



RED ELÉCTRICA
CORPORACIÓN

Board of Directors

27 October 2015

Gender Diversity Report and Equality Policy



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1. Good governance and legal background.

International declarations on human rights recognise, as a legal principle, the universal equality between women and men, proclaimed also in the European Union and that seeks to achieve a greater balance in society and to contribute to its economic development. The Spanish Constitution proclaims the right to equality and non-discrimination due to gender, as well as the obligation of public powers to promote conditions where equality of the individual and that of the groups in which they are integrated be both real and effective.

The aforementioned declarations, nevertheless, have not been sufficient enough to avoid discrimination against women, be it directly or indirectly. For this reason, a series of more specific legislative actions has been carried out directed towards combating sexual discrimination, and to promote true equality between women and men. In Spain the legislative instrument used is Statutory Law 3/2007 of 22 March, for the effective equality between men and women, known as Equality Law.

In addition to other measures directed toward promoting the right for equal treatment and opportunities with regard to working opportunities, the Law has focused its attention towards the incorporation of women into the administrative bodies of business corporations in order to obtain a balanced presence amongst men and women. In this respect, it establishes in its article 75 that *“companies obliged to present complete profit and loss accounts will try to include on their Board of Directors a number of women that allows them to reach a balanced presence of men and women within eight years from this Law coming into force”*.

The Equality Law therefore set out a parity objective for fiscal year 2015, although it is purely a recommendation, without any type of sanction for its non-fulfilment.

In 2012, the draft Directive of the European Union on the share of women on company boards was approved. Said project set a share of 40% women (external directors) on boards of directors of Europe’s listed companies provided they were not small or medium-sized (less than 250 employees or turnover of less than 50 million euros). The text clarifies that women will not be promoted without further ado, but when faced with male and female candidates of equal merit then the woman shall be appointed to the position. This objective should be achieved by 2020. The draft directive proposed by the European Commission has, since 20 November 2013, had the support of the significant majority of the European Parliament which approved the project after its first reading. This confirms the strong consensus that exists in major European institutions to increase gender balance on the boards of directors and the general support for the approach of the European Commission. However, there are still steps to be taken before the Directive comes into force because, in 2015, the text still continues to be debated in the Council of the European Union.

Red Eléctrica Corporación, S.A. (also referred to in this report as Red Eléctrica) is not indifferent to social concerns regarding equality between men and women and, for that reason; for some years now, it analyses and adopts measures to favour the full integration of women into the business world, both in terms of quantity and quality. Its intention is, in effect, that women play their rightful role in the decision-making process of the Company with a greater presence on the Board of Directors and its committees, and also in management positions and the organisation of the main companies of the Red Eléctrica Group.



For this reason, within the framework of its corporate responsibility policy, the Board of Directors has also undertaken the commitment to guarantee the principles of equal opportunity and non-discrimination, as established in Statutory Law 3/2007 of 22 March, for the effective equality of men and women within the company of the Group that has a larger workforce, Red Eléctrica de España, S.A.U., and in the Board of Directors of Red Eléctrica Corporación, S.A.

In addition, noteworthy is the fact that the Corporate Governance Policy, approved by the Board of Directors of the Company on 25 November 2014, has taken into account gender diversity contemplating as a principle:

“To consolidate its commitment with a range of knowledge, experience and gender in the composition of the Board of Directors and its Commissions”.

Similarly, within the practices incorporated in said Corporate Governance policy the following is found:

“Diversity on the Board of Directors.

The Company applies the principle of encouraging a range of knowledge, experience and Corporate Governance Policy gender in the composition of the Board of Directors and its Commissions, as an essential factor allowing it to achieve its objectives from a plural and balanced perspective”.

Some time ago the Board of Directors undertook in Article 16.1 l) of the Board Regulation the commitment to fulfil the recommendations contained therein regarding gender equality and, therefore, established the obligation of the Appointments and Remuneration Committee to draw up an annual report on matters regarding gender diversity and equality to be submitted to the Board for approval. The first Gender Diversity Report was drawn up in the 2008.

As already occurred with the last report approved in 2014, this year, a single report is presented that includes information on gender diversity in the Board of Directors and information regarding the equality policy of the Red Eléctrica Group within the organisation, whereby making available a single report that integrates all the information regarding this field.

