

# 07

EMPLOYEES

CONNECTED  
TO TALENT, EQUALITY,  
HEALTH & SAFETY  
**AND STABLE  
EMPLOYMENT**

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## CORNERSTONES OF OUR COMMITMENT TO EMPLOYEES



## STABLE AND QUALITY EMPLOYMENT

### SUSTAINED GROWTH OF THE WORKFORCE [G4-LA1]

THE WORKFORCE of Red Eléctrica, by the end of 2014, totalled 1,682 highly qualified professionals, representing an increase

of 0.6% over 2013. With regard to the Red Eléctrica Group, the workforce stood at 1,742.

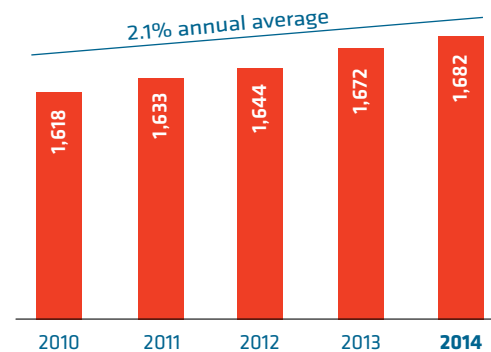
### STABLE EMPLOYMENT

RED ELÉCTRICA'S COMMITMENT to creating stable employment is reflected in the percentage of workers on permanent contracts, which stands at over 99%. This stability fosters a sense of pride and belonging among all employees reinforcing their commitment to the business project.

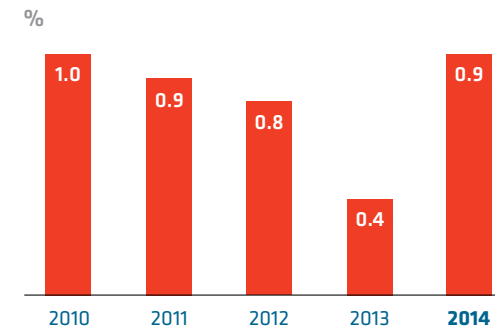
Proof of this is the rate of undesired external turnover which has stood below 1% for the last five years.

The 10th Collective Bargaining Agreement, signed during the year, is a tool towards providing stable and quality employment by incorporating measures such as increasing efficiency and promoting the work-life balance, which is a major appeal in attracting and retaining talent in Red Eléctrica.

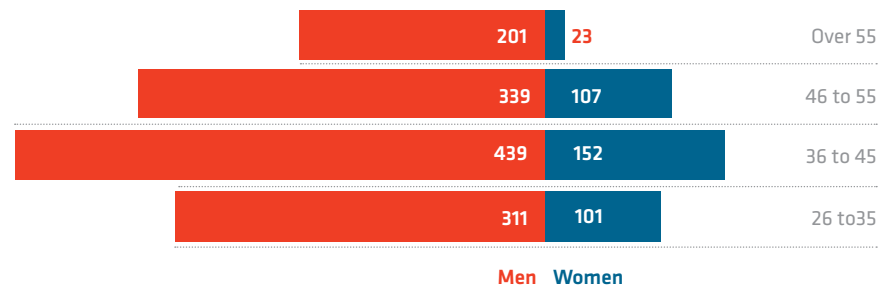
#### EVOLUTION OF THE WORKFORCE



#### UNDESIED EXTERNAL TURNOVER INDEX



#### WORKFORCE DISTRIBUTION BY AGE GROUP AND GENDER



## SELECTION MODEL

RED ELÉCTRICA through a transparent and objective selection process identifies and integrates the most appropriate people

based on the qualifications and the suitability of candidates for each job position, equal opportunity and their commitment.

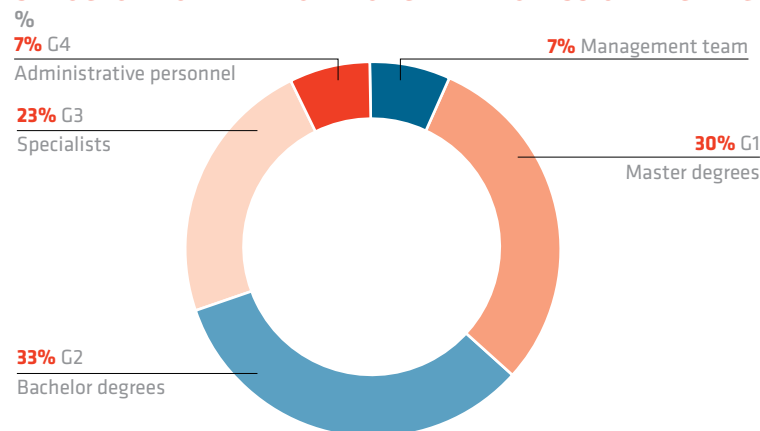
## REMUNERATION MODEL

WE WORK with a remuneration and overall reward model to attract and motivate people. Fair, internally equitable and externally competitive, that recognises and respects diversity, fosters professional development and the spirit of excellence. On this basis, the remuneration model of Red Eléctrica has a fixed remuneration within broad salary bands and a special bonus scheme that recognises outstanding contributions. In addition, we make benefits in kind (non -monetary) available to all employees that

are based on a series of products such as health insurance, pension plans, life insurance, luncheon vouchers, childcare vouchers, etc.

In 2014, we implemented a new remuneration model for the management team, based on market research and best business practices. It incorporates the special characteristics of REE and principles of internal equity and competitiveness.

## STRUCTURE OF THE WORKFORCE BY PROFESSIONAL CATEGORY



## KEY EMPLOYMENT INDICATORS [G4-LA1]

(1)	2012	2013	2014
Total workforce	1,646	1,672	1,682
Women (%)	22.7	23.1	22.8
Men (%)	77.3	76.9	77.2
Women in management positions (%)	19.4	19.7	19.3
People with some type of disability (%)		0.66	0.71
Creation of net employment (number of job posts)	13	26	10
Average age	42	43	43
Average length of service (years)	13	13	14
Undesired external turnover (%)	0.8	0.4	0.9
Total turnover (%)	1.5	1.0	1.2
Permanent contracts (%)	100	99.8	99.4

(1) REE+REC

## RECOGNITIONS

- >> Red Eléctrica has ranked among the three most attractive companies to work for in the energy sector in the 5th edition of the Randstad Awards in Spain.
- >> Leading company in the energy sector to be ranked among 'The 100

- best companies to work for' in the 2014 edition of the 'Actualidad Económica' magazine's annual survey.
- >> Red Eléctrica holds position 22 in the MercoPersonas 2014 ranking.

