

SUSTAINABILITY
REPORT

2022





**DAVID
PÉREZ**

Chairman of the
Board of Directors
of Metro de
Madrid

Regional Minister
of Transport and
Infrastructure



As we do every year, we publish our results in this corporate report in which we present the documentation regarding our financial situation, management results, short and medium-term objectives and our commitments for the coming year.

A year that we face with the excitement of resuming our role as the backbone of sustainable mobility in the Community of Madrid and in which we can continue to make progress in the projects initiated in 2022, which the company closes with a positive economic result, for which I would like to congratulate our CEO and the entire management team.

After two difficult years, in which the pandemic has had a significant impact on the company's activity, Metro de Madrid is beginning to consolidate the recovery in demand, exceeding 571.6 million trips by 2022.

These data reflect the recovery of confidence among a large part of Madrid's public transport users, although we are aware that there is a before and an after COVID-19 and that it will be difficult to return to the levels of 2019. Issues such as teleworking have changed citizens' behaviour, also in terms of mobility.

During the year, the company has once again shown its great capacity to adapt to change and its commitment to offering a quality public service that is increasingly inclusive and sustainable. We have made a great effort to improve our facilities in order to continue offering the best service to our passengers. The start of works at Diego de León, Menéndez Pelayo, Begoña and Avenida de América stations, which will have new lifts, and the remodelling of one of the first stations in the network, Cuatro Caminos, are a good example.

And this effort has been rewarded: Metro has obtained the best rating in its history from users, with a 7.86 rating.

However, this year we have had to face another major challenge: the high cost of energy, which has had a severe im-

act on the financial situation of a transport that is almost entirely dependent on supply.

The Government of the Community of Madrid has taken the prudent and firm decisions required to manage a public service as important as Metro de Madrid in the current context, assuming that the Madrid network needs to continue to provide a safe and quality service.

This is why we are committed to the maintenance and adaptation of the network, with a strong investment in both maintenance and asset replacement, relying on innovation to achieve ever better results. We are also already working on the renewal of rolling stock, which will require an investment of around 385 million.

We have already taken the first steps for the extension of line 11, which will enable the connection of ten lines, and for the extension of line 3, which will connect Villaverde via El Casar in Getafe, just as we are celebrating the 20th anniversary of the creation of Metrosur. Hundreds of thousands of people will save a lot of time and improve their quality of life thanks to these works. Conservation and extension of the network, that is our roadmap for 2023, leaving no one behind.

Finally, regarding people management, 2022 marked an important milestone: after years of negotiations, the compensation that Metro will pay to the affected workers and their heirs has been signed with trade unions, professionals and relatives affected by the occupational disease derived from asbestos.

We are facing a year that is full of exciting challenges that can only be met with the effort and professionalism that the Metro team has always shown, which will be expanded in 2023 with at least 30 new drivers and industry managers and 78 officers, in addition to the 245 professionals who joined in 2022. As Chairman of the Board of Directors of Metro de Madrid, I would like to thank all those who are part of our company, a benchmark for quality and service and a symbol of our Community.





**SILVIA ROLDÁN
FERNÁNDEZ**

CEO of Metro de
Madrid



This annual report provides an overview of Metro de Madrid's activities and results over the last year, which we close with excitement, optimism and a vision of the future.

Despite the global challenges we have recently faced, we remain focused on maintaining the quality of our service, improving our operational efficiency and adapting to changes that affect us exogenously. The recovery in demand compared to recent years is a good example of the key public service we provide both to the people of Madrid and to those who visit us.

In 2022, we set ourselves five objectives: ensuring trip reliability, guaranteeing financial sustainability, maintaining customer trust, fostering people engagement and advancing the company's transformation. These goals were conditioned by the cost containment plan put in place to cushion the sharp rise in electricity prices and the uncertainty of changes in demand, which performed better than expected, growing throughout the year and bringing us closer to pre-pandemic figures.

Metro de Madrid is currently one of the three most efficient undergrounds in terms of station management costs, according to a recent report by the Community of Metros (COMET), and this is thanks to its commitment to technology, energy saving plans, the high degree of monitoring of our facilities and the innovative service model in stations.

This year, nearly 42% of public transport users have chosen us for their mobility and we have been placed among the 100 Spanish companies with the best reputation, according to MERCO, ranking 75th, also achieving the highest score in the history of the company in our users' assessment of the service.

As the first woman to head this century-old company, I am very pleased with the launch of Metro de Madrid's Second Equality Plan, which includes measures to advance equal treatment and opportunities for women and men in the company, a new protocol against sexual and gender-based harassment, as well as measures for the protection of women who are victims of gender-based violence.

2022 was also the year in which we opened the company's new headquarters: more than a thousand people, who were previously located in different centres throughout the Community of Madrid, are now working in the new building, which is an example of our commitment to teamwork and sustainability, as it is designed for low energy consumption, in line with the organisation's philosophy.

We have also made progress in implementing a more responsible and sustainable management model, fulfilling our commitment to the Ten Principles of the Global Compact, of which we are a member, and supporting the UN's 2030 Agenda for Sustainable Development.

Within this framework, we have identified the ESG (environmental, social and governance) principles that should govern decision making in Metro de Madrid and that will be the basis for the formulation of the goals for 2023. These principles underpin our new Responsible and Sustainable Management Policy, approved by the Board of Directors and communicated to the staff and our supply chain.

As this report shows, in 2022, we have managed to set off towards the achievement of important milestones in terms of growth, innovation and sustainability. The main achievements and challenges we have faced, as well as our future prospects and plans to remain the public transport benchmark and users' favourite form of transport, will be presented in detail below.

I encourage you to browse through this document, created by all areas of Metro, which includes both financial and non-financial information with rigour and high levels of comparability, both with previous years and with other operators and companies in the industry.





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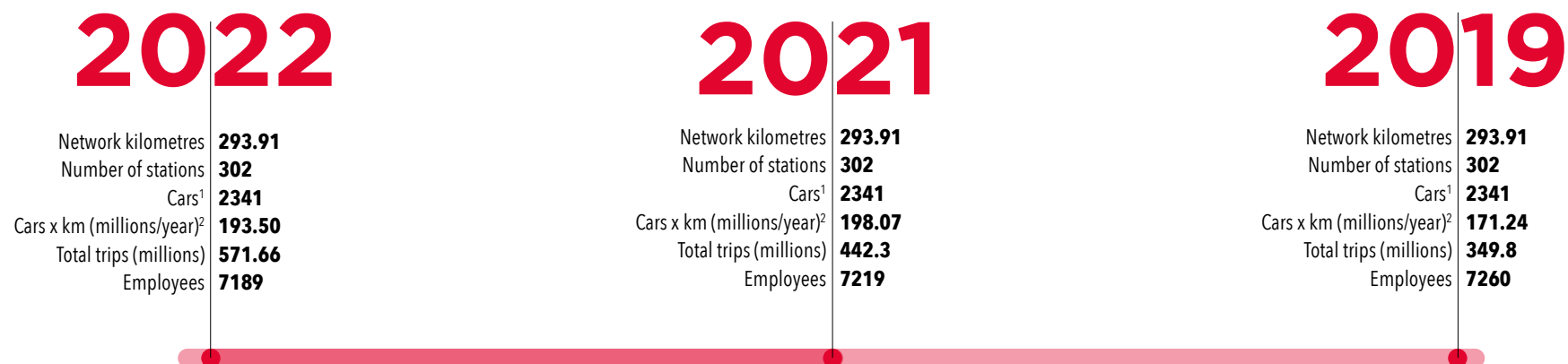
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ABOUT METRO DE MADRID

Metro at a glance



[1] Fleet of vehicles in operation (in number of cars).

[2] Car x-kilometre (c-km): number of kilometres travelled by cars. Each train consists of several cars.

	2022	2021	DIFFERENCE
REVENUE >	€1,150.58 million	€1,026.29 million	12.11%
EXPENDITURE >	€1,146.68 million	€1,083.39 million	5.84%
PROFITS >	€3.90 million	€-57.10 million	-106.83%

[2022 Annual Accounts and Directors' Report](#)



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Metro and Metro Ligero Network



www.metromadrid.es



¿Necesitas ayuda? Need help?



