
Annual Progress Report on Equal Opportunity and Inclusion Initiatives at Iberdrola International (IEI)

Contents

Introduction - Initiatives at Iberdrola International (IEI):

01 Local Awareness with Global Impact

02 Well-being as the foundation of inclusion

03 Fostering vocations and inclusive leadership

04 Social Contribution in Local Communities

05 Partnerships & Awards

Initiatives at Iberdrola International (IEI)

Inclusion in diverse contexts: our international approach

In our international operations, we are committed to **building inclusive cultures that respect and value the distinct realities of each country** where we operate. We understand that inclusion does not follow a one-size-fits-all formula: what works in Italy may differ from what is needed in Greece, Japan, or Australia.

Therefore, our approach combines **shared global principles with sensitive local adaptation**, allowing each team to drive initiatives aligned with their cultural context, while fostering the exchange of learnings across regions. We work to ensure that our international operations serve as models of how geographic and cultural diversity, when managed intentionally, can become a competitive advantage and a lever for social transformation.

01 Local awareness with global impact



02 Well-being as the foundation of inclusion



03 Fostering vocations and inclusive leadership



04 Social contribution in local communities



IBERDROLA INTERNATIONAL BY THE NUMBERS



+ 1,000
employees at
Iberdrola
International (IEI)



1 ERG

PARTNERSHIPS AND AWARDS



01 Local Awareness with Global Impact

01 Local Awareness with Global Impact

At Iberdrola International, we understand that raising awareness is most effective when it **respects and adapts to each cultural context**. That is why we **encourage local teams** to develop initiatives aligned with their specific realities, addressing the unique inclusion challenges of each country and using culturally relevant language and formats. These local actions not only help transform mindsets in each region but also generate insights that we share across our operations, creating a **multiplier effect** in which best practices from one country inspire and enrich others.

How do we do it?

PROMOTING INCLUSIVE CULTURES WITH A LOCAL FOCUS

We promote innovative approaches to raising awareness in order to foster respect and mutual understanding and to highlight the value of cultural diversity in the various contexts in which we operate.

- 1.1 Taste the connection: Flavors that bridge cultures
- 1.2 Tolerance Wall: A Wall of Reflection and Tolerance
- 1.3 I Know, I Understand, I Respect: Seeing the World Through Different Eyes

Why is this important?

Global companies bring together a **diversity of cultural, ethnic, and national backgrounds** that enriches the workplace but also requires an active commitment to respect and coexistence. According to **UNESCO**, rejection of ethnic diversity contributes to conflicts and tensions, as reflected in the **25% increase recorded in 2024**, which highlights the importance of promoting **intercultural education** and establishing frameworks that protect **historically underrepresented individuals and communities**. This diversity also includes **people with visual impairments**, a group that still faces significant barriers. In the EU, **2.65 million people are blind**, and among those of working age, the **unemployment rate reaches 75% (CORDIS)**. **Recognizing these realities and promoting environments that address different needs is key to moving toward truly inclusive organizational cultures.**



Promoting inclusive cultures with a local focus

1.1 Taste the connection: Flavors that bridge cultures

To commemorate **World Day for Cultural Diversity for Dialogue and Development**, Iberdrola International highlighted the richness of different cultures through an intimate sensory experience: gastronomy. Under the slogan *Taste the connection*, **professionals from different countries** shared dishes representative of their traditions, demonstrating how cultural diversity not only enriches the collective experience but also contributes to sustainable development, intercultural dialogue, and social cohesion.

People from eight countries participated in this celebration: Australia, France, Greece, Italy, Poland, Spain, Qatar, and Germany; they had the opportunity to connect through flavors, stories, and traditions from every corner of the world. The event strengthened bonds between teams and highlighted the diversity of cultures, customs, and perspectives that coexist within the organization.



Iberdrola employees enjoying a snack featuring dishes from various cuisines that they prepared themselves



Iberdrola employees posing with their creations

1.2 Tolerance Wall: The Wall of Reflection and Tolerance

In **Italy**, we launched the **Tolerance Wall** initiative to mark **International Day for Tolerance**, celebrated on November 16. This space invited **members of the organization** to share their personal views on tolerance through quotes, drawings, and poems, fostering an environment of reflection and collective expression.

Given the high turnout of **70 people**, these contributions were highlighted at a closing event featuring **an expert in corporate well-being**.