Finally, it should be noted that, given the great social concern regarding issues of gender diversity on boards of directors and in organisations, the Spanish legislator recently proposed to continue promoting gender diversity from Parliament itself. In this regard, Law 31/2014, of 3 December, amending the Corporate Enterprises Act to improve corporate governance, which came into force on 24 December 2014, has introduced a new article in the Corporate Enterprises Act (529.bis LSC), which, in its section 2, states:

"The Board of Directors shall ensure that the procedures for selecting its members promote gender diversity, experience and knowledge and that do not suffer from implicit bias that may entail any discrimination whatsoever and in particular, that they facilitate the selection of female Board members”.

In addition, the mentioned Law in its Article 529 “quindecies”, section 3 (b) stipulates that one of the functions of the Appointments and Remuneration Committee is:

"Establish an objective regarding the representation of the least represented gender on the Board of Directors and develop guidelines on how to achieve said objective”.

In addition, the update of the regulatory framework of Corporate Governance applicable to commercial companies in Spain has been completed with the approval of the



new Good Governance Code of Listed Companies (CBGSC) approved by Resolution of the Board of the Spanish National Securities Market Commission (CNMV) on 18 February 2015. The new CBGSC reflects the concern of society for adequate incorporation of women into the professional field and in particular, into the governing bodies of listed companies.

Thus, in Recommendation No. 14 of the new CBGSC it recommends that:

"The Board of Directors should approve a director selection policy that:

- a) Is specific and verifiable;
- b) Ensures that appointment or re-election proposals are based on a prior analysis of the needs of the board of directors, and
- c) Favours the diversity of knowledge, experience and gender.

The result of the prior analysis of the needs of the board of directors should be set out in the appointments committee explanatory report, to be published when convening the general shareholders' meeting that will ratify the appointment or re-election of each director.

The director selection policy should pursue the goal of having at least 30% of total seats on the board occupied by female directors by 2020.

The appointments committee should annually verify compliance with the director selection policy and report its findings in the annual corporate governance report."

This new Recommendation has reduced by ten percentage points the threshold established in the Equality Act and has extended the deadline for compliance to five years.

In the aforementioned Recommendation of the Corporate Governance Code for Listed Companies, listed companies are encouraged to approve a recruitment policy that will lead to at least 30% of directors in 2020 being female, and this will require those companies that do not adopt this policy, or do not reach that goal, to explain their reasons to the market.

2. Evolution of the presence of women on the Boards of Directors of IBEX 35 companies.

2.1. Information relative to the 2013 fiscal year.¹

As at 31 December 2014 a total of 78 female board members had seats on the Boards of Directors of IBEX 35 companies, i.e. 16.7% of the 467 board members, representing an increase of 1.1% compared to December 2013.

¹ Sources: Annual Corporate Governance Report of the issuers of securities admitted to trading on official secondary markets drafted by the CNMV and the 2015 annual survey on the Present and Future of women on the Boards of Directors conducted by the Add Talentia Observatory.