Personal de estaciones e interfonos Staff and interphones



+34 900 444 404

SYMBOLS Key

Accessible station / lift Step-free access / lift

Transbordo corto Metro interchange

Transbordo largo Metro interchange with long walking distance

Cambio de tren Change of trains

Light Rail Light Rail

Cercanías train service Suburban railway

Autobuses interurbanos Suburban buses

Autobuses largo recorrido Interregional bus station

Terminal autobuses nocturnos Night bus line terminal

Autobús expés aeropuerto Airport express bus

Estación de tren Railway station

Aeropuerto / Airport Adolfo Suárez Madrid-Barajas

ZONA A Zonas tarifarias Fare zones

ZONA B1 Fare zones

ATENCIÓN A LA TARIFA Validación a la SALIDA PAY THE RIGHT FARE Ticket checked at the EXIT

Customer Service Customer Service

Management office Public Transport Card Public Transport Card Office

Objetos perdidos Lost and found

Bibliometro Metro Library

Productos oficiales Metro Official Metro merchandising

Aparcamiento disuasorio gratuito Free park and ride

*Excepto días con evento *Except days with event

Aparcamiento disuasorio de pago Paid park and ride

Estacionamiento de bicicletas Bicycle parking

Espacio histórico de Metro Metro historical space

Área acceso restringido for private vehicles Area with restricted traffic access

Tramo temporalmente cerrado Section temporarily closed

1 Pinar de Chamartín Valdecarros

2 Las Rosas Cuatro Caminos

3 Villaverde Alto Moncloa

4 Argüelles Pinar de Chamartín

5 Alameda de Osuna Casa de Campo

6 Circular

7 Hospital del Henares Pitis

8 Nuevos Ministerios Aeropuerto T4

9 Paco de Lucía Arganda del Rey

10 Hospital Infanta Sofía Puerta del Sur

11 Plaza Elíptica La Fortuna

12 MetroSur

R Ópera Príncipe Pío

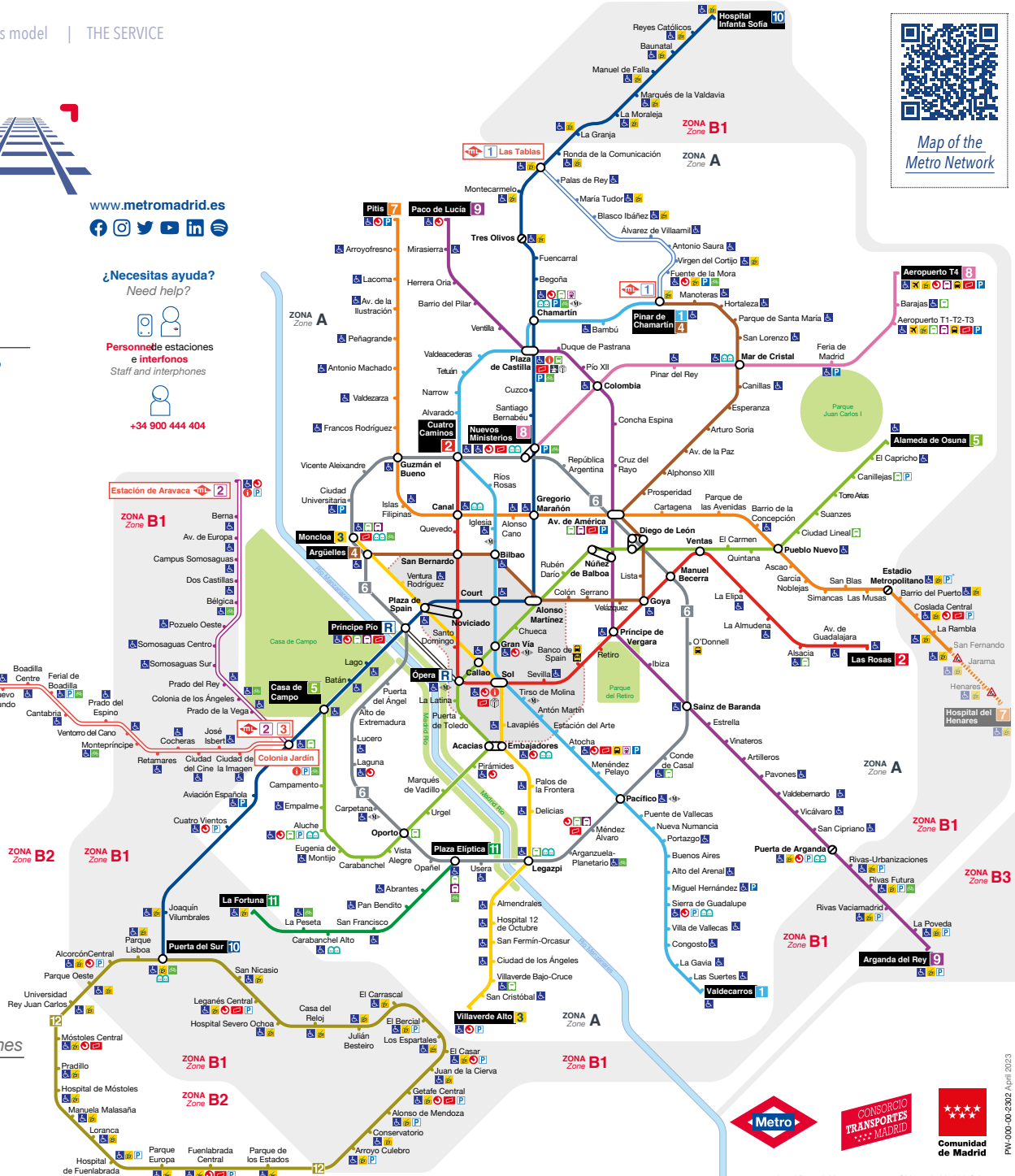
1 Pinar de Chamartín Las Tablas

2 Colonia Jardín Estación de Aravaca

3 Colonia Jardín Puerta de Boadilla

HORARIO Opening times

Todos los días de 06:00 a 01:30 h. Every day from 6 am to 1:30 am



Map of the Metro Network



Metro de Madrid, a service...

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...for everyone

More than **75%** of people living in the Madrid Region have Metro access within 600 metres of their home. 70% of stations are accessible (69.87% in 2021).



...that provides quality

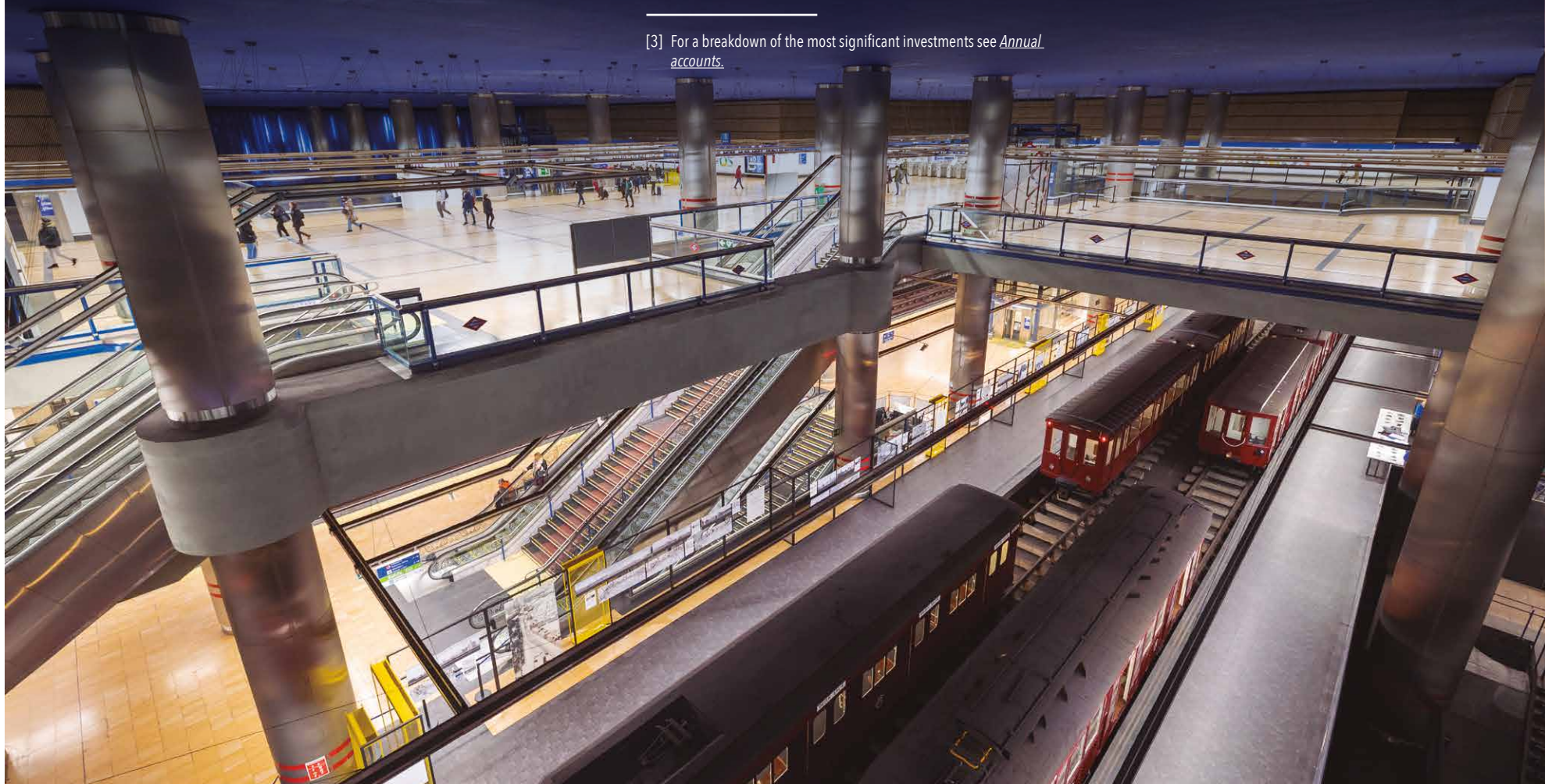
€348.4 million to improve the service³.