Talk in front of the collaborative mural on tolerance

“Contributing to the Wall of Tolerance made me feel like I was part of something bigger: a mosaic of ideas that celebrates respect and equal opportunity. Inclusion takes shape when each of us adds a piece. I’ve come to realize that inclusion isn’t an abstract concept, but a concrete action that requires presence and courage.”

Michela Federici - Business Developer Origination and Structuring

“The Wall of Tolerance was an opportunity for me to pause and reflect on the value of diversity. Reading the other contributions made me feel like part of a community that wants to grow together. Writing my message has strengthened my belief that everyone deserves the same opportunities to express themselves and fulfill their potential.”

Daniele Arculeo - Planning & Investment Manager

1.3 I Know, I Understand, I Respect: Seeing the World Through Different Eyes

In **Greece**, we launched the **awareness campaign I Know – I Understand – I Respect: Together we see the world differently**, focused on **visual impairment**, which invited **members of the organization** to reflect on what it is like to work, study, and create from different perspectives, highlighting that visual impairment is not a barrier when the environment and society are designed to be inclusive.

02 Well-being as the foundation of inclusion

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At Iberdrola International, we are convinced that there can be no true inclusion without well-being. An individual who does not feel safe, supported, or cared for in their work environment will struggle to reach their full potential. That is why **we address multiple aspects of well-being**: from mental and physical health to the prevention of unacceptable behavior and addressing the day-to-day needs that affect the comfort of **the people in our organization**. Well-being is neither a luxury nor an extra benefit: it is the foundation upon which we build a truly inclusive culture.

How do we do it?

PROMOTING WELL-BEING IN THE WORKPLACE

Through a variety of initiatives and programs, we take a comprehensive approach to the various aspects of physical, emotional, social, and professional well-being, promoting healthy, safe, and sustainable work environments.

- 2.1 360 Wellbeing Program: Holistic Well-being
- 2.2 Preventing Harassment in the Workplace
- 2.3 Affordable personal care

Why is this important?

Investing in the well-being of **the people in the organization** is not only an ethical issue, but also a **key strategy for organizational performance**. According to McKinsey, organizations have the ability to significantly influence the mental health and well-being of their team members, which translates into better results and higher productivity. This approach to well-being also involves offering **specific support to people facing particular barriers** and ensuring their protection against adverse situations in the workplace.



Promoting well-being in the workplace

2.1 360 Wellbeing Program: Holistic Well-being

We are launching the **360 Wellbeing Program**, an initiative designed to promote healthier lifestyle habits and contribute to the **holistic well-being** of everyone in the organization, across all offices and departments. The program is structured around four pillars: **well-being, mind, body, and environment**.

The program is implemented across **three levels**: a **comprehensive 360 plan** with shared materials and events; **initiatives tailored** to the local context; and a **network of wellness ambassadors**. This network consists of **20 employees from the organization**, located across different regions, who act as program advocates, promoting healthy habits and actively participating in the **International Wellness Committee**.

Among the local initiatives, the **pilot program developed in Germany** stands out, which included the incorporation of psychological support with a plan for up to **10 sessions per year per person**, benefiting approximately **38.7% of the workforce** who requested this support (*pending validation of the percentage in Germany*).

2.2 Preventing Harassment in the Workplace

Throughout the year, we conducted **in-person and online training sessions** on harassment prevention in the seven main countries where **Iberdrola Energy International** operates: Germany, France, Portugal, Poland, Greece, Australia, and Italy. **More than 1,000 people from across the organization** participated in these training sessions, which we consider essential to ensuring **safe and respectful work environments** where everyone can fully realize their potential.

+ 1,000

Participants in the training on workplace harassment prevention

2.3 Accessible personal care

In **France**, we have installed **free feminine hygiene product dispensers** in the restrooms at our offices in Paris, Marseille, and Binic as part of our workplace wellness initiative for our female employees, removing financial barriers and ensuring access to hygiene products in the workplace.



03 Fostering vocations and inclusive leadership

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At Iberdrola International, we understand that building a truly inclusive energy sector requires action at two key stages: **inspiring interest from an early age** and **developing leaders capable of effectively managing diverse realities**. That is why we invest both in introducing **young people**, especially women, to the fields of energy and technology, and in supporting the professional development of **talent** toward leadership positions. Our goal is twofold: to ensure that new generations perceive the energy sector as a space where **everyone is welcome**, and to guarantee that those who are already part of the organization have the opportunities and support necessary to grow and lead.

How do we do it?

FOSTERING THE TALENT OF TOMORROW

We develop educational initiatives and research programs that introduce **students** to the energy sector, fostering STEM careers and building bridges between academia and industry.