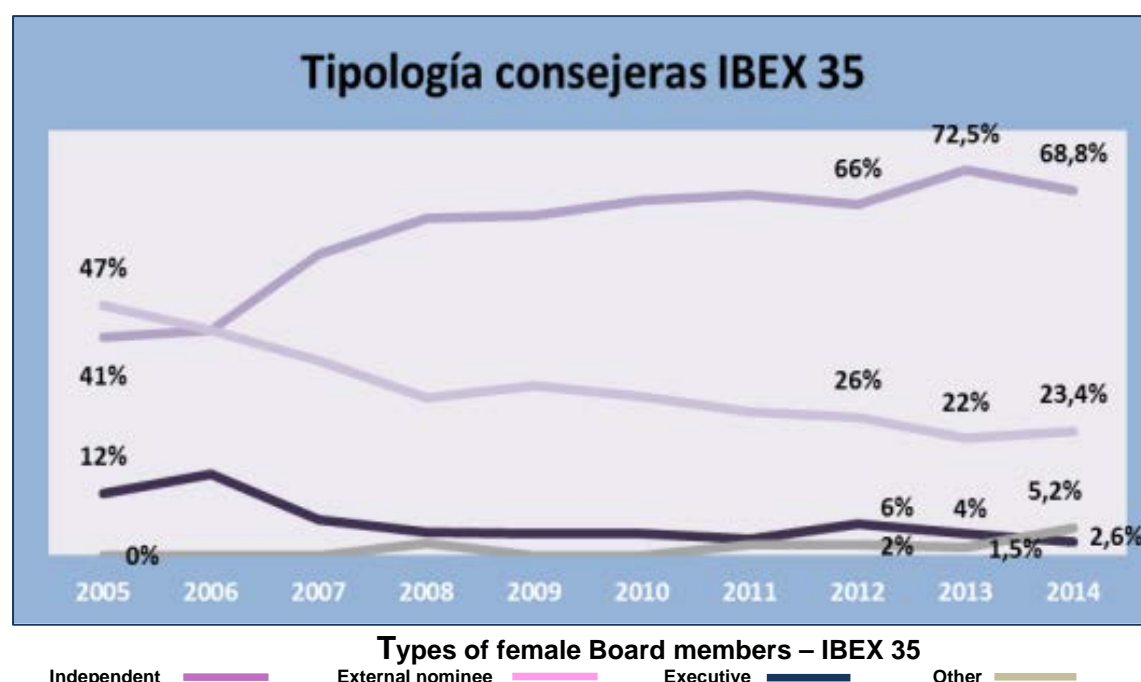


The table below shows the evolution of the number of women holding seats on the Boards of Directors of IBEX 35 companies during the period 2011-2014, as well as the number of companies that have a woman on the Board:

Presence of women on the Boards of Directors of IBEX 35 companies

Fiscal year	Nº of female Board Members	% of the total	Nº of Companies with women on their boards	% of the total
2014	78	16,7	32	91,4
2013	75	15,6	32	91,4
2012	66	13,5	31	88,6
2011	60	11,9	31	88,6

In regard to the profile of female board members, the majority, 68.8% are independent, and 23.4% are external nominees. The number of female executive board members has fallen by half compared to 2013, from 4 to 2.6%. This is because only one woman holds an executive presidency. In the category of "Other", which brings together female board members that cannot be classified in any of the aforementioned categories; the percentage has gone up from 1.5% to 5.2%. The following table shows the evolution by type of member in the percentage of women on the Boards of Directors since 2005, highlighting the increase in the percentage of independent female board members in comparison with the decrease in the percentage of external nominees and executive directors.





2.2. Relevant events after the close of the 2014 fiscal year².

Following the appointments that have taken place during 2015, the percentage of women on the boards of companies in the IBEX 35 has increased from 16.7% (at 31 December 2014) to 17.32%. Although the quota of women on the boards of directors of Spanish companies is still a long way from the European average which is 20%.

In 2015, the number of women on the boards of IBEX 35 companies maintained the upward trend that began in 2008, taking into account the number of seats on the board of directors held by women increased from 66 in 2012 to 80 in 2015, i.e. it is an increase of 21.2%. By comparing this 2015 information with the data available as at 31 December 2014, we can see that the number of female board members has risen by 2.

As areas for improvement in 2015, noteworthy is the fact that there are still three IBEX 35 companies that still do not have women on their boards of directors. In addition, the number of executive female board members is still testimonial if we take into consideration that of the 80 female board members currently on boards; only 3 of them hold the executive position. The rate of incorporation of women onto the boards of directors of IBEX 35 companies seems to have experienced a significant slowdown.

3. Equality on the Board of Directors and Board Committees of RED ELÉCTRICA.

3.1. Composition of the Board of Directors and Committees until 31 December 2014

The Board of Directors of the Company was composed of 11 board members (1 executive, 3 external nominees and 7 independent) from 2005 until 31 December 2014.

Before presenting the information for the 2014 fiscal year, of note is the fact that in 2009 and 2010, Red Eléctrica Corporación, S.A. with 3 female board members, ranked first in the IBEX 35, with the highest percentage of women directors (27.3%), and in 2011, with the same percentage, ranked third. In 2012, the Company again led the IBEX 35, by adding a fourth female board member. With this incorporation, 36.4% of board members were women. At year-end 2013, the Board of Directors of Red Eléctrica Corporación S.A. had 4 female and 7 male board members, which meant that women continued to represent 36.4% of the Board, ranking the Company in second place in the IBEX 35.

