of stakeholders within the ecosystem of the Red Eléctrica Group, acting as a lever to achieve outstanding results today and in the future.

Supporting and complying with the principles contained in this Policy contribute to meeting the corporate goal, as well as to achieving the strategic objectives thereof, consistent with the values, principles and conduct guidelines set forth in the Code of Ethics and Conduct of the Red Eléctrica Group.

## SCOPE OF APPLICATION

This Policy is applicable to all companies in which the Red Eléctrica Group has a controlling interest. It is the responsibility of all the members of the Red Eléctrica Group to comply with this Policy in the exercise of their roles and responsibilities, and in all professional fields in which they represent the organisation.

In those investee companies in which the Red Eléctrica Group does not have effective control, principles consistent with those set forth in this Policy will be implemented.

## PRINCIPLES

- To direct and promote management excellence in the Group, based on the principles and guidelines established in internationally recognised models, as well as the implementation of internal or external best practices of the Group.
- To promote inspiring leadership throughout the organisation and in its scope of influence, reinforcing values and policies, acting as a reference and obtaining the commitment of all stakeholders.
- To promote a culture of excellence by encouraging creativity and innovation, disruptive thinking which maximises value creation, teamwork, communication, talent development and appreciation of achievements, promoting success to meet the corporate purposes.
- To establish sustainable relationships with the Group's stakeholders, involving them to deploy the strategy and to create shared value, based on acknowledging their needs and expectations and on the principles of transparency, responsibility, ethical behaviour and trust.
- To develop and maintain a proactive approach facing changes generated in the ecosystem and the scope of influence thereof, in order to anticipate them and to benefit from them nowadays and in the future through the necessary transformation of culture, technology,



## Excellence Policy

asset and resource management in a balanced and sustainable way, knowledge and data analytics, including predictive models.

- To promote resilient management systems based on excellence, innovation and sustainability.

This **Excellence Policy** was approved in its 2<sup>nd</sup> edition by the Executive Committee on 22<sup>nd</sup> June, 2021.