- 3.1 Explore Energy: Sparking Interest in STEM
- 3.2 Step by STEM – Step by step toward a STEM future

GUIDING TALENT TOWARD LEADERSHIP ROLES

We actively participate in professional networks and offer training and mentoring programs that **support the professional development of women** in the energy sector.

- 3.3 HerWings: Wings for Women in Leadership
- 3.4 Digital and Human Leadership

Why is this important?

In Europe, **women** account for **40.5% of the workforce in science and engineering**, a figure that, while reflecting progress, shows that a gap still persists in equitable access to these disciplines, which are key to the future. (Eurostat, 2024)

This underrepresentation is also evident in leadership roles within the global energy sector, where women hold only **17.3% of senior leadership positions** (IEA, 2023), limiting the diversity of perspectives in a sector that is critical to advancing the energy transition.



Fostering the talent of tomorrow

3.1 Explore Energy: Sparking Interest in STEM

In Italy, we launched **Esplorare l'Energia**, a national competition that recognizes the best projects on clean energy and green jobs, with the goal of **fostering interest in STEM careers among high school students**. This initiative, developed in collaboration with **Edulia, dal Sapere Treccani**, aims to promote a culture of sustainability and interest in green jobs among **young people**.

In its first edition, **more than 300 students** participated, and the three winning teams received prizes such as school supplies and an annual subscription to the *In-Class by Treccani Scuola* platform. In recognition of the creativity and commitment of all the projects submitted, each school also received a special prize consisting of the **remote adoption and installation of an educational beehive** on its premises. Following this initial success, the **second edition of the competition** was launched in September, with the aim of expanding its reach and participation.

"I participated in this project as a judge to evaluate the projects submitted by the students who entered the contest. I was impressed by the variety of the projects and the students' ability to integrate technical and creative elements into their work. The quality of the projects demonstrated that when students are given clear tools and a stimulating environment, they are capable of producing content of great value. The message this contest sought to convey to young people is that sustainability is not a distant issue: it is a journey in which each of them can play a leading role, today and tomorrow."

Giorgio Pinnen - Head of Engineering and Industrial Decarbonization at Iberdrola



A group of young people presenting an educational project at an Iberdrola event

3.2 Step by STEM – Step by Step Toward a STEM Future

We complemented this initiative with our participation in **Turin STEM Day**, held on September 30, an event aimed at **reducing the gender gap in STEM fields**. The event was attended by **60 elementary school girls**, reinforcing our commitment to educating the next generation about sustainability and fostering an interest in STEM fields from an early age.

Supporting the development of local communities

3.3 HerWings: Wings for Women in Leadership

In September 2024, we launched **HerWings**, the first internal mentoring program specifically designed for **women at Iberdrola Energy International**.

This initiative tailors the company's general mentoring programs to the identified needs and has led to the establishment of **22 active mentoring relationships** that support skill development and career advancement toward leadership positions.



3.4 Digital and Human Leadership

In 2025, we renewed our commitment to training as a **lever to drive the professional development of the company's female leaders**.

A group of female executives from Iberdrola participated in the **Digital Leadership Expert Program (LDH)**, delivered by PWN in collaboration with the **University of Castilla-La Mancha (UCLM)**. The program was structured into three modules totaling 56 hours, addressing topics highly relevant to today's business environment: technological trends, agile methodologies, and priority issues on organizations' agendas.

This was an opportunity to broaden perspectives and deepen self-awareness, which helped strengthen each participant's personal brand and accelerate their development within the organization.



A group of young professionals working together in an office setting

"The LDH program has given me access to diverse and enriching perspectives and insights on the current landscape, leadership, and the business world. What I enjoyed most were the workshops, which helped me gain clarity on who I am, who I want to be, and where I want to go, as well as all the tools we've learned to help us grow and better support our teams. All of this was guided by top-tier professionals and an exceptional group of peers. I'm finishing the course with a sense of determination and a desire to keep learning and improving that I didn't have when I started. Thank you so much!"

Consuelo Morales Gómez – Onshore Managing Director Germany at Iberdrola

04 Social Contribution in Local Communities

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At Iberdrola International, we understand that our presence in different countries entails responsibilities that go beyond our operations. That is why we develop initiatives that **connect our employees with local communities** and allocate resources to causes that create opportunities and promote equality. In this way, we transform our global presence into a **tangible contribution to social development** in every country where we operate.

How do we do it?