At year-end 2014, Red Eléctrica Corporación, S.A. had 5 female board members and has again taken the leading position amongst the IBEX 35 companies.

² Source: "Women on the boards of the IBEX-35" prepared by ATREVIA and the IESE Business School.



In addition, at year-end 2014, 50% of external board members of the Company were women, a quota which exceeded, by ten percent, that established in the draft Directive approved by the European Union previously referred to at the beginning of this report. Before Recommendation 14 of the current Corporate Governance Code for Listed Companies was approved, the percentage of women on the Board of Directors at 31 December 2014 exceeded by 20%, regarding external female directors, the objective of 30% foreseen for 2020 in said Recommendation. This is evidence of the full commitment of the Board of Directors of Red Eléctrica Corporación, S.A. to gender diversity.

With regard to the Committees of the Board of Directors, on 23 December 2014 the Board of Directors agreed to fix the number of members of each of the Committees at 4 (previously there were 3).

The Appointments and Remuneration Committee, as at 31 December 2013 was composed of three members, one of them being a female independent board member (33.3%). As at 31 December 2014, of the 4 members of said Commission, three of them were female (75%) and one of the women is the chair. Noteworthy in regard to the type of members that make up the Appointments and Remuneration Committee is that three of them are independent directors.

With regard to women who make up the Audit Committee, of the three members that made up the Committee in 2013, two were women, representing a percentage of 66.6%. As at 31 December 2014, two of the four members of said Committee are women, representing 50%. As occurred in 2013, in late 2014 a woman chaired the Audit Committee. As for the types of female board members who make up the Audit Committee, both are independent board directors.

Finally, it is relevant to point out that a woman has held the position of lead independent director since May 2013.

3.2. Relevant events after the close of the 2014 fiscal year.

The Extraordinary General Shareholders' Meeting held on 17 July 2015 agreed to increase by one the number of Board members and to cover said position, appointed a new executive director, who subsequently has been appointed CEO by the Board of Directors.

Following said appointment, the Board of Directors of the Company is comprised of 12 members, with 5 of them being female, representing 41.7% of total board members and 50% of them are external board members, so currently Red Eléctrica continues to exceed the target of 40% of external board members established in the draft Directive approved by the European Commission and the target of 30% laid down in the new Recommendation N° 14 of the CBGSC, both goals set for 2020.

As for the Board Committees, on 26 May 2015, the Appointments and Remuneration Committee re-elected a female as a member of said committee, which in turn is the chairwoman of the same, whereby the current percentage of women remains at 75%. On the same date, the Audit Committee went from having 2 female members down to 1, with the percentage of women on said Committee currently being 25%.



4. Equality in Red Eléctrica

4.1. Equality in the internal organisation of RED ELÉCTRICA.

This section sets out quantitative and detailed quantitative data is presented below regarding the presence of women on the workforce of Red Eléctrica de España, S.A.U. (hereinafter known as Red Eléctrica or REE in this section 4, except for when expressly mentioned as the Red Eléctrica Group), as when carrying out their core strategic activities, the Group is the company that has the largest number of employees.

The commitments to improve its equality policies and the work-life balance are constant from the perspective of gender diversity and as a mechanism for optimal management of its human resources matters such as recruitment and internal promotion of women, as well as their access to positions of responsibility, continues being an objective within Red Eléctrica, and is set out in its Equality Policy as well as in all that related to Corporate Responsibility.

With this goal in mind, since January 2013 Red Eléctrica has in place a comprehensive Equality Plan that along with the Equality Action Guide (2014) and the General Procedure for Equality Management make up the Equality Management Model of the organisation.

The commitments undertaken have been included in the articles of the various collective bargaining agreements that have regulated labour relations with employees; in this regard it is worth highlighting that there has been a steady growth in the number of women on the workforce in recent years (291 in 2007 and 384 in 2014). This growth is evidence of the commitment of Red Eléctrica to the incorporation of women into the company. In 2014, women on the workforce represent 22.83%.

Within the framework of the recruitment process, the candidacies received will be evaluated according to non-discrimination and gender equality criteria. In 2014, the indicator of the candidacies presented was "0.93" (including internal and external coverage); as the value "1" represents equality, in 2014 this figure has fallen slightly because the groups on which selection has largely been focused on have been G2 and G3, two groups which are mostly male, due to the characteristics of the positions.