... and a commitment to sustainability

97% of the energy used by Metro to provide the service is electrical and comes entirely from sources with an origin guarantee.

[3] For a breakdown of the most significant investments see *Annual accounts*.



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SUSTAINABLE DEVELOPMENT GOALS

Metro de Madrid, committed to the UN Sustainable Development Goals



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2022 Milestones

> Demand recovery [\(Demand\)](#)

Figures close to those prior to the COVID-19 pandemic were reached, with the year ending with over 571.66 million trips.

> Gran Vía, an example of innovation [\(A benchmark in transport\)](#)

The latest generation turnstiles and ticket vending machines installed in Gran Vía reflect the evolution of Metro stations. They have been awarded the *Transport Ticketing Awards 2022* in London, and at the *InnoTrans* trade fair in Berlin.

> New lifts [\(Accessibility and inclusion in the network\)](#)

Start of works at Diego de León, Menéndez Pelayo, Begoña and Avenida de América stations.

> More modern stations [\(Upgrading and maintenance of facilities\)](#)

Work is completed on Cuatro Caminos, which is modernised and recovers its old totem pole.

> New energy-efficient headquarters [\(Working conditions: financial security and quality employment\)](#)

Opening of the new headquarters⁴, a nearly zero energy building (NZEB), designed for low energy consumption.

[4] The new headquarters are located at Avenida de Asturias, 4. Madrid.

> Asbestos-related occupational disease compensation agreement [\(Occupational health and safety\)](#)

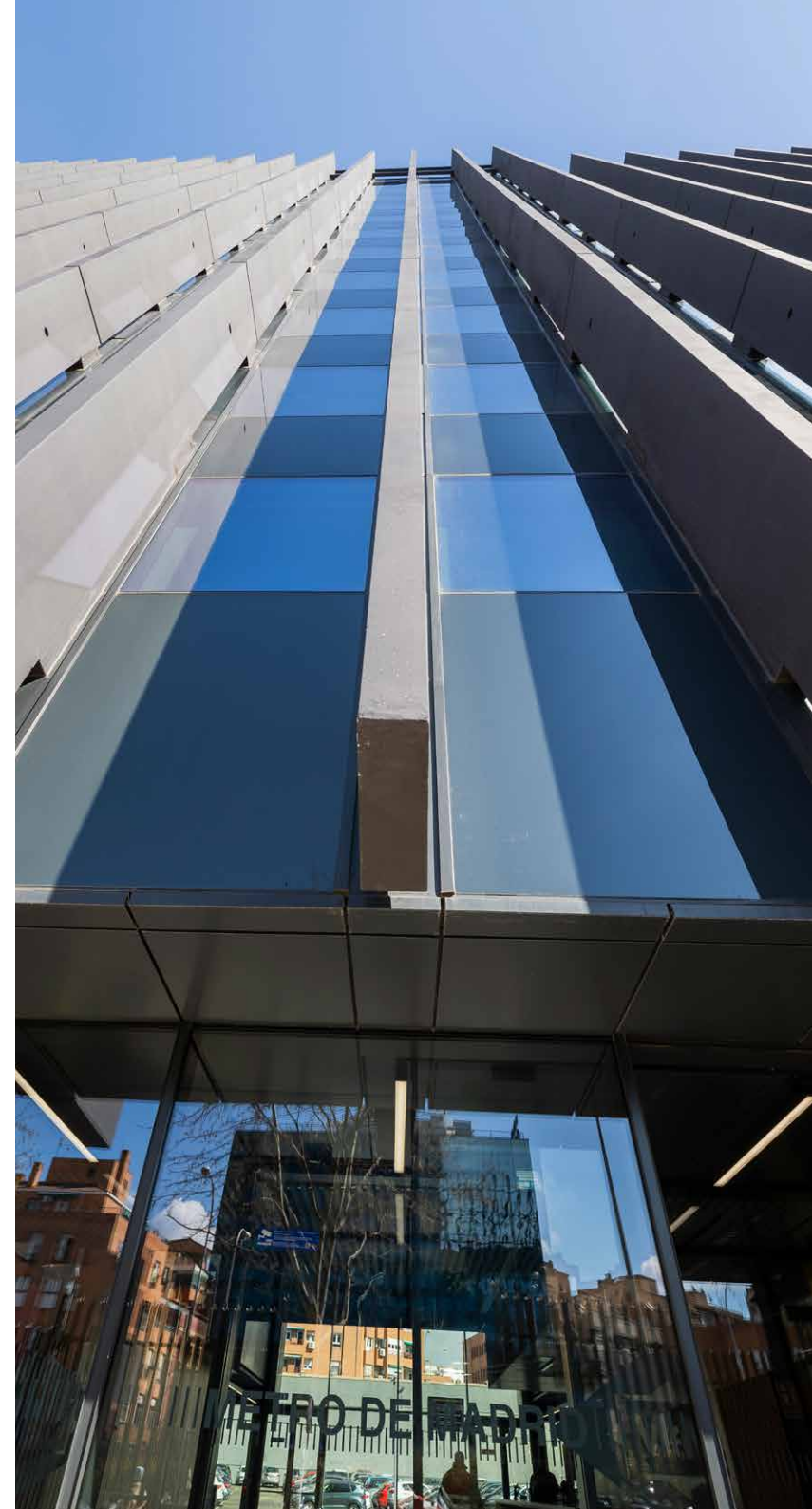
Signing of the agreement with trade unions and professionals affected by asbestos-related occupational diseases and their families, which establishes the compensation to be paid by the company to the affected workers and their heirs and heiresses.

> Approval of the II Equality Plan [\(Equal opportunities and non-discrimination\)](#)

With goals and measures aimed at advancing equal treatment and opportunities for women and men in the company, such as the new protocol against sexual and/or gender-based harassment and measures for the protection of women victims of gender-based violence.