RED ELÉCTRICA'S COMMITMENT TO THE CREATION OF STABLE EMPLOYMENT is reflected in the percentage of workers on permanent contracts, which stood at 99.4% in 2014.

## MAIN OBJECTIVES 2015

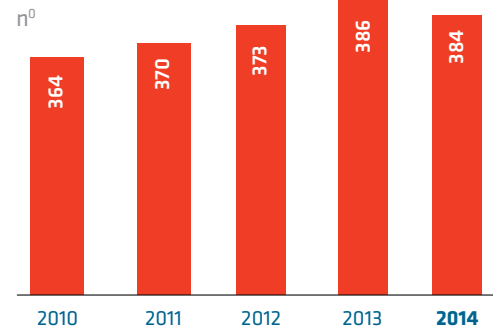
- >> Maintaining the stability and quality of employment.
- >> Efficiency of the management of the organisation and the workforce.
- >> Alignment of HR policies in the various companies of the group.
- >> Implementation of the operating model of the HR Department following the lifecycle of the employee in the Company.

## DIVERSITY: EQUALITY AND DISABILITY

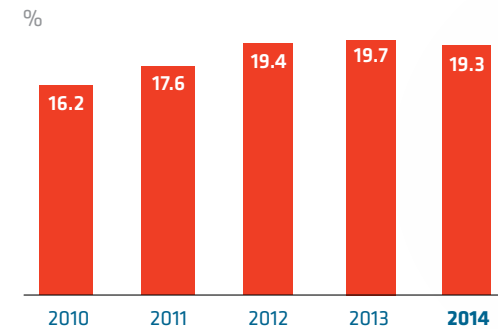
THE COMMITMENT to diversity and equality is an intrinsic part of Red Eléctrica's culture, and is enshrined within the Company's Code of Ethics and internal policies. The

aim is to foster a working environment in which all employees, regardless of gender, age or ability, have the possibility to advance professionally.

EVOLUTION OF WOMEN ON THE WORKFORCE



EVOLUTION OF WOMEN IN MANAGEMENT POSITIONS

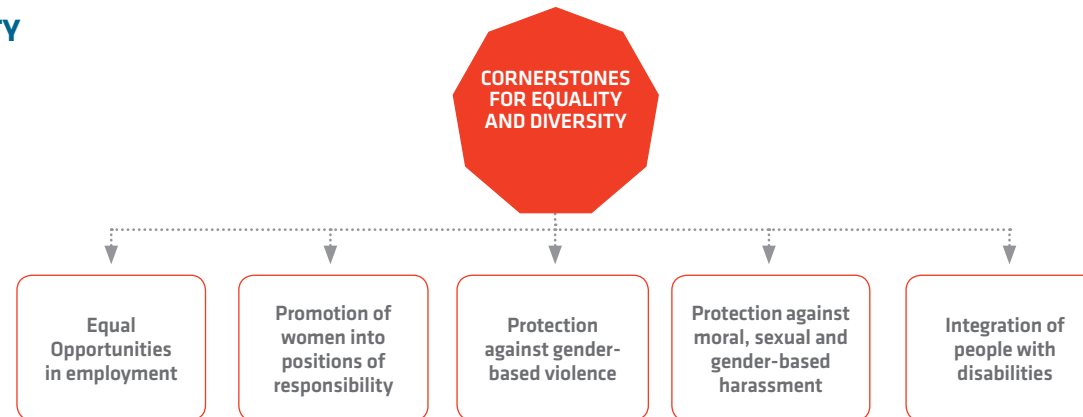


IN THE LAST FIVE YEARS THE NUMBER OF WOMEN ON THE WORKFORCE grew by 8% and those in management positions by 43.8%

## EQUAL OPPORTUNITIES AND GENDER EQUALITY

RED ELÉCTRICA has had an Equality Plan in place since 2009, developed jointly with the Social Representation, which includes actions to promote effective equality between men and women in the areas of employment (selection, promotion and recruitment),

training and development, remuneration, and actions for raising awareness regarding equality. The body responsible for monitoring the Plan is the Joint Commission on Equality as set out in the Collective Bargaining Agreement of the Company. ▶



## ◀ Highlights 2014

- >> Gender balance on the Board of Directors. 45.45% of female board members compared to 27.30% in 2009.
- >> Increased presence of women in the workforce, with 384 women in 2014 compared to 356 women in 2009.
- >> Increase in the percentage of women in managerial positions. 19.3% in 2014 compared to 15.7% in 2009.
- >> Participation in conferences, forums and seminars on the promotion of equality.
- >> Communication campaigns to raise awareness among staff on issues related to equal opportunity and joint responsibility.
- >> Design of an Equality dashboard.

IN 2015, RED ELÉCTRICA WILL CONTINUE to undertake activities aimed at promoting equal opportunities and diversity

### MAIN OBJECTIVES 2015

- >> Continue activities to promote equal opportunities and diversity in all areas of action as set out in the Company's Equality Plan.
- >> Promotion and participation in internal and external forums related to equal opportunities and diversity.
- >> Constantly endeavouring to raise awareness about the different concepts related to equal opportunities and diversity.
- >> Equality seal in the Company awarded by the Ministry of Health, Social Services and Equality.

UNDERTAKING INITIATIVES AND AGREEMENTS WITH THE MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUALITY



- >> 'Equality in the Company' Seal granted awarded by the Ministry of Health, Social Services and Equality.