In any case, in 2014 Red Eléctrica similarly maintained its interest and effort to promote the incorporation of women to jobs with work profiles traditionally occupied by men.

Work has continued to achieve the effective incorporation of women into management positions within the Company through the participation of female directors of the organisation in professional development programmes for women (Promociona Programme) and increasing the number of women in technical positions, who take part in development programmes for technicians, currently 30% of the people participating in these programmes are women.



The table shown below shows the evolution of the workforce in recent years, with regard to both the management team and other professional groups within the organisation:

	2011			2012			2013			2014		
	M	F	%F	M	F	%F	M	F	%F	M	F	%F
Management team	89	19	17,6	87	21	19,4	94	23	19,7	96	23	19,3
G1 Master degrees	328	158	32,5	327	160	32,9	326	170	34,3	326	170	34,3
G2 Bachelor degrees	466	88	15,9	468	87	15,7	467	90	16,2	471	89	15,9
G3 Specialist	349	9	2,5	360	9	2,4	369	9	2,4	374	10	2,6
G4 Administrative personnel	31	96	75,6	31	96	75,6	30	94	75,8	31	92	74,8
Total	1.263	370	22,7	1.273	373	22,7	1.286	386	23,1	1.298	384	22,8

4.2. Actions during 2014 regarding equality in the organisation.

The Equality Policy of Red Eléctrica sets out the principles and guidelines on equality as well as the Company's commitment and strategic approach on this universal principle. In compliance with that set out, different actions have been carried out in different areas included in said policy and in the 'General Procedure for Equality Management', due to the fact that it subject to a continuous improvement process.

In this way, continuity has been given to Red Eléctrica's Equality Plan, which was approved in 2009 by the Company and the social representation, in compliance with that set out in the Law on Equality. It consists of an annually renewable plan and includes a series of actions aimed at promoting real and effective equality between men and women in specific areas such as employment (selection, promotion and recruitment), training, remuneration and internal communications. These actions are monitored both by the management of the Company and the social representation through the Parity Committee on Equality established under the Collective Bargaining Agreement.

The following are some of the most significant actions:

In January 2014, Red Eléctrica signed an agreement with the Ministry of Health, Social Services and Equality (MSSSI) for the adoption of measures to facilitate the increase of women in management positions and the Management Committee.

This has resulted in the participation of three female directors in the Promociona Programme 2014-2015. Three male directors on behalf of Red Eléctrica also participated in this year's programme as mentors of participants from other companies.

In November 2014, an agreement was signed with MSSSI to promote gender balance on boards of directors of companies. The Board of Directors of Red Eléctrica Corporación S.A. already had the aforementioned balance as, at 31 December



2014, 50% of the external board members were women, meaning this percentage is already above the levels recommended by the European Commission for 2020.

Gender-based Violence

In this aspect, Red Eléctrica signed a Collective Bargaining Agreement with the Ministry of Health, Social Services and Equality on 19 June, 2012 that is currently in force. It is an agreement that is aimed at achieving a society free of gender-based violence and that seeks to raise awareness amongst society through involvement of companies. Through this agreement, Red Eléctrica has undertaken to carry out different actions in order to raise awareness of society (both at an internal and external level) regarding equality between men and women and the respect for fundamental rights, in short, to advance in the construction of a society free of gender-based violence.

During 2014, work continued on awareness campaigns promoted by the Ministry of Health, Social Services and Equality. The campaign '*No te saltes las señales, elige vivir (Do not dodge the red flags/warning signs, choose to live)*' was launched through the 'miRED' internal portal with news, reports and reviews throughout the year and specifically in the summer, following the guidelines of the Ministry.

People with disabilities

The most significant milestones accomplished in 2014:

- The most important initiative was the drafting of a Disability Management Model in order to implement a management system for the integration of people with disabilities, which would allow the Company to include disability as one of its strategic values within the different company processes. The model was designed based on the analysis and diagnosis of the situation of disability within Red Eléctrica and comparison with the framework we strive to achieve regarding disability management. Red Eléctrica's voluntary commitment to go beyond the legal obligations, has led it to create a system of continuous improvement in the processes for the recruitment of people with disabilities.