> Progress on responsible management [\(Responsible and sustainable management\)](#)

- Definition of ESG principles (environmental, social and governance)
- Identification of ESG risks
- New policy on responsible and sustainable management
- First *Responsible communication, marketing and advertising policy*

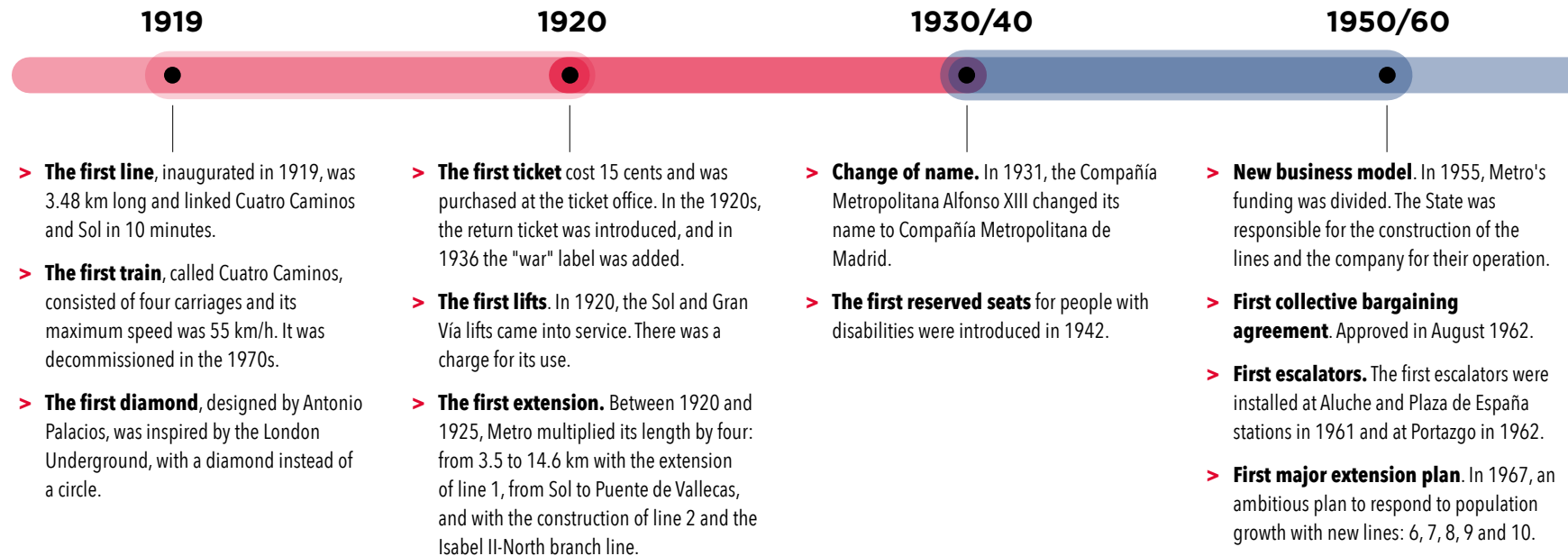


The Company



Metro de Madrid is a century-old public company that manages the public transport service on 12 Metro lines, a branch line (Ópera-Príncipe Pío) and a light rail line (ML1), linking 12 municipalities in the Community of Madrid⁵.

Metro through its milestones



[5] Madrid, Alcobendas, San Sebastián de los Reyes, Arganda, Rivas-Vaciamadrid, Leganés, Alcorcón, Móstoles, Getafe, Fuenlabrada, Coslada and San Fernando de Henares.

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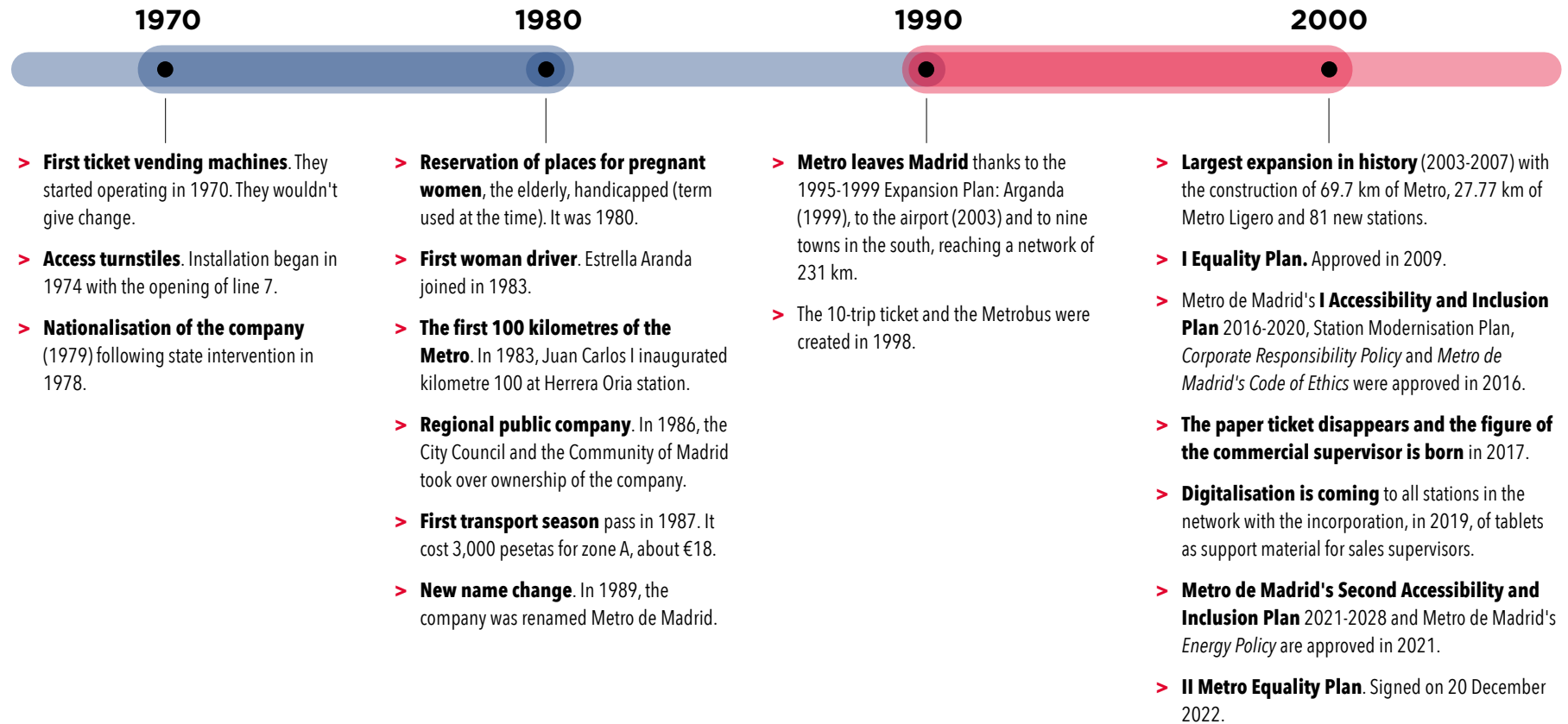
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Metro through its milestones



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Business environment



In 2022, Metro's activity has been conditioned by several external and internal factors that have posed challenges linked to maintaining the quality commitments acquired with its stakeholders in the provision of the service and other related activities.

Changes in mobility *(Demand recovery)*

Following the impact of the pandemic on the transport industry and in particular on the public transport industry, 2022 has seen a return to previous levels of activity. However, some of the measures put in place to prevent contagion (remote work, distance learning or the use of other modes, such as cycling) have been maintained. This has led to a change in society's behaviour and consumption patterns, including in terms of mobility.

Of the more than 2.2 million people who used the metro daily before the pandemic, around 1.83 million now use it, a drop of over 17% in the number of people using the metro daily, but an increase from 2021, which saw an average of 1.41 million.

Metro de Madrid registered a total of 2,348,800

Energy price increase *(Economic management)*

The war in Ukraine has provoked a logistical and energy crisis that has hardened the upward trend in energy prices experienced in previous years, which spiked in 2022, reaching historic daily highs.

Metro de Madrid's electricity consumption accounts for 2.11% of the total energy consumed in the Community of Madrid⁶. Over 97% of the supplies required to provide the Metro service come from electricity, which is used by all the trains for their operation. Price increases therefore have a direct and negative impact on the profit and loss account.

people on 25 November, on Black Friday, an improvement of 13% on the previous year's figure of 2.1 million. The busiest day of the year was 16 December, with 2,381,518 trips

*Annex II. Table 005.
Average daily demand
by type of day*



In the last year, the cost of the energy used by Metro de Madrid to provide the service has increased by 42.8%. By 2021, this expenditure had already increased by over 51.6%.

The amount allocated to energy in 2022 is €152.5 million, which is more than 10% of the company's total budget⁷. This item previously represented 5%.

[6] According to data from Red Eléctrica Española's Annual Report for 2021. When closing this report, data for 2022 had not been published.

[7] [Budgets of the Community of Madrid 2022](#).

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Other factors: regulatory and economic

Metro's activity is also affected by regulatory measures, such as the sustainable mobility plans that respond to the Act on Climate Change and Energy Transition, approved in 2021 (which contemplates the implementation of low-emission zones ⁸ and the development of a comprehensive network of charging points for electric vehicles, among others), which have a direct impact on underground demand.