THE COMPANY HAS SIGNED UP TO the collaboration agreement 'Red de empresas' (Network of companies) for a society free of gender-based violence



## FOSTERING INTEGRATION

**THE INTEGRATION** of people with disabilities is an essential objective of Red Eléctrica's Corporate Responsibility Policy. Within the framework of Company's Healthy Workplace Model, a Comprehensive Disability Plan has been defined that incorporates the following measures:

- >> Raising the awareness of the workforce on the subject.
- >> Exceeding compliance with legal obligations that require the integration of disability into the different processes of the Company.
- >> Integrating people with disabilities into the workforce, participating in job fairs aimed at this group and taking part in projects focused on the integration of university students into the business world such as the *Proyecto Unidos* in collaboration with the Adecco Foundation.

AS AN OBJECTIVE FOR 2015, RED ELÉCTRICA will include disability in Company processes and extend this commitment to suppliers and other stakeholders

### MAIN OBJECTIVES 2015

- >> Define an Action Plan for the implementation of the new system of disability management.
- >> Include disability in company processes and extend the disability commitment to suppliers and other stakeholders.
- >> Work towards incorporating people with disabilities into the workforce to reach a level of 2%.
- >> Encourage procurement from Special Employment Centres.
- >> Continue with the activities related to the *Plan Familia* and *Proyecto Unidos* initiatives.

## Highlights 2014

- >> Workforce awareness. Day in the Garden of the Juan XXIII Foundation, to raise the awareness of children of Red Eléctrica employees regarding disability.
- >> *Plan Familia*. Personalised employee support measures for the full integration into society and the working world of any immediate family member of theirs with disabilities.
- >> Support for the management process for recognising those employees who may have an illness that could be classified as a disability.
- >> Procurement of goods and services from Special Employment Centres: document management, gardening, catering, RH2000 and Dígame service, indirectly promoting the contracting of people with disabilities. In 2014, contracts were signed for an amount of 350,000 euros, equivalent to the hiring of 18 people.
- >> Donations to the Adecco Foundation and the Randstad Foundation, aimed at job placement and job creation for people with disabilities, equivalent to the hiring of 11 people.
- >> Extension of the collaboration agreement 'Proyecto Unidos' with 5 universities and the Adecco Foundation.

## TALENT MANAGEMENT [G4-LA10]

IN RED ELÉCTRICA we understand that managing the talent of people within the Company is key to helping achieve business goals. In order to promote this, we have designed the Comprehensive Talent Management Model which provides a learning strategy that is based on five principles:

- >> Self Development
- >> Management implication
- >> Innovation and continuous improvement
- >> Excellence
- >> Employability

This model is geared towards unifying training activities, knowledge management and the development of skills and competencies under a comprehensive model and the objective is to provide the talent management process with greater efficiency and quality.

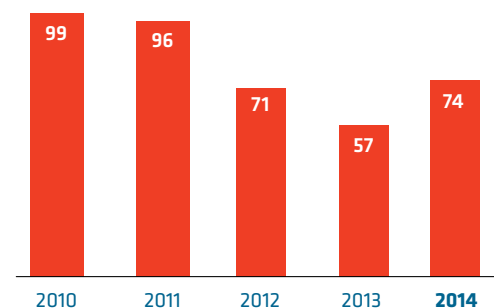
### TRAINING AND DEVELOPMENT

RED ELÉCTRICA maintains a constant commitment to the training and development of its employees, to continuous improvement and to professional excellence in response to both current challenges and those of future scenarios.

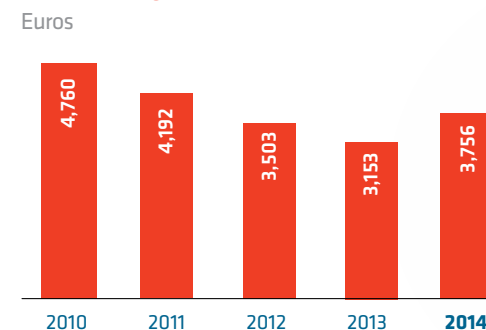
The Red Eléctrica Corporate School (ECRE) provides the global framework to develop and provide training adapted to the needs of the Company and its employees.

ECRE trains Company professionals to perform the operation and transmission functions of the electricity system, and it also manages skills and competency training and development.

#### AVERAGE TRAINING HOURS PER EMPLOYEE



#### INVESTMENT IN TRAINING PER EMPLOYEE



THE RED ELÉCTRICA CORPORATE SCHOOL (ECRE) provides the global framework to develop training adapted to the needs of the Company and its employees

### KNOWLEDGE MANAGEMENT

A MULTIDISCIPLINARY working group was assembled in order to promote and develop a comprehensive knowledge management model based on two aspects: firstly, to facilitate the identification of key knowledge and ensure it is available

to the organisation and, secondly, to improve the generation and exchange of ideas and facilitate innovation.

The project will provide various benefits such as cost savings by avoiding the loss of core exper-

tise, improving business results through the ability to extrapolate and manage knowledge associated with the good practices of the Company, and will boost employee motivation. ▶



## ◀ PERFORMANCE ASSESSMENT

IN RED ELÉCTRICA all employees are evaluated annually on their competence, commitment and contribution.

In parallel, the evaluation of the management team is conducted with a new multisource system (self assessment, lateral and bottom-up evaluation) as part of the leadership development model.

### COLLABORATION WITH THE EDUCATION SECTOR

DURING 2014, Red Eléctrica has continued the development of the *PRAC-TICA+* grant programme from which 110 recent graduates have benefitted.

THE MANAGEMENT OF TALENT INTEGRATES ACTIONS on training, knowledge management and the development of skills and competencies

### Highlights 2014

- >> More than 100,000 hours of training (74 per employee), representing an investment of over 6 million euros (3,756 euros per employee).
- >> Progress in consolidating ECRE with the launch of the 'Protections' Workshop, equipped with the latest technology, for the advanced technical training practice for the transmission area.

- >> Implementation of a new blended-learning language training programme: online via an IT platform, phone classes and videoconference classes.
- >> Implementation of 'Talent' roundtables, as an instrument of validation and consensus, which helps provide greater rigour, objectivity and transparency to all the processes related with: performance evaluation, training, development and mobility.

- >> Development of the first Potential Bank programme, for technical positions and department heads, which aims to promote the potential of both groups and work on their professional development within the organisation.
- >> Within the Mobility model in the Potential Bank programme, International Mobility projects have been put in place in order to exchange knowledge with European companies in

- the sector and cross-mobility with the aim of increasing the versatility and employability of the employee.
- >> Specific plan in order to strengthen employee awareness regarding corporate responsibility and support the deployment of the key action, "adopt best practices in corporate responsibility and good governance". 95% of the employees have participated in this plan.