This new framework has forced the Company to create a corporate culture favourable to diversity, to consider disability in all of Red Eléctrica's processes and actively work on the recruitment of professionals with disabilities. Associated to the Management Model an action plan was defined in order to start its implementation in early 2015.

This plan has a direct impact on key human resources indicators, such as the pride of belonging, working environment and retaining talent. In turn it is aligned with work-life balance practices, by incorporating actions aimed at the employee's family environment, promoting their physical, mental and social well-being within a Healthy Workplace environment.

- Red Eléctrica has renewed its agreement with the Adecco Foundation, the Polytechnic University of Madrid and four more universities to participate in the "Proyecto Unidos" in order to become engaged in the work integration process of disabled professionals from the earliest stages of education and training, en-



sureing that students with disabilities acquire the competencies, skills and attitudes needed to develop their professional career.

- Continuing a trend that began several years ago, collaboration has continued with entities dedicated to the labour integration of people with disabilities through donations and through contracting of different services carried out in the Company through Special Employment centres.
- Also in 2014, Red Eléctrica participated with its own stand in the job fair for people with disabilities, held in Madrid, with the aim of enabling the recruitment of candidates in accordance with the profile required by the Company and to raise the profile of Red Eléctrica amongst this group of people.
- With the help of the Adecco Foundation, we continue to help the social and professional integration of the employee's relatives that have some form of disability, through various actions geared towards each case within the "Family Plan" project.
- Regarding the workforce, we have continued to grant financial assistance to employees who have under their direct responsibility a family member who has a recognised disability of more than 66%. The aforementioned assistance is awarded through the Social Affairs Committee established under the Company's Collective Bargaining Agreement.

Management of the work-life balance

In 2014, with the approval of the 10th Collective Bargaining Agreement, an important advance was made in the development of the work-life balance management model. The 10th Collective Bargaining Agreement, signed in April 2014, established greater flexibility in working hours of office staff enabling better time management in order to respond more effectively to both work obligations and personal commitments: ample flexibility regarding start and finish times; 38 hours a year that each employee can manage and schedule themselves.

In addition, the aforementioned Collective Agreement incorporates a series of measures to support the work-life balance:

- Work-life balance bank of hours: 32 hours per year that can be saved in the bank and then used at a later date to meet needs arising from the work-life balance.
- Time to accompany to the doctor a 1st degree family member related by blood or marriage (up to 15 hours per year).
- 10-hour reduction in the total annual working hours, going from 1,700 to 1,690 hours per year.
- Widening of the criteria for eligibility for financial aid aimed at employees with a recognised disability of at least 33% and first-degree relatives with the same characteristics.
- Personal leave of absence for up to one month to care for first-degree blood relatives or relationship.
- The reduction of working hours due to sick leave or to care for dependent relatives or children, Red Eléctrica allows staff to take on lower percentages than



those legally established, as well as the possibility of accumulating the reduction in working hours on a weekly basis instead of a daily basis.

In parallel, and giving continuity to the model, different actions have been implemented, included in the Comprehensive Work-life Balance Plan, among which the following are noteworthy:

- Dissemination of the new Work-life Balance Guide with the introduction of the new measures approved in the Agreement and improved definition of previous measures.
- Launching of the Work-life Balance survey, to assess the knowledge regarding the model, and evaluate the application and perceived satisfaction of many of the measures identified. The survey's results improved compared to 2012, and show a high level of interest and satisfaction with the measures as well as with the Model's governing bodies, such as interlocutors.
- Staff training on aspects related to the work-life balance. Various topics were addressed through training actions that directly affect the work-life were dealt with through training such as:
 - Stress management courses
 - Time management courses
 - Meeting management courses

- Work-life balance interlocutors:

The mission of the work-life balance interlocutors is to adapt the work-life balance measures in order to provide solutions to situations arising from specific needs. During 2014, a wide range of requests were dealt with, on specific occasions offering more beneficial solutions than those laid down in the Collective Bargaining Agreement.

- Various days without school and summer camps in the month of July:

The main objective is to offer a quality alternative to parents, on those days and work periods when parents are working and are not official holidays, but the majority of the schools are closed.

- Takeaway Food service

This measure is intended to facilitate workers with a service that provides support for those people with little time to prepare meals at home.