Similarly, there is a direct correlation between demand and other variables such as the employed population, gross domestic product, disposable revenue, debt and financial leverage.

[Annex II. Table 008. Distribution by transport ticket](#)
[Fare tables in 2022](#)



Lowering of fares

From September onwards, the prices of fares for using Metro de Madrid were reduced by 50% in the case of the travel pass and by 30% in the case of 10-trip tickets, which meant an increase in the sale of this type of ticket

[8] The LEAs prohibit the circulation of vehicles without an environmental label.

The following matrix shows the political, economic, socio-cultural, technological, ecological and legal constraints that influence the company.

PESTEL Matrix 2022

Political

P1. An industry that is sensitive to changes in taxes and regulations.

P2. Lack of regulatory framework in the field of urban rail transport at regional level.

P3. The political landscape is a key decision-maker in the Operator's strategy and management.

Economic

E1. Economic volatility stemming from the global geopolitical situation.

E2. Changes in interest rates have a direct impact on issues such as debt and financial leverage.

E3. The energy and raw materials crisis that leads to an exponential increase in the cost of operations, works and services, as well as supply and execution times.

E4. Direct dependence on public expenditure and on the budgets of the Madrid Regional Government with the consequent difficulty for the administrations to support Metro de Madrid in operating costs, in a context of rising inflation.

Sociocultural

S1. Demographics. The ageing of the population increases the importance of the service to the elderly population group.

S2. Changes in the economic and labour model by the new model of remote work and delocalisation of companies and workers.

S3. Changes in social behaviour and new transport models present challenges for Metro as the backbone of mobility.

S4. The rise of intermodal travel and its relationship to passenger experience. Mobility as a Service (MaaS).

S5. Increasing shift towards the outskirts. It will influence future mobility needs and review strategies for network expansion plans.

Technological

T1. Key enabling technologies and their impact on Industry 4.0 enable higher value-added products and services, more efficient production processes and new business models.

T2. Highly demanding, hyper-connected and informed users:

- Ongoing data exchange and exploitation.
- Real-time communications.
- Intermodality leveraged on omnichannel.

T3. 5G connectivity. Increased speed and content.

Environmental

EC1. Attention to climate uncertainty.

EC2. Circular economy. New growth and development model based on comprehensive sustainability.

EC3. Energy transition towards the decarbonisation of the economy and promotion of renewable energies.

Legal

L1. Promoting sustainable, inclusive and accessible mobility.

L2. Impact on Metro de Madrid due to the commitment acquired for the need to protect critical infrastructures (Critical Operator) and essential service with the need to carry out different actions.

L3. New technologies advance faster than existing legislation.

L4. Proliferation of legislative and regulatory changes affecting the company.

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A benchmark in transport



- > Chosen by around 42% of public transport users⁹
- > The service has received a rating of 7.86, the highest rating in its history¹⁰
- > Metro is among the 100 Spanish companies with the best reputation in 2022 ranking 75th, ten places higher than in the previous year¹¹
- > 12 management systems implemented and certified¹²
- > 64% of Metro's staff recommend the company as a place to work¹³
- > In 2022, Metro reaffirmed its position in Merco ESG by ranking among the 100 most responsible companies¹⁴ in 58th place

[9] See [Position of Metro in the Community of Madrid](#).

[10] See [Quality service](#).

[11] According to the [22nd edition of the study 'Companies and Leaders'](#) carried out by MERCOS (Business Monitor of Corporate Reputation).

[12] See [Quality service](#).

[13] See [Employee satisfaction](#).

[14] 58th place for the Merco ESG Spain monitor.

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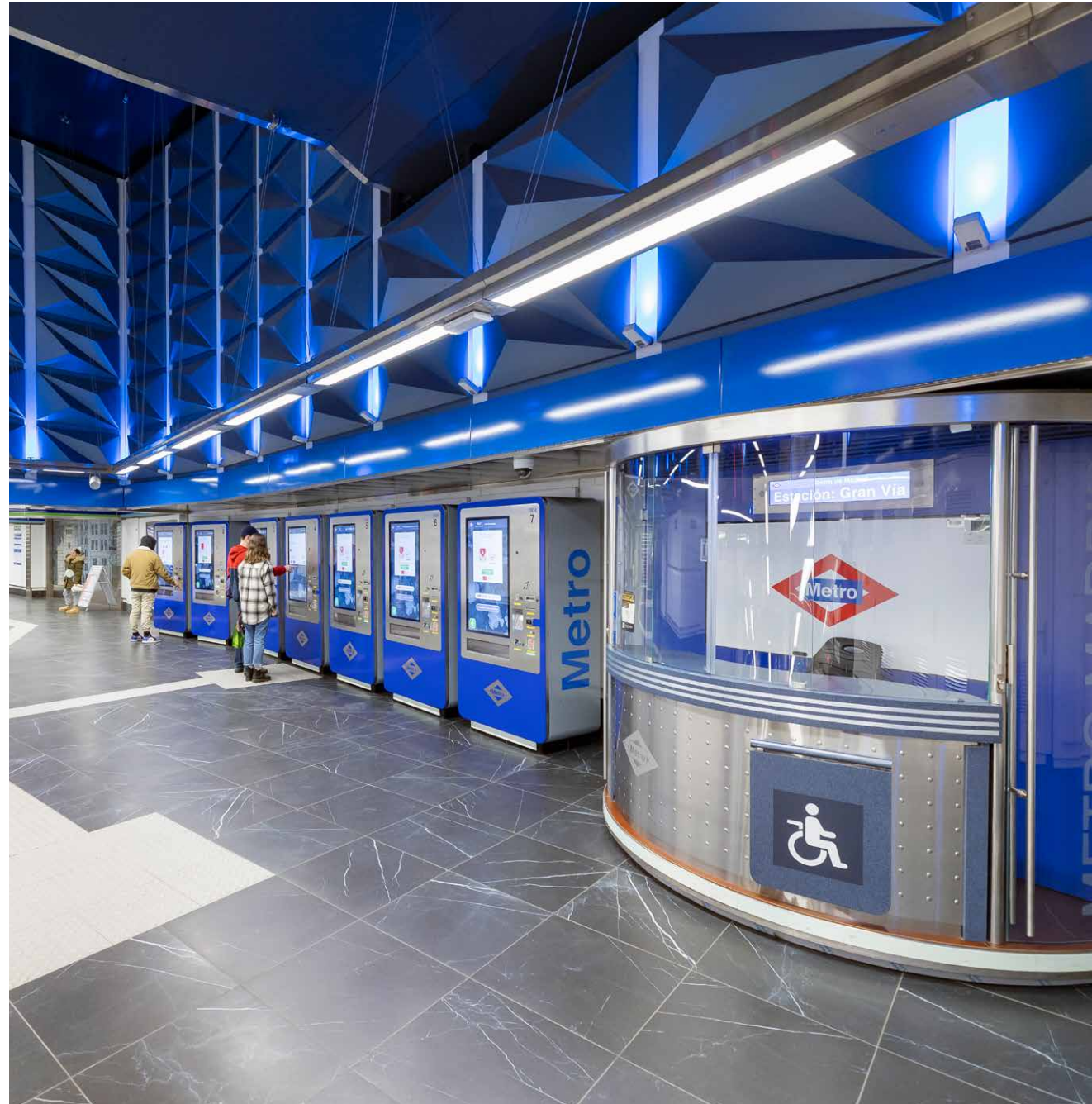
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Awards and recognitions in different management fields

- > **Honourable mention in the VI edition of the OCARE Responsible Communication Awards** for the video tutorial on how to use the Metro network, aimed at people with intellectual disabilities or comprehension problems.
- > Metro de Madrid's new station access systems, winners of the **Transport Ticketing Awards 2022**.
- > **EMT's Muévete Verde Awards** for the new station access systems.
- > Metro has been **awarded in the CIONET Vocento Awards** as the best project in the Data Intelligence category thanks to the Intelligent Ventilation Manager.
- > **Finalist in the UITP awards** for the new design of its sales and tolling equipment.
- > **Finalist in the Management Excellence Awards** in the Large Organisation category.
- > Metro de Madrid receives **the Alares Foundation award** for its contribution to the inclusion of people with disabilities.



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Positioning in comparison to other international operators



Metro de Madrid is among the three most efficient undergrounds in the world from the point of view of station management cost among its closest peers¹⁵. This position can be explained by the technological commitment made by Metro in recent years, mainly regarding energy saving plans, the high degree of monitoring of the installations and the service model in stations.