## MAIN OBJECTIVES 2015

- >> Revise and adapt the Company Induction Plan for new employees under the new more-globalised social environment.
- >> Continue consolidating ECRE as the Red Eléctrica Corporate School.
- >> Continue advancing in the standardisation of guidelines for unsupervised operation centres that provide contracted services.
- >> Ongoing training of employees classified as experts, to improve their technical career progression through innovative learning experiences (digital skills, knowledge networks, collaborative learning, etc.).
- >> Develop a Comprehensive Knowledge Management Model in Red Eléctrica.
- >> Establish a system for evaluating training that enables the return on investment (ROI) to be calculated.
- >> Promote the functional Mobility model to bring together the Company's interests with those of the employees.
- >> Develop the REE Leadership model.
- >> Optimise the performance assessment system according to the identified improvements and new corporate competencies.
- >> Continued cooperation with the education sector through grant programmes that offer students and recent graduates an internship in the Company.

## DIALOGUE AND TRANSPARENCY

### RED ELÉCTRICA CONSIDERS

internal communication as a key element for the involvement of employees in meeting business objectives, to improve the working climate, promote the integration of people and increase the pride of belonging.

During 2014, we worked on communication actions to promote a culture of participation that is transparent, enhancing bilateral communication that facilitates the streamlining of information and listens to the various collectives.

In the customised communication plans of corporate projects to disclose the strategies, policies and objectives, focused has been placed on face-to-face communication, convening meetings to which all interested parties can attend.

In addition, all relevant company information is available to employees through various channels: the employee intranet, informative displays in common areas, publications, posters, etc.

Within the actions to strengthen commitment, participation and transparency, periodically climate and commitment surveys are conducted that act as a valuable management tool. The last survey was held in 2012 which showed a high level of overall satisfaction (9.3 out of 10).

The commitment of the management team as a communication channel has been strengthened with the addition of various leadership goals related to communication issues such as the new collective bargaining agreement.

### Highlights 2014

- >> Direct communication of the following relevant topics:
  - > Healthy Workplace Model
  - > Code of Ethics.
  - > CARS Project (safe responsible and agile driving).
- >> Improved communication tools among which the progress of the employee (miRED) web renovation project with new functionalities and the integration of corporate applications to become the access point for information and work.
- >> Continuation of the activities of the social plan:
  - > 13<sup>th</sup> edition of the annual painting competition for the children of employees.
  - > 23<sup>rd</sup> edition of the photography contest.
  - > Environmental Awareness Day in GREFA with the families of employees.
- >> More than 9,000 requests handled through the RH2000 employee channel, a service managed by the Juan XXIII Foundation that works with people with disabilities.

### MAIN OBJECTIVES 2015

- >> Working Climate Survey to obtain the views and concerns of employees on issues of interest to the organisation.
- >> Development of customised transversal communication plans to gain knowledge of the various areas of Red Eléctrica.
- >> Implementation of an Internal Communication Model to consolidate the development framework of communication actions.
- >> Implementation of the new more collaborative miRED intranet that allows multidirectional communication; encourages participation and facilitates knowledge management and streamlines information.
- >> Creation of new streamlined communication channels that give voice to all areas of the Company.
- >> Expansion of the activities of the Social Plan aimed at the participation and integration of employees, and their awareness on issues of sectoral, social and environmental interest.
- >> Analysis and diagnosis to manage the "Voice" of the employee as a bidirectional HR channel with the rest of the organisation designed to ensure continuous improvement and excellence in management.

## SOCIAL DIALOGUE [G4-LA4, G4-EU15]

RED ELÉCTRICA de España guarantees employees the right to union affiliation, association and collective bargaining within the framework of existing labour laws and the collective bargaining agreement. Collective bargaining is also a management principle of HR.

After the due negotiation process, on 24 April 2014 the 10th Collective Bargaining Agreement was signed whose validity will continue until 31 December 2017. This agreement was approved by all union representation and endorsed by 82.74% of the employees.

It is worth noting that, as of 1 January 2015, the entire collective of people who came from Endesa, due to the purchase of the assets of the island transmission grid, are now fully integrated under this regulatory framework.

Therefore, this agreement covers virtually the entire workforce, with only managers being excluded from its scope and employees who voluntarily accept the proposal of the board for exclusion from the agreement, but this decision can be reversed if requested. Nevertheless, social agreements are universally applied.

The 10th Collective Bargaining Agreement focuses on the criteria of efficiency, productivity, flexibility and sustainability of the working environment in order to help achieve business objectives and the personal and professional development of individuals.

In this regard, one of the notable aspects of this agreement is the decoupling of workforce salary increases from the Consumer Price Index (CPI). Instead, this salary update is linked to internal productivity based on the achievement of management objectives and productivity, using a scaled and capped

function of the true growth rate of Gross Domestic Product (GDP).

Equally noteworthy is that this agreement promotes greater flexibility in working schedules, and enables workers to better balance their work and personal life through a more active and reciprocal participation between the Company and the employees in the organisation and the time management of work.

Worker representation is instrumented through the following dialogue channels:

- >> Inter-work centre Committee
- >> Health and Safety Committee [\[G4-LA8\]](#)
- >> Joint Commission on Social Affairs
- >> Joint Commission on monitoring and interpretation
- >> Joint Commission for staff of transmission grid facilities
- >> Joint Commission on Equality
- >> Training Committee

Notification of organisational changes is carried out in accordance with current legislation. With regard to the mecha-

**THE 10th COLLECTIVE BARGAINING AGREEMENT signed in April 2014, was approved by all union representation and endorsed by 82.74% of employees**

nisms for the notification of complaints/claims concerning labour practices; in addition to those established by law, the Company offers a channel for enquiries, suggestions and claims/complaints regarding the Code of Ethics.

# HEALTHY WORKPLACE

**THE INTEREST** of Red Eléctrica to implement best practices in the well-being of its employees and to position the Company as a benchmark regarding the healthy workplace is defined within the Human Resources Director Plan and the strategic policies of the Company, and is a key element for promoting health and safety from a comprehensive approach. Our goal is to create and develop a healthy working

environment and as a consequence provide a better quality of life.