- Different actions were carried out aimed at promoting the health and well-being of the workforce:

Campaigns have been carried out for the promotion of healthy eating and physical exercise, Sports Days and for the prevention of musculoskeletal disorders.



Other actions regarding equality and the work-life balance

During 2014, Red Eléctrica has participated in various events and forums on matters related to Equality and the Work-life balance, amongst which the following are noteworthy:

- Corporate Family Responsibility Day organised by the IESE Business School.
- DIE (Companies with the Equality Seal) Day, organised by the Ministry of Health, Social Services and Equality.
- Roundtable on equality organised by the Ministry of Health, Social Services and Equality and the IESE Business School.
- Diversity Forum organised by the Office of the European Commission.
- Best Practices Day for companies with the Equality Seal, organised by the Ministry of Health, Social Services and Equality.
- Participation in the 1st Women and CSR Meeting organised by the Office of the European Commission.
- Presentation event for new member companies adhering to the convention against gender-based violence organised by the Ministry of Health, Social Services and Equality.
- Presentation of the '*Proyecto Promociona (Promotion Project)*' organised by the Ministry of Health, Social Services and Equality.
- Breakfast work-session on Equality in Businesses, organised by the 'Mujeres Progresistas' Foundation.
- Similarly, the presence of Red Eléctrica was requested to participate as a speaker at the summer course organised by the Complutense University of Madrid in El Escorial, on Women and the Media.
- Equality and Best Practices was presented at the roundtable organised by the Alcobendas City Council called 'Equality and the Work-Life Balance in the Management of the Companies.'
- Participation in EFR (Family Responsible Company) forums and sessions: 19 February; 23 April (seminar on commitment); 5 November (diversity management).
- 27 February 2014: Closing ceremony PD programme for pre-management level female directors.
- 6 March 2014: Participation as speakers at the PRL Innovation discussion sessions.



- International Women's Day 2014: "CONNECTED, Women in the digital age ".
- May and September 2014: Participation as speakers in specific conferences on the Prevention of Psychosocial Risks (INSHT, ORP and Foment de Barcelona).
- Participation in specific seminars related to the Healthy Workplace.
- 27 May 2014: International Conference on Diversity in Europe.
- 5 June 2014: Meeting regarding Good practices in equality.
- 11 June 2014: European Diversity Day Conference.
- 17 June 2014: 'Madrid Flexible Company Award' Ceremony.
- 23 June 2014: Salary gap survey.
- 14 July 2014: 3rd Meeting of the Equality Seal Working Group.
- 4 and 5 August 2014: Meeting: 'Women, Economics and Business'.
- August 2014: Candidacy to the 'Madrid Flexible Company Award'.
- September 2014: Contribution to the presence of women in traditionally male job positions.
- September 24, 2014: Attendance to the 'Women's Leadership Awards' of the Autonomous Community of Madrid.
- September 2014: Internal presentation of the Promociona Project under the Equality Seal framework.
- 1 October 2014: Participation in the Open House 'Equality Seal in the company'.
- October 2014: Participation in the Survey for the Equality in the company.
- October 2014: Participation in the seminar 'Leadership, Diversity and the Work-life Balance in the Management of Companies'.
- 28 October 2014: Female Leadership and Talent Management.
- 5 November 2014: Inauguration of the Promociona Programme.
- 18 November 2014: Signing of the participation agreement for the gender balance on Boards of Directors.
- 20 November 2014: Meeting RED-DIE, the female image in the Media.
- 10 December 2014: Promociona Breakfast session: 'Woman and senior management, a matter of strategy'.



4.3. Relevant actions on equality and the work-life balance after the close of the 2014 fiscal year.

In January 2014, Red Eléctrica signed an agreement with the Ministry of Health, Social Services and Equality for the adoption of measures to facilitate the increase of women in management positions and on the management committee. This has resulted in the participation of three female directors in the Promociona Programme 2014-2015. Three male directors on behalf of Red Eléctrica also participated in this year's programme as mentors of participants from other companies.

At present (2015) the presence of women on the Management Committee has increased from 11% to 20%.

In 2015, two more female directors have joined the Promociona programme.

In 2015, a working group was set up with ENAGAS and CLH in order to share initiatives and good practices in diversity issues: gender equality, work-life balance and disability among industry peers and with similar scenarios/aspects in their workforce profiles.