ENGAGING ORGANIZATION STAFF TO MAKE A DIFFERENCE IN THE COMMUNITY

At Iberdrola Energy International, we actively involve our employees in social and educational initiatives that have a positive impact on the communities where we operate, while also strengthening their sense of belonging and pride in being part of our shared mission.

- 4.1 Aid Without Borders
- 4.2 Educating About Renewable Energy
- 4.3 Iberdrola International Volunteer Awards

PROMOTING WOMEN'S SPORTS

We support initiatives that raise awareness of and strengthen women's sports in different countries, with the goal of advancing toward greater equality of opportunity between women and men.

- 4.4 Promoting women's soccer in Portugal

Why is this important?

Globally, **humanitarian needs continue to rise**. In 2023, the number of **people forcibly displaced** reached a record high of **more than 114 million**, as a result of conflicts, political crises, and natural disasters. This reality underscores the urgency of supporting initiatives aimed at ensuring decent living conditions and the survival of millions of people. In line with social commitment, but applying it to the realm of sports, it is necessary to **address the structural barriers in women's sports**. Among the main challenges are a lack of sponsorship and financial resources, insufficient infrastructure, and the prejudices that still limit opportunities for **girls and women**.



Engaging the organization's staff to make an impact in the community

4.1 Aid Without Borders

Our charitable work transcends borders: Iberdrola teams put their commitment into action in the communities where we operate. In Australia, we help pack food for **Foodbank**; in Germany, we help **refugee girls** learn to ride bicycles and participate in food distribution for **homeless people**; in Greece, we visit the **Hatzipaterio Children's Rehabilitation Center**, which supports **children with cerebral palsy**; and in Italy, we collected **over 500 kg of secondhand clothing** in collaboration with **Humana People to People**, doubling the participation from the previous year.

By actively involving the organization's staff in these initiatives, we turn social responsibility into a shared experience that unites teams, generates real impact, and builds a culture of commitment to the community.



Food Packaging for Foodbank



Food distribution from Germany

4.2 Educating About Renewable Energy

Through the **A lezione di Sostenibilità** project, carried out in Italy, we promote **educational initiatives focused on sustainability** through sessions designed for **elementary school students** in areas near our solar power plants

The sessions include interactive activities on renewable energy and feature the participation of **female engineers from the organization**, helping to **spark an interest in STEM disciplines among girls** from an early age.

4.3 Combating Food Waste

Our commitment to local communities is strengthened through **long-term partnerships with social organizations**. In Italy, for example, we partner with **RECUP**, a youth association focused on combating food waste and promoting active citizenship through the recovery and redistribution of unsold food at local markets.

Through an event organized at our Rome offices, we engaged **the organization's staff** in an awareness-raising experience about the impact of food waste, connecting this issue to both their daily lives and their professional environments.



Illustration on recycling and organic waste management

Promoting Women's Sports

4.4 Promoting Women's Soccer in Portugal

Iberdrola has become the **official sponsor of women's soccer in Portugal**, reinforcing its longstanding commitment to **women's sports** and helping to raise the profile, professionalize, and develop **Portuguese female soccer players**. This sponsorship is part of a global strategy to support women's sports, which recognizes the transformative role of sports in promoting **equal opportunities** and inspiring **future generations**.



Players on the Portuguese national soccer team celebrating a goal



Commemorative T-shirt marking Iberdrola's sponsorship of the Portuguese national team through 2027

05 Partnerships & Awards

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EDGE MOVE – Iberdrola Global has obtained EDGE Move (Economic Dividends for Gender Equality) certification.



TOP EMPLOYER – Iberdrola has been awarded the Top Employer certification in the following countries: Germany, France, Italy, Australia, and Greece.



GENDER EQUALITY UNI/PdR 125:2022 – Iberdrola Italia has obtained Gender Equality Certification in accordance with the UNI/PdR 125:2022 standard, which represents a concrete commitment to reducing the gender pay gap, increasing female employment, and creating better, more inclusive working conditions.



PROFESSIONAL WOMEN'S NETWORK – Iberdrola Energy International maintains an active partnership with the Professional Women's Network (PWN) in Rome, Madrid, Paris, and Lisbon.



WOMEN IN ENERGY NETWORK – Iberdrola Australia has been partnering with the Women in Energy Network (WIEN) since 2022, which has promoted the advancement of women in the energy sector through mentoring, leadership, and networking.



PWN GLOBAL OFFSITE MEETING – The CEO of IEI attended the PWN Global offsite meeting in Madrid, where he delivered the opening remarks and spoke with members about inclusive leadership as a driver of innovation and progress.