In 2014, the Company went a step further by defining the Red Eléctrica Healthy Workplace Model, which aims to integrate health into a framework that allows us a broader view related to physical, mental and social well-being. This model establishes the principles and guidelines to protect

and promote the health, safety and well-being of employees and the sustainability of the workspace, family environment and community.

Similarly, an action plan has been drafted, for the next three years, aimed at reducing accidents and the ongoing and progressive improvement in safety levels.

## RENEWAL OF OHSAS 18001 CERTIFICATION

Adherence to the Luxembourg Declaration regarding the commitment to integrate the basic principles of health promotion at work in the managing the employee health.

## PSYCHOSOCIAL WORK ENVIRONMENT

**THE MAIN** actions in this area have focused on the periodic identification of psychosocial risks that may have greater influence on the health of people and the establishment of a plan to prevent these risks. The social climate study, stress prevention,

the work-life balance and the management of diversity and equality are other issues that Red Eléctrica considers within the psychosocial environment. The management approach and results of the latter are detailed in the relevant section. ▶

## HEALTH RESOURCES

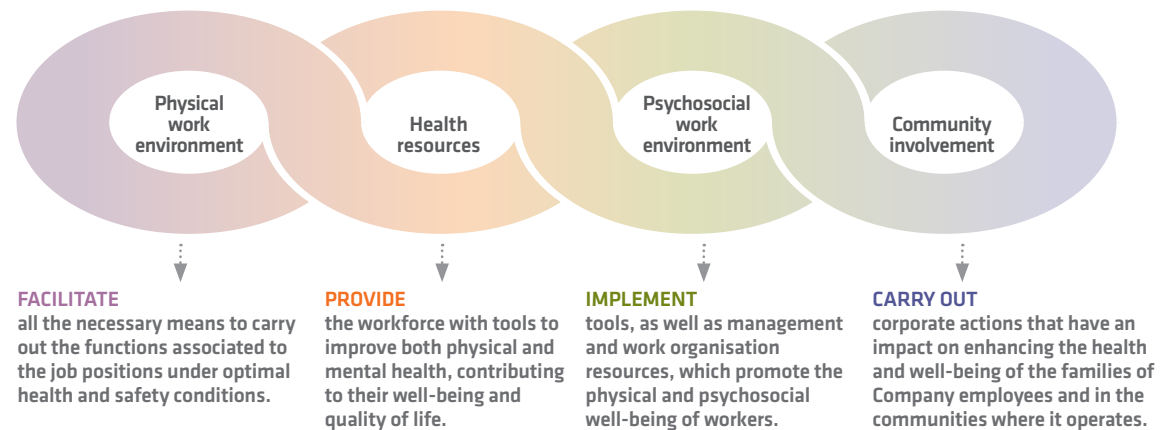
**THE HEALTH** monitoring unit focuses on identifying the major health problems of workers and on actions for the prevention and promotion of health in its entirety. In addition, it conducts updates of medi-

cal examinations based on specific protocols depending on the risk associated to each job position.



**More information** regarding the Healthy Workplace model in the 'Employees' subsection of the 'Sustainability' section of the corporate website.

## RED ELÉCTRICA'S HEALTHY WORKPLACE MODEL



## ◀ PHYSICAL WORK ENVIRONMENT

RED ELÉCTRICA SEEKS to improve two areas regarding health and safety. On one hand, by steadily reducing work-related accidents until ZERO accidents are reached, and on the other, via ongoing and progressive improvement in the levels of health and safety of both its employees and the employees of suppliers who collaborate or work in facilities of the Company.

To achieve these objectives, Red Eléctrica has

a risk prevention strategy, which is based on management leadership, risk assessment, the allocation of prevention tasks to organisational units, the participation of all concerned, training, communication and the improved measurement of performance.

The continuous monitoring of jobs and riskier activities by technicians, safety coordinators and work supervisors by the implementation of inspection

programmes, becomes the pivotal element in ensuring the efficient deployment of programmes.

Thanks to the protective measures implemented and the social context of Spain, there is at present no incidence or risk of specific diseases linked to the professional activity carried out by employees, nor has any been identified to date. In addition the results of health checks confirm this statement. [G4-LA7]

**THE OBJECTIVES ARE: reach "ZERO" accidents and the ongoing improvement of the health and safety of both its employees and employees of suppliers working in Company facilities**

## COMMUNITY INVOLVEMENT

FROM this perspective, the actions of Red Eléctrica focus on extending the actions of health promotion for families of employees. These actions are focused on improving the integration of family

members with disabilities in actions that impact the health of the community and health of suppliers and collaborators of the Company.

## HEALTH AND SAFETY IN THE SUPPLY CHAIN

WITH RESPECT TO the work undertaken by suppliers of works and services, all companies and people who work in facilities and workplaces of Red Eléctrica are approved and qualified in occupational health and

safety, and in the case of activities with risks, such activities should be addressed by the Worksite Managers of the provider that have been previously approved by the Red Eléctrica's Prevention Service. [EU18]

## CONSULTATION, PARTICIPATION AND TRANSPARENCY [G4-LA5, G4-LA8]

RED ELÉCTRICA has a Health and Safety Committee whose composition and functioning is established in the 10th Collective Bargaining Agreement (Chapter VII). This Committee is a joint and collective body set up for regular and periodic consultation regarding the Company's actions on the prevention of occupational risks. The Committee consists of six representatives nominated by the Company and six prevention delegates chosen from representatives of the workers, representing 100% of the workforce. It will meet quarterly and whenever requested by any of the representations thereof. The minutes of these meetings are available to all employees in a specific section on the corporate intranet. ▶

## ◀ Highlights 2014

- >> Low accident rates for employees of Red Eléctrica and continued improvement in the accident rate of employees of contracted suppliers.
- >> Management team leadership objectives associated with the accident rate.

- >> Development of the healthy workplace model.
- >> Control and monitoring of activities conducted in facilities: 12,821 inspections, 1,539 corrective actions, 98% resolution.
- >> 7,988 hours of safety training imparted to 721 participants.