Also in 2015, the Women's Leadership Observatory was created in Red Eléctrica with the aim of analysing and proposing ideas and improvements to increase the presence of women in leadership positions.

5. Equality in companies of the Spanish electricity sector

The table below shows a comparison of the presence of women in some companies of the electricity sector. The data shown has been taken from the annual reports published by said companies on their corporate websites.

Presence of women in electric utility companies			
Companies 2014		Workforce	% Women
REE		1.682	22,80%
Company A IBEX 35		10.500	21,50%
Company B IBEX 35		27.387	23,16%
Note: data published by the companies in their annual reports			

6. External recognition

Following the granting of the Equality Seal awarded in 2010 by the Ministry of Health, Social Services and Equality, Red Eléctrica became part of the DIE Network (Companies with the Equality Seal) – which is currently made up of more than 100 Spanish companies or companies located in Spain.

Within the framework of this project, Red Eléctrica has continued to carry out actions derived from the commitments undertaken as a result of having obtained this seal. In late 2014 a compliance report was submitted to the Ministry for renewal of the seal. The Ministry notified the Company of its renewal of the seal for 2014 (although the duration of the seal is 3 years, it needs to be renewed annually by submitting the corresponding compliance report).



Red Eléctrica has the 'EFR Certificate' (Family Responsible Company - *Empresa Familiarmente Responsable*), whose results have allowed our Company to position itself as a proactive company in this field.

Another significant recognition for Red Eléctrica was the granting of the Diversity Charter awarded by the Ministry of Health, Social Services and Equality.

For Red Eléctrica as well as for the rest of companies, these seals of excellence and external recognitions serve as a stimulus and are of social recognition. These benchmarks allows the Company to be a reference within the labour market and to be a part of the group of companies that, without losing sight of their business objectives, work to achieve a real and effective equality amongst their employees.

As for the Company's Board of Directors, acknowledgement has come in the form of recognition in forums and in specialised reports, some previously mentioned in this document, such as those conducted by the CNMV, the Add Talentia Observatory or the global communication consultant ATREVIA and the IESE Business School, which have highlighted the leadership of Red Eléctrica de España in terms of gender diversity on the boards of directors of IBEX 35 companies.

7. Conclusions

For yet another year, Red Eléctrica Corporación, S.A. and the main companies of the Group continue to meet their commitments on gender diversity, not only in the composition of the Board of Directors of Red Eléctrica Corporación, S.A., but also in its management team and within the organisation of the other main companies of the Group.

Red Eléctrica's commitment to gender diversity has its origins in the Code of Ethics and has been implemented through the internal policies of the organisation, such as the Corporate Responsibility Policy which enshrines equal opportunities and non-discrimination as one of the essential principles adopted by the Company, and the Corporate Governance Policy, which in addition to including the principle of gender diversity in the composition of the Board of Directors and its Committees, recognises its practical application by the Company.

Proof of the compliance with this commitment is the number of women on the Board of Directors of Red Eléctrica Corporación, S.A., a factor that has led the Company to lead the list of companies in the IBEX 35 with the greatest presence of female board members, with a percentage that exceeds the 2020 targets set out not only in the draft Directive of the European Commission, but also in Recommendation N° 14 of the Spanish CBGSC.

In the same vein and to boost the incorporation of women in the organisation of Red Eléctrica, the Company has an Integral Equality Plan which together with the Equality Action Guide and the procedure for equality management, configure the Equality Management Model of the organisation.

Red Eléctrica is fully committed to incorporating qualified women to fill management positions within the Company, to continue to make progress to achieve the full integra-



tion of women into the organisation of Red Eléctrica and in positions of maximum responsibility within the Company.

However, despite the steps that have already been taken, the progress made and the external recognition in this area, the drive to promote gender diversity and equality at work, remain key objectives for Red Eléctrica. To this end, the Company will continue to assign the necessary resources and means to further promote the presence of qualified women in positions of responsibility and leadership within the organisation in order to consolidate the Equality Management Model adopted by the Company.

To supervise compliance with said objectives, the Appointments and Remuneration Committee and the Board of Directors have undertaken the commitment to monitor the process and annually assess the implementation of the Gender and Equality Policy in the organisation.