

Equal Opportunity and Reconciliation Policy

19 July 2016

The Board of Directors of IBERDROLA, S.A. (the “Company”) has established the development of employment relationships based on equal opportunity, non-discrimination, and respect for diversity as a strategic objective. In particular, it regards as part of the essential values of the organisation the achievement of equality between women and men within the Company.

For these purposes, and in accordance with the provisions of the *Human Resources Framework Policy*, the Board of Directors has approved this *Equal Opportunity and Reconciliation Policy*.

1. Purpose

This *Equal Opportunity and Reconciliation Policy* seeks to create a favourable environment that facilitates the reconciliation of personal and working life of the professionals of the Company and of the other companies belonging to the group of which the Company is the controlling entity, within the meaning established by law (the “Group”) and, in particular, effective equality between women and men, all the foregoing in compliance with the applicable law in each country and following best international practices.

2. Main Principles of Conduct

To achieve the fulfilment of these goals, the Group adopts and promotes the following main principles of conduct:

- a) Guarantee the quality of employment, fostering the maintenance of stable and high-quality jobs, with occupational contents that guarantee a continuous improvement in the abilities and skills of professionals.
- b) Respect diversity, promoting non-discrimination on account of race, colour, age, gender, marital status, ideology, political opinion, nationality, religion, sexual orientation, or any other personal, physical, or social condition of its professionals.
- c) Develop the principle of equal opportunity. This principle, the observance of which is one of the basic pillars of professional development, and entails the commitment to provide and show equitable treatment that promotes the personal and professional progress of the Group’s workforce in the following fields:
 1. Promotion, professional development, and remuneration: value such knowledge and skills as are required to perform a job, through the evaluation of goals and performance.
 2. Hiring: not establish any differences in salary based on personal, physical, or social conditions such as gender, race, marital status, or ideology, political opinions, nationality, religion, or any other personal, physical, or social status.
 3. Recruitment and selection: recruit the best professionals by means of selection based on the merit and abilities of the candidates.
 4. Training: ensure the education and training of all professionals in the knowledge and skills required for the proper performance of their work.
 5. Support for workers with different abilities, promoting their effective employment.
 6. Promotion of transparent communications, encouraging innovation and providing professionals the independence they need in the performance of their duties.
- d) Promote effective equality between women and men within the Group as regards access to employment, professional training and promotion, and working conditions, fostering gender diversity as a manifestation of social and cultural reality, and in particular, to:
 1. Reinforce the commitment of the Group to the effective equality of opportunity between women and men, both within the organisation and in society, and raise awareness on this topic in both spheres.
 2. Guarantee women’s professional development within the Group, removing any obstacles that may hamper or limit their professional career.
 3. Analyse affirmative action measures in order to correct inequalities that appear and to promote the access of women to positions of responsibility in areas in which they are underrepresented or not present.
 4. Strengthen mechanisms and procedures for selection and professional development that facilitate the presence of suitably qualified women in all areas of the organisation in which they are underrepresented, including the implementation of specific training and professional development monitoring programmes for women.
 5. Strive to achieve a balanced representation within the various decision-making bodies and levels, guaranteeing that women participate in all consultative and decision-making areas of the Group on the basis of equality of opportunity.
 6. Promote the organisation of working conditions with a gender perspective, allowing for the reconciliation of the personal, working, and family life of the women and men employed by the Group, ensuring the elimination of all gender-based discrimination.
- e) Implement reconciliation measures that promote respect for the personal and family life of its professionals and facilitate the achievement of an optimal balance between the latter and the work responsibilities of women and men.
- f) Favour the hiring of those suppliers with internal measures on reconciliation and effective equality between men and women for their employees that comply with the provisions of this *Equal Opportunity and Reconciliation Policy*.
- g) Promote programmes of collaboration with educational institutions to encourage the presence of women in careers and training programmes relating to the businesses of the Group in which the presence of women is substantially lower than that of men.
- h) Collaborate in the fight against gender violence through the establishment of specific programmes that include measures of protection, support, and information, to accompany and protect the victims of gender violence.
- i) Eradicate the use of discriminatory language in any kind of internal or external corporate communication.

This *Equal Opportunity and Reconciliation Policy* was initially approved by the Board of Directors on 16 December 2008 and was last amended on 19 July 2016.

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