- >> Consolidation of the supplier qualification model regarding safety criteria.
- >> Establishment of criteria for measuring the cost/benefit analysis of health and safety.
- >> Integration of ergonomics and industrial hygiene in the health and safety management system and the draft-

- ing of an action plan. Ergonomic assessments and postural hygiene of work stations.
- >> Promoting physical activity as a healthy lifestyle habit, through financial support benefitting 37% of the workforce across 29 sports.
- >> Development of prevention and health promotion campaigns,

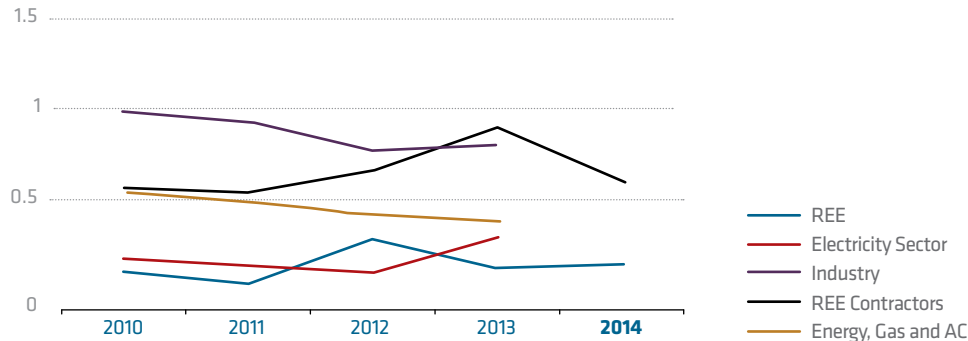
- noteworthy being the prevention of colon and prostate cancer, prevention of psychosocial risks and those oriented to cardiovascular health and musculoskeletal disorders.
- >> 1,095 medical examinations, 953 nursing and medical consultations and 243 vaccinations.

- >> Implementation of a physical security system (called Kérberos) for facilities and persons who access them.
- >> Regular meetings of the Occupational Health and Safety Committee, which represents 100% of employees.

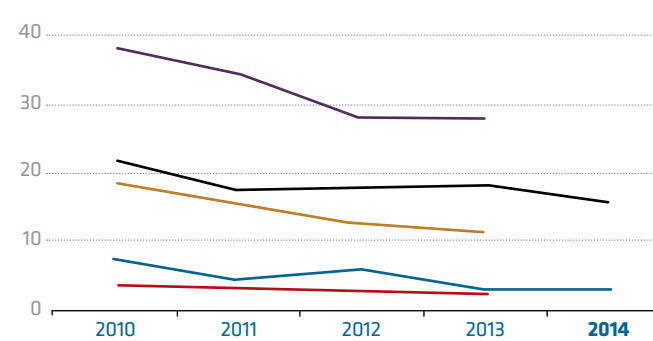
### MAIN OBJECTIVES 2015

- >> Development of the Healthy Workplace Plan 2014-2017.
- >> Development and dissemination of Red Eléctrica's Healthy Workplace Manual.
- >> Comprehensive Management of the aging of Red Eléctrica's workforce in order to analyse and assess the risks associated with age from the perspective of safety, health and well-being.
- >> Development of campaigns promoting health, making employees participate and extend good practices to their family.

### ACCIDENT SEVERITY INDEX



### ACCIDENT FREQUENCY RATE



## THE WORK-LIFE BALANCE

**THE SYSTEM** for the ongoing improvement of Red Eléctrica's work-life balance management model is among the main areas of action of the Healthy Workplace Model, aware of the effect it has on health, and the work-life balance.

Our challenge is to be able to individually assess the existing bi-directionality between the different areas of people (work-person) to achieve a more flexible balance based on mutual commitment between business and

people, with the aim of achieving an improvement in well-being and quality of life.

The 10th Collective Bargaining Agreement, signed in 2014, has been a step forward in terms of the work-life balance to including new measures or extending existing ones as follows:

- >> Labour flexibility
- >> Authorised leave
- >> Parenthood
- >> Disability/family dependents
- >> Social Benefits
- >> Services
- >> Events and activities

These measures apply to all staff irrespective of the type of contract. [G4-LA2]

### Highlights 2014

- >> New work-life balance measures with flexitime, improved authorised leaves, and economic aid to employees and family with 33% disability.
- >> 37% increase in consultations made to the work-life balance interlocutors regarding special personal situations.
- >> Development of actions under the Comprehensive Work-life Balance Plan.
- >> Launch of a work-life balance survey which had a participation rate of 62% and whose results reflect a high level of satisfaction, with an average score for the work-life balance management model of 7.15 (out of 10).
- >> Inclusion of a Return on Investment (ROI) indicator for the work-life balance using a bespoke methodology.
- >> Activities and family support services: takeaway service (meals included in the canteen menu), Days without school (activities with children of employees during the working day), urban summer camps.

**RED ELÉCTRICA  
IS CERTIFIED  
under the Family  
Responsible  
Company EFR  
Certification**

### MAIN OBJECTIVES 2015

- >> Renewal of the EFR certificate.
- >> Management team training and awareness to manage people through work-life balance.
- >> Development of a protocol on the criteria and implementation of work-life balance measures.
- >> Movement towards a culture of the optimisation of working time, linked to models of leadership and well-being.



