

Leader in ESG

		2019	2022e	2025e
E				
Emissions per kWh	gCO ₂ /kWh	110	~100	<70
Biodiversity: reforestation	Trees, in Million	-	2.5	8
Water consumption	m ³ /GWh	583	<500	<420
Smart Grid implementation	% of HV and MV grids	68	75	83
Smart meters	Number, in Million	14.5	16.7	21.2
R&D investment	Million Euros	280	330	400

S				
Training hours	Hours / employee year	55	>55	>55
Customers: smart services	Number, in Million	8	12	18
Jobs supported	Contribution to employment	~400,000	>400,000	>500,000
Women in leadership positions	% of management positions	20	25	~30
Gender pay gap	% women / men ratio	+5.2%	+/-2%	+/-2%
Electricity for All	Beneficiaries, in Million	7	11.5	14
Foundation	Beneficiaries, in Million	-	1.3	1.4

G				
Best practices in Governance¹	Inclusion in Corporate Governance System	✓	✓	✓
Cybersecurity	Annual number of security assessments	800	1,800	2,000
Suppliers	% of supplier with sustainable policies	48%	70%	75%

¹ A leader in Corporate Governance for years in accordance with the highest national and international standards for listed companies: (Recognition for 7 consecutive years as a Spanish company with best Corporate Governance practices by the World Finance Corporate Governance Awards)

Listed and non-listed country sub-holding companies and subsidiaries also have the highest international standards.

Ongoing review of corporate governance system:

(Ongoing implementation of best-in-class Diversity & Inclusion policies)

Compliance System reflects best practices and international standards:

(Included in the list of World Most Ethical Companies since 2014, published by the Ethisphere Institute (USA))

(ISO 37001 and UNE 19601 in force)

(Compliance Leader Verification issued by Ethisphere Institute (USA))

(Award for the best compliance system 2018 -2019 awarded by Expansión)