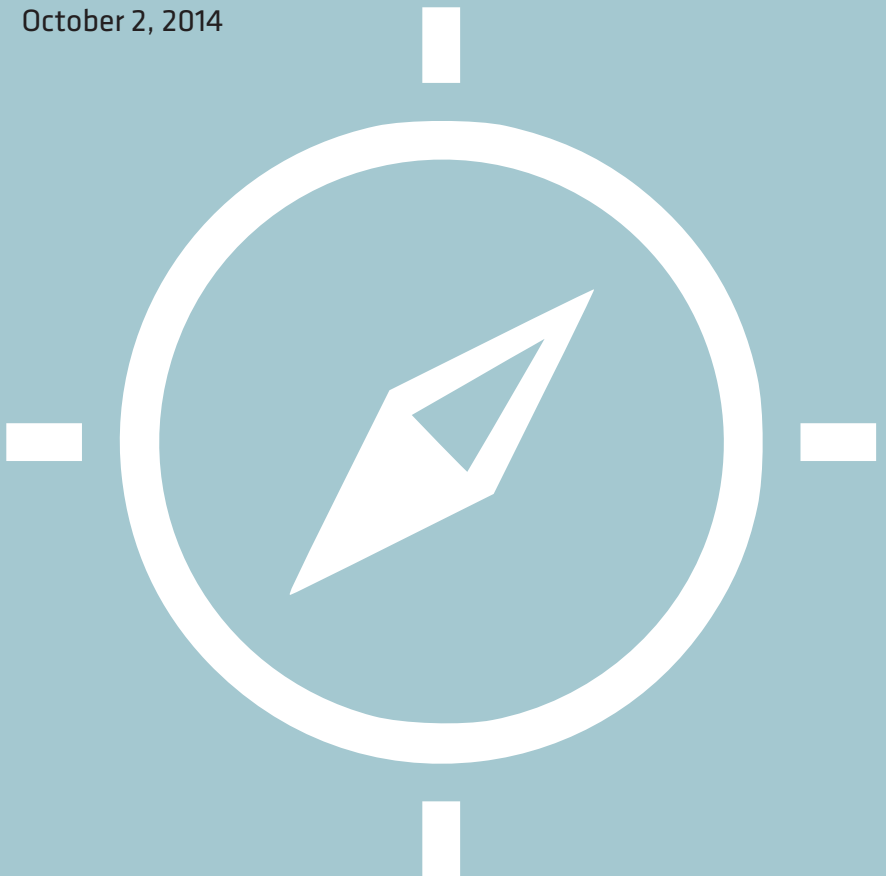




RED
ELÉCTRICA
CORPORACIÓN

Human Resources POLICY

October 2, 2014





OBJECT

Establish the principles and guidelines on human resources matters through both efficiency and the personal and professional fulfilment of its employees. These principles and guidelines shall lead to the fulfilment of the strategies and objectives of the Red Eléctrica Group.

Scope of application

Red Eléctrica Group.

Basic principles and guidelines

- Apply the principles of excellence adopted by the Red Eléctrica Group and incorporate and promote best practices in the field of human resources management.
- Anticipate and adapt the framework of labour relations of the Red Eléctrica Group to regulation, assessing and addressing recommendations, trends and best practices in the labour market.
- Promote and guide the actions undertaken by the Red Eléctrica Group concerning the principles of equal opportunity and non-discrimination, particularly considering all HR processes from a transversal perspective.
- Design and promote an agile and flexible work organisation model and system that, based on processes and functions, and from a value-add standpoint, boosts efficiency in accordance with corporate commitments and regulations in force.
- Design, implement and promote a talent management model and system capable of attracting, developing, training, transforming, retaining and nurturing "emerging" talent. Implementing and developing models of training, knowledge management and professional development –integrated amongst themselves– that contribute to ensuring the current and future capabilities and resources of the organization.
- Design, implement and promote a leadership model for continuous improvement in people management, boosting efficiency in processes, facilitating the fulfilment of the strategies and objectives of the Red Eléctrica Group and the satisfaction of stakeholders.
- Promote a comprehensive evaluation model for assessing the performance of employees of the Red Eléctrica Group and the work climate. A flexible model focused on continuous improvement, aimed at facilitating talent management and the leadership model as well as the adaptation of the technical and competency skills and attitudes of the people employed with the aim of achieving the objectives of the Company.



- Design, implement and promote an overall remuneration and reward scheme and system that is fair, internally equitable and externally competitive, combines monetary and non-monetary elements, recognises and respects the diversity of the Company's and employees' needs and expectations, and which integrates the management of talent and of the healthy company model.
- Design, implement and promote a healthy company model and management system through the consideration of occupational health and safety as physical, mental and social well-being, with the involvement and participation of all stakeholders and the integration of people with disabilities, as well as the development and promotion of the work-life balance, as key elements of social well-being.
- Focus and develop internal communication as an element that is strategic and integrated in human resources management.
- Ensure the safety of people in the execution of the activities associated with all job positions through training and the use of work equipment and of personal and collective safety means, and promote and ensure the protection of people, facilities and assets of the Red Eléctrica Group in accordance with the risks identified and their suitable comprehensive management in terms of efficiency and quality.
- Ensure that actions related to work space planning and the construction and maintenance of buildings and facilities, are consistent with the criteria established regarding a healthy company, responsibility, quality and energy efficiency.
- Ensure, within the scope of their responsibility, the general services necessary for the proper execution and performance of the activities of each organisational unit in line with the objectives and strategy of the Red Eléctrica Group.

This **Human Resources Policy** was approved by the Management Committee on October 2, 2014.