- >> **Recognitions**  
'Family-Responsible Company' (EFR) Certification

## INDICATORS

### BREAKDOWN OF WORKFORCE BY TYPE OF EMPLOYMENT, CONTRACT, REGION AND GENDER [G4-10]

Spain

	2012			2013			2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Workforce (nº of people)	1,273	373	1,646	1,286	386	1,672	1,298	384	1,682
Employees with permanent contract (nº)	1,271	373	1,644	1,285	383	1,669	1,289	383	1,672
Employees with temporary contract (nº)	2	0	2	1	3	3	9	1	10
Permanent contracting (%)	99.8	100.0	99.8	99.9	99.2	99.8	99.3	99.7	99.4
Part-time contracting (%)	0	0	0	0	0	0	0	0	0
Workers from temporary employment agencies (nº)	14	14	28	7	6	13	6	4	10
Interns (nº)	63	36	99	55	16	71	79	31	110

### EMPLOYEES COVERED BY THE COLLECTIVE BARGAINING AGREEMENT [G4-11]

Spain<sup>(1)</sup>

	2012	2013	2014
Employees included in the collective bargaining agreement (%)	98.85	98.84	98.99
Employees excluded from the collective bargaining agreement (%) <sup>(*)</sup>	1.15	1.16	1.01

(\*) People voluntarily excluded from the collective bargaining agreement that are not part of the management team

(1) REE+REC



## TOTAL NUMBER OF EMPLOYEES BROKEN DOWN BY AGE GROUP, GENDER AND REGION [G4-LA1]

Spain <sup>(1)</sup>

	2012			2013			2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 25	6	0	6	5	2	7	8	1	9
26 to 35	409	134	543	361	119	480	311	101	412
36 to 45	359	132	491	398	147	545	439	152	591
46 to 55	343	92	435	349	98	447	339	107	446
Over 55	156	15	171	173	20	193	201	23	224
<b>Total</b>	<b>1,273</b>	<b>373</b>	<b>1,646</b>	<b>1,286</b>	<b>386</b>	<b>1,672</b>	<b>1,298</b>	<b>384</b>	<b>1,682</b>

(1) REE+REC

## TURNOVER INDICATORS BY AGE AND GENDER [G4-LA1]

Spain <sup>(1)</sup>

	2012				2013				2014			
	NUMBER OF PEOPLE LEAVING		TURNOVER INDEX%		NUMBER OF PEOPLE LEAVING		TURNOVER INDEX%		NUMBER OF PEOPLE LEAVING		TURNOVER INDEX%	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Under 25	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
26 to 35	6	1	1.5	0.7	3	2	0.8	1.7	0	3	0.0	3.0
36 to 45	2	2	0.6	1.5	1	2	0.3	1.4	1	5	0.2	3.3
46 to 55	7	0	2.0	0.0	2	1	0.6	1.0	2	0	0.6	0
Over 55	5	2	3.2	13.3	5	0	2.9	0.0	7	2	3.5	8.7
<b>Total turnover</b>	<b>20</b>	<b>5</b>	<b>1.6</b>	<b>1.3</b>	<b>11</b>	<b>5</b>	<b>0.9</b>	<b>1.3</b>	<b>10</b>	<b>10</b>	<b>0.8</b>	<b>2.6</b>

Note. Average length of service of those leaving: 17.4 years.

## NEW RECRUITMENT BY AGE AND GENDER [G4-LA1]

Spain <sup>(1)</sup>

	2012			2013			2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 25	2	0	2	1	2	3	5	0	5
26 to 35	13	4	17	16	9	25	12	3	15
36 to 45	8	2	10	6	8	14	5	4	9
Over 45	7	2	9	0	0	0	0	1	1
Total recruitment	30	8	38	23	19	42	22	8	30

(1) REE+REC

## MATERNITY/PATERNITY LEAVE INDEXES (M/P) [G4-LA3]

Spain <sup>(1)</sup>

	2012		2013		2014	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Employees with the right to M/P leave (n <sup>0</sup> )	74	37	79	35	76	38
Employees who have taken M/P leave (n <sup>0</sup> )	74	37	79	35	76	38
Reincorporations at the end of M/P leave (n <sup>0</sup> ) (2)	74	36	79	31	76	33
Employees with M/P leave who remain on the workforce (%) (3)	100	100	100	99	100	95

(1) REE+REC

(2) The difference between the number of reincorporations of women compared to those who have enjoyed leave is due to 1 authorised leave due to child care.

(3) Employees who return to work after M/P leave and continued their work in the twelve months after their reincorporation. Data as at year end.

Note: In the columns with the heading 'women', takes into account people who have benefited from maternity leave (which includes men with that right). In 2014, there were three men who were entitled to maternity leave and the three benefited from it.

## EMPLOYEES REPRESENTED BY HEALTH AND SAFETY COMMITTEES [G4-LA5]

Spain <sup>(1)</sup>

	2012	2013	2014
	100	100	100

(1) REE+REC

## OCCUPATIONAL HEALTH AND SAFETY INDICATORS [G4-LA6]

Spain <sup>(1)</sup>

	2012			2013			2014		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Average workforce	1,269	373	1,652	1,267	386	1,653	1,291	385	1,676
Hours worked	2,173,403	636,826	2,810,229	2,154,252	656,307	2,810,559	2,181,790	650,650	2,832,440
Accidents with sick leave (serious/minor)	42,280	0/2	42,341	0/7	0/0	0/7	0/7	0/1	0/8
Fatal accidents	0	0	0	0	0	0	0	0	0
Days lost due to accidents (2)	738	62	770	332	0	332	348	35	393
Accident frequency index	5.98	3.14	5.34	3.24	0.00	2.49	3.21	1.54	2.82
Accident severity index	0.34	0.09	0.27	0.020	0.00	0.12	1.16	0.05	0.14
Incidence rate	10.24	5.36	9.07	5.520	0.00	4.23	5.42	2.60	4.77
Absenteeism rate (3)	1.13	1.04	2.17	1.180	0.98	2.13	1.61	2.64	1.84

(1) REE+REC+REI

(2) The calculation is based on 6,000 working days per fatal accident and 4,500 for total permanent incapacity.

(3) The calculation formula was amended as of 2014. Therefore, the data for that year is not comparable with previous years.

Frequency index = number of work-related accidents with leave of absence per million hours worked.

Accident severity index = number of work days lost due to work-related accidents + incapacity scale, per thousand hours worked.

Absenteeism index. Until 2014, the calculation formula was: hours absent due to common TI (temporary incapacity) &gt; 3 days, TI hours &lt; 3 days and non-regulated leave / average workforce collective bargaining agreement personnel/collective bargaining agreement theoretical hours x 100.

As of 2014, the health and safety calculation formula is: days absent due to common TI &gt; 3 days + days absence TI &lt; 3 days + days absence for WA+OD/average headcount \* 365 \* 100

Incidence rate = number of accidents with sick leave x 1,000 / average workforce.

Serious accident (standard) = those classified as serious by each doctor that issued the sick leave certificate.