For energy savings



In stations. In the last ten years, Metro has reduced energy consumption in stations by 30% with pioneering measures such as the installation of LED lighting, the use of artificial intelligence in ventilation systems and the use of train braking energy to operate auxiliary facilities in stations. This saving is particularly important due to the increase in electricity prices over the last year.

In trains. 15% reduction in traction energy consumption over the last decade with a ratio in 2022 of 2.043 kWh/car-km (1.99kWh/car km in 2021).

[Annex II. Table 034. Electricity consumption and traction energy efficiency](#)



For centralised and remote management



83.7% of Metro's network equipment is remotely controlled, which enables improved maintenance and remote troubleshooting from COMMIT¹⁶.

[Remote control and management of facilities](#)



For its low fares



With a network of 302 stations and almost 294 km¹⁷, Metro de Madrid stands out for having one of the most affordable fare systems among the main international operators. Specifically, the price of a single ticket on Metro de Madrid, which varies between €1.5 and €2 depending on the route chosen, is comparable to that of the Paris metro and is well below that of other networks such as London or Berlin.

[15] Information provided by the Community of Metros (COMET), which is part of a study of 36 operators in which Metro de Madrid is compared, on the one hand, with the 10 operators with similar demand and, on the other, with the 10 operators with the most similar network.

[16] Centre of Operations for Maintenance and Monitoring of Installations and Telecommunications.

[17] 293.91 kilometres



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Participation in the Benchmarking Community of Metros (COMET group)



Metro de Madrid belongs to the COMET group, together with the most important undergrounds in the world such as London, Paris and New York. With over 571 million trips per year and almost 294 kilometres of network, it has a low density of users compared to the rest of the group's suburban trains. This is because it is a large metro in a medium-sized city compared to others.



Visits by representatives from 20 countries



With a long history, Metro is a leading example of a public transport company for a major European capital and a benchmark in RR&D&I, aspects that arouse the interest of other transport operators, organisations and companies. In 2022, the company received 52 corporate visits (institutional, academic and technical), ¹⁸of which 25 were international¹⁹. The number of visits is close to those recorded in 2019, almost three times those recorded after the pandemic.



Consultancy project in Lima



Metro de Madrid is the technical advisor for the operation of the concessionaire that will operate Line 2 of the Lima metro. Since 2014, Metro de Madrid has ensured that the designs and construction of this automatic line are operable and maintainable during its commercial life cycle, which is expected to begin in 2023 with the opening of the first five stations. Line 2 of the Lima metro will be 27 kilometres long and will run along the east-west axis of the Peruvian capital of over ten million inhabitants, making it the country's first underground line. This project also includes an 8 km branch line to the airport, which will form part of the future Line 4.

Metro de Madrid has been contracted in 2022 to carry out a technical assessment of the rolling stock on Line 1 of the Lima metro.

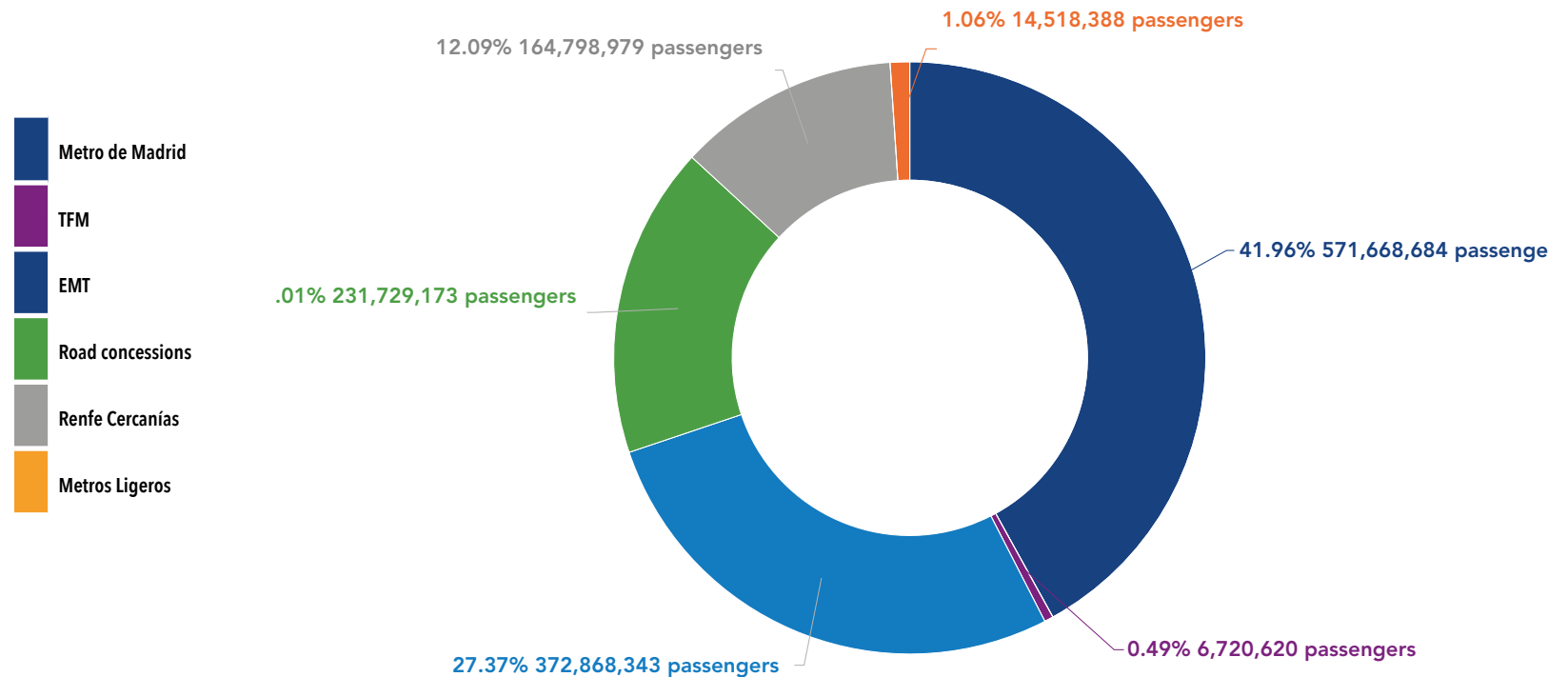
[18] In institutional visits, visitors have a high hierarchical position within their organisations. They include academic or teaching visits when visitors come from an academic institution, and technical visits or professional meetings are those in which visitors seek to discover Metro and share experiences.

[19] From Argentina, Brazil, China, Colombia, Costa Rica, Denmark, Ecuador, England, Finland, France, Germany, India, Italy, Kenya, Mexico, Philippines, Portugal, Panama, Tanzania and Turkey.

Positioning in the Community of Madrid

Metro de Madrid accounted for almost 42% of the people²⁰ who opted for public transport in the Community of Madrid in 2022.

Annual market share of the public transport system of the Community of Madrid



[20] The data are estimates, as the data for "road concessions" and "Renfe Cercanías" were not finalised when closing this report.

[21] Data not closed when closing this report.

[22] Data not final when closing this report.