Note 1: Red Eléctrica de Spain complies with applicable Spanish legislation that includes the recording and notification of accidents. The Company also has the OHSAS18001 certification. The Spanish legislation complies with the ILO recommendations.

Note 2: Red Eléctrica has no declared occupational diseases. [G4-LA7]

## TRAINING AND EDUCATION INDICATORS [G4-LA9]

Spain <sup>(1)</sup>

	2012	2013	2014
Training hours	115,969	100,997	133,118
Employee training hours	115,969	94,333	124,158
Training hours for interns (operation internship grant programme)	0	6,664	8,960
Hours per employee*	71	57	74
Employees in training (%)	91	96	102
Hours given with own resources (internal and virtual)	26,820	24,682	35,668
Number of courses managed	711	696	758
Investment in training/total personnel costs (%)	5.2	4.3	4.9
Investment per employee (euros)**	3,503	3,153	3,756
Training during working hours (%)	61	77	68

\* Over the average workforce.

\*\* Total training cost/average workforce

(1) REE+REC

## AVERAGE HOURS OF TRAINING BY PROFESSIONAL GROUP AND GENDER [G4-LA9]

Spain <sup>(1)</sup>

	2012			2013			2014		
	MEN	WOMEN	GENERAL	MEN	WOMEN	GENERAL	MEN	WOMEN	GENERAL
Management team	62	97	69	50	90	54	64	77	66
G1 Master degrees	75	86	79	46	48	44	86	93	88
G2 Bachelor degrees	91	88	91	65	74	62	47	74	51
G2 Control centre operators	88	80	87	121	54	106	101	77	98
G3 Specialists	53	61	53	47	22	43	38	13	38
G4 Administrative personnel	9	25	21	6	32	24	13	23	20
Total	71	69	71	64	54	57	76	73	74

(1) REE+REC

## PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER [G4-LA11]

Spain <sup>(1)</sup>

	2012		2013		2014	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Employees with a performance appraisal (%)	100	100	100	100	100	100

(1) REE+REC

## COMPOSITION OF THE CORPORATE GOVERNANCE BODIES [G4-LA12]

Spain (1)

	2012				2013				2014			
	M	W	TOTAL	% W	M	W	TOTAL	% W	M	W	TOTAL	% W
Board of Directors	8	3	11	27.3	7	4	11	36.4	6	5	11	45.5
Audit Committee	1	2	3	66.7	1	2	3	66.7	2	2	4	50.0
Corporate Responsibility and Governance Committee	2	1	3	33.3	2	1	3	33.3	1	3	4	75.0

(1) Calculations have been made on the average number of board members during the year.

## COMPOSITION OF THE CORPORATE GOVERNANCE BODIES BY AGE [G4-LA12]

%

	2014		
	UNDER 30	30-50	OVER 50
Board of Directors	0	30	70
Audit Committee	0	0	100
Corporate Responsibility and Governance Committee	0	100	0

## DISTRIBUTION OF WORKFORCE BY GENDER AND PROFESSIONAL GROUP [G4-LA12]

Spain <sup>(1)</sup>

	2012			2013			2014		
	M	W	% W	M	W	% W	M	W	% W
Management team	87	21	19.4	94	23	19.7	96	23	19.3
G1 Master degrees	327	160	32.9	326	170	34.3	326	170	34.3
G2 Bachelor degrees	468	87	15.7	467	90	16.2	471	89	15.9
G3 Specialists	360	9	2.4	369	9	2.4	374	10	2.6
G4 Administrative personnel	31	96	75.6	30	94	75.8	31	92	74.8
Total	1,273	373	22.7	1,286	386	23.1	1,298	384	22.8

(1) REE+REC

M=MEN W=WOMEN

## BREAKDOWN OF THE WORKFORCE BY AGE GROUP AND GENDER [G4-LA12]

España <sup>(1)</sup>

	2014		
	UNDER 30	30 TO 50	OVER 50
Management team	0%	51%	49 %
G1 Master degrees	3%	76%	21%
G2 Bachelor degrees	5%	77%	18%
G3 Specialists	4%	66%	30%
G4 Administrative personnel	1%	55%	44%

(1) REE+REC

## RATIO OF BASE SALARIES OF WOMEN TO MEN [G4-LA13]

Spain <sup>(1)</sup>

	2012	2013	2014
Management team	1.10	1.03	1.02
G1 Master degrees	1.11	1.11	1.10
G2 Bachelor degrees	1.07	1.06	1.05
G3 Specialists	0.99	0.97	0.98
G4 Administrative personnel	1.03	1.00	0.98
Total	1.05	1.03	1.02

(1) REE

Note: In the calculation the 41 members of staff coming from Endesa have not been taken into account.

## OCCUPATIONAL HEALTH AND SAFETY INDICATORS. REE CONTRACTORS [EU17, G4-LA6, G4-10]

REE CONTRACTORS	2012	2013	2014
Average workforce <sup>(1)</sup>	3,510	3,527	3,336
Hours worked	5,968,524	6,059,285	5,637,084
Accidents with sick leave (serious/minor)	7/102	4/105	4/84
Fatal accidents	0	0	0
Days lost due to accidents <sup>(2)</sup>	3,826	5,368	3,437
Accident frequency index	18.26	17.99	15.61
Accident severity index	0.64	0.89	0.61
Incidence rate	31.04	30.90	26.37

(1) Based on hours worked.

(2) Calculation based on 6,000 working days per fatal accident and 4,500 for total permanent incapacity.

## EMPLOYEES ELIGIBLE TO RETIRE IN THE NEXT 5 YEARS % [EU15]

Spain <sup>(1)</sup>

	IN THE NEXT 5 YEARS 2015-2019	IN THE FOLLOWING 5 YEARS 2020-2024
Management team	1.6	1.2
G1 Master degrees	1.0	2.6
G2 Bachelor degrees	0.9	1.8
G3 Specialists	2.0	2.8
G4 Administrative personnel	0.2	1.3
Total	5.7	9.8

(1) REE

Note 1. Considering retirement age as a sole requirement and estimating this as 65 years of age.

Note 2. In the calculation the 41 members of staff coming from Endesa have not been taken into account.