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Business model



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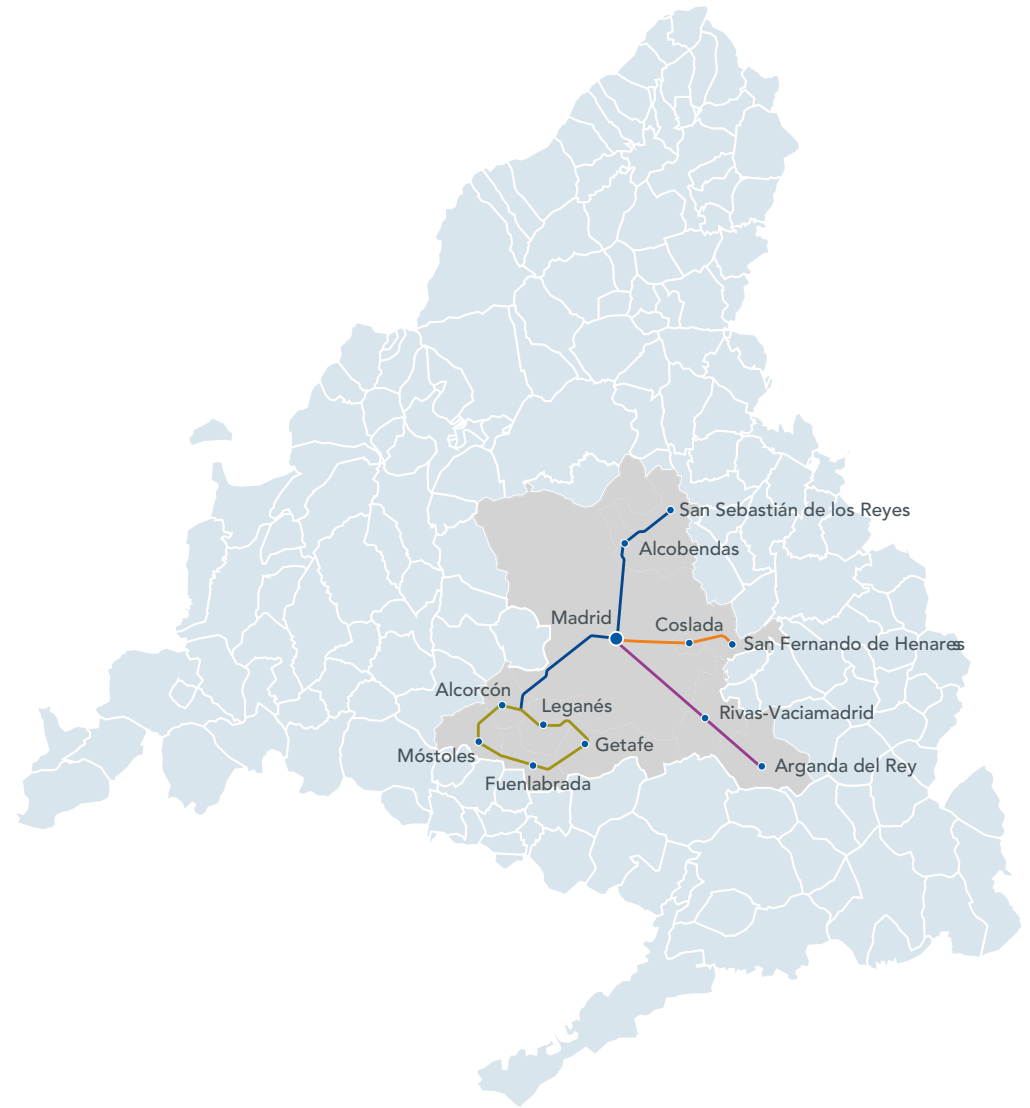
Metro de Madrid, S.A. is a company owned by the Community of Madrid and is part of the Regional Transport Consortium of Madrid (CRTM), the body that coordinates and controls the various means of public transport providing service in the region.

Based in Madrid, Metro de Madrid is responsible for operating a network consisting of 12 suburban railway lines and the Ópera-Príncipe Pío branch line. The company is also responsible for operating Line 9B between Puerta de Arganda and Arganda del Rey through TFM, S.A., and the Light Metro line ML1, which it manages through MLM, S.A., a private company in which Metro participates.

The company is also responsible for the planning of the transport service, as well as for the maintenance and optimisation of the network facilities, and for the financing of the equipment, rolling stock and the activity itself.

It holds financial stakes in the company Metrocall, S.A., responsible for providing mobile telephone coverage to the various operators within the Metro network.

As a public company dependent on the Community of Madrid, the strategic, budgetary and tactical framework of Metro de Madrid depends on the regional administration. There is no urban regulatory framework in the rail transport industry at regional level, although the transport system in the region is coordinated by the CRTM.



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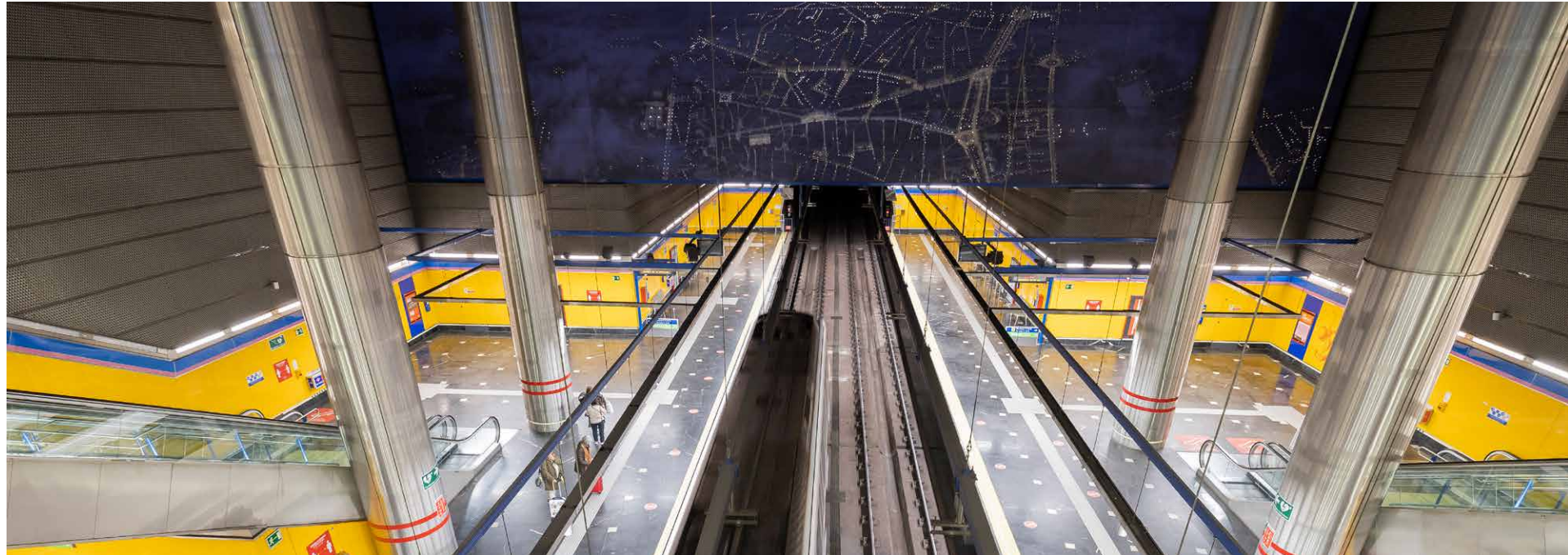
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Funding

The legal ownership of all the infrastructures of Metro de Madrid network corresponds to the Community of Madrid, including Metro Ligero (ML) and Transportes Ferroviarios de Madrid (TFM). Thus, the public administration is responsible for building the infrastructure of the new lines, while Metro de Madrid is responsible for financing the equipment, rolling stock, operation and maintenance through the revenue generated by the operation of passenger transport and the debt it obtains in the financial market.

Metro is adhered to a contract-programme with the Regional Transport Consortium of the Community of Madrid whereby it undertakes to provide a service established with a frequency and a maximum occupancy rate for each train and to enable the use of the network to holders of transport tickets issued by the CTRM. In return, the underground invoices the Consortium a market fare equivalent to the price of a single ticket for exclusive use on the Metro de Madrid network (regard-

less of the discounts or bonuses granted to certain groups, such as young people, the elderly or the disabled).

94% of Metro de Madrid's total revenue comes from the provision of the transport service²³

Thus, the company's main source of revenue comes from passenger transport (94%), the rest of the revenue comes from renting space for commercial use (shops, vending machines or advertising space), maintenance work on trains owned by other companies and consultancy services for other metro networks and operators.

[23] It includes the operation and maintenance of the TFM Line and the MLM 1 Metro Ligero line.

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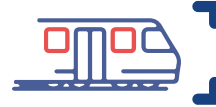
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The programme-contract with the CRTM



In order to guarantee a quality service, backed by budgetary and financial stability, Metro de Madrid is a member of the transport system coordinated by the Regional Transport Consortium of Madrid (CRTM), benefiting in terms of modal integration and common fare policy. The duration of the programme-contract between the CRTM and Metro de Madrid is four years (2021-2024), with the possibility of a four-year extension.

Since the adoption of Act 6/2002, the economic and financial regime of public transport services has been governed by the principle of sufficient fares to cover all real costs under normal conditions of productivity and organisation. Thus, the operating subsidy model disappears and is replaced by compensation directly linked to the service provided.

Moreover, paragraph 2.4.8 of the Commission Communication on Guidelines for the interpretation of Regulation (EC) No. 1370/2007 on public transport services of people by rail and by road indicates that the provisions of Regulation (EC) No. 1370/2007 aim to ensure that the public service provision defined in the public service contract is financially sustainable in order to achieve and maintain a high level of service quality and, therefore, the public service obligation must receive 'appropriate compensation' so that the own funds of the operator subject to a public service contract are not eroded in the long term, so that it cannot faithfully fulfil its contractual obligations or maintain a high level of quality in the provision of transport services of people. In this regard, it is advisable to reconcile the demand risk to be assumed by the operator with a minimum revenue which, for a specific service included in the contract, enables the economic and financial viability of the operator with the existence of reasonable profits.



The scope of the programme contract is limited to the network operated directly by Metro de Madrid, thus excluding the metro lines concessioned by the Community of Madrid to the companies Transportes Ferroviarios de Madrid, S.A. and Metros Ligeros de Madrid, S.A. The CRTM establishes the requirements for the Metro service, which determine the variables for the design of the offer. Through this programme contract Metro undertakes the following commitments:

- > **Service:** waiting time and occupancy rate
- > **Quality:** availability of vertical transport elements and tolls

[Annex II. Table N002. Requirements for Metro service set by the CRTM](#)



Moreover, Metro de Madrid receives financial aid and subsidies granted by public administrations (see [Financial aid and subsidies](#)).

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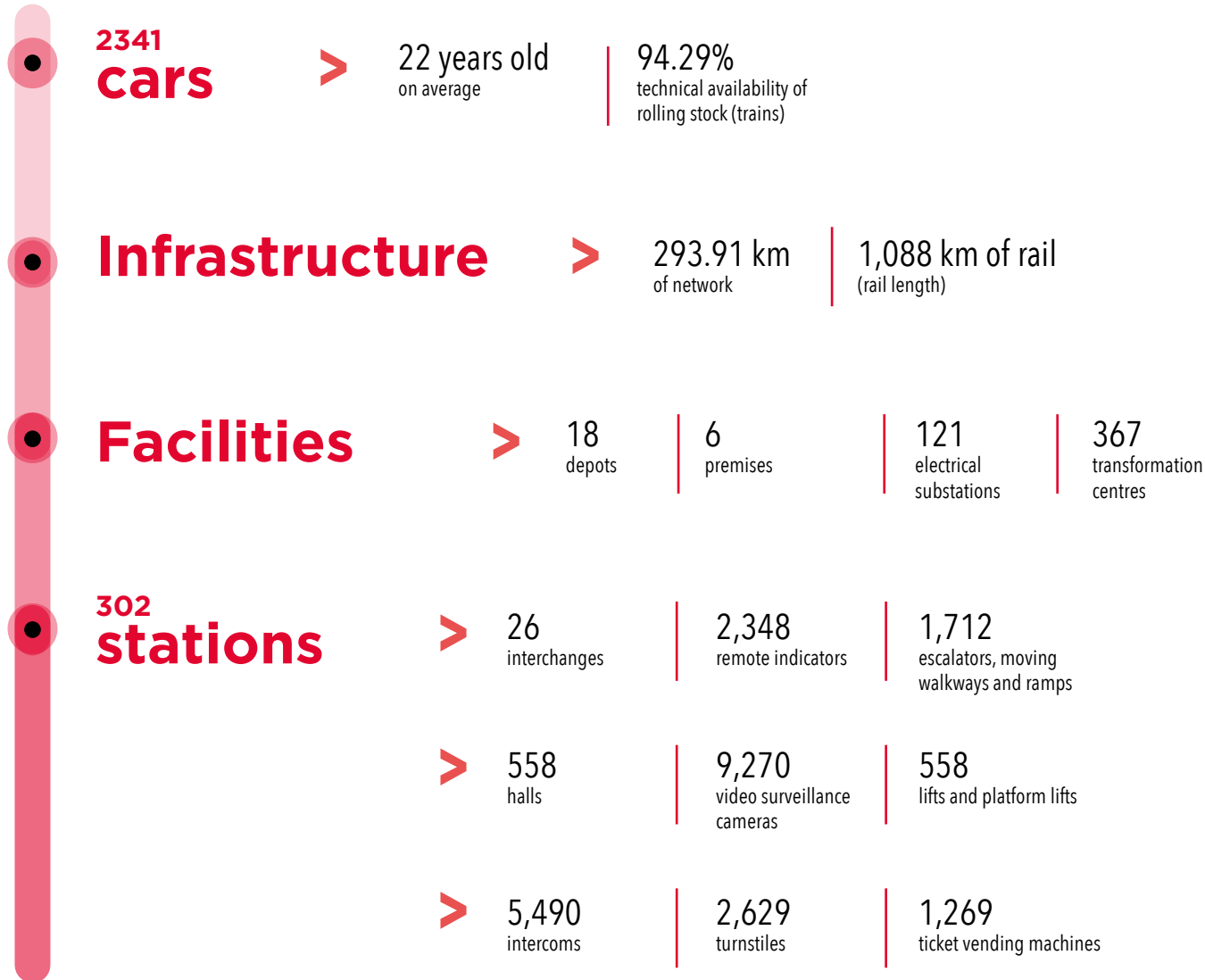
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The service



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Demand



571.66 million passengers (442.3 in 2021)

84.38% of pre-pandemic trips recovered

29% more demand than in 2021

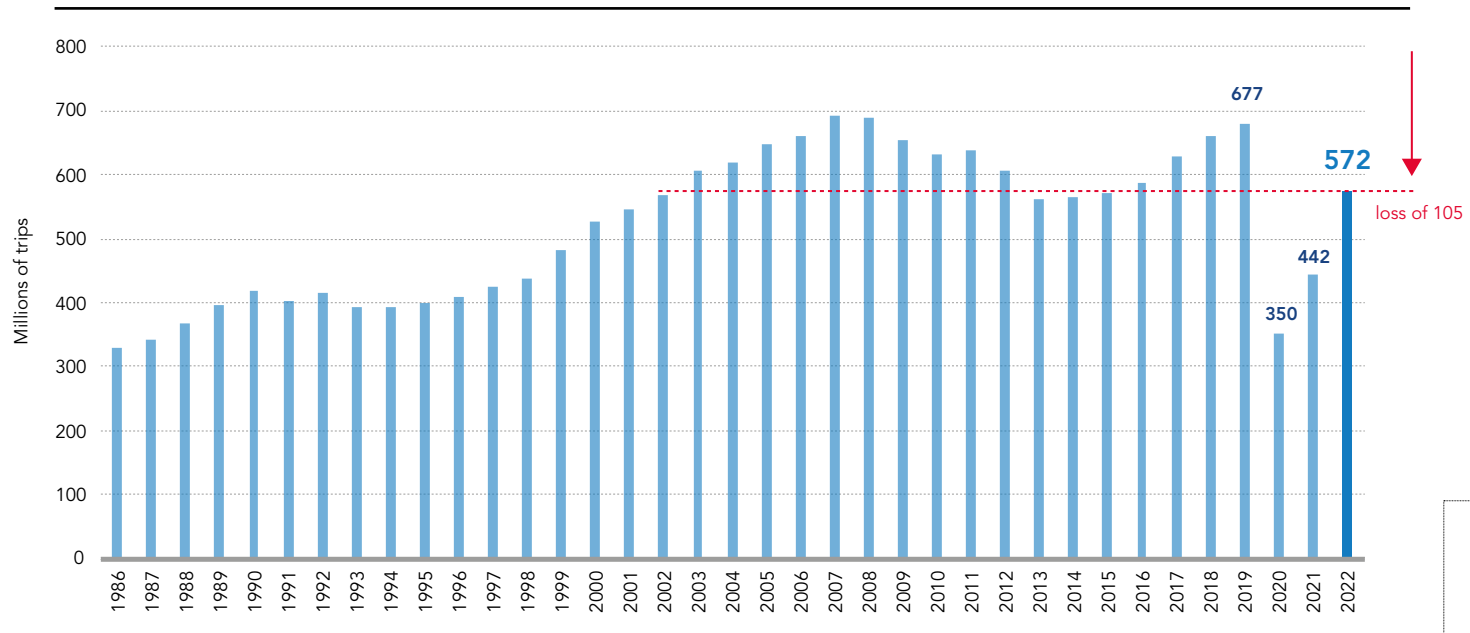
> **Sol and Moncloa**, the stations with the highest number of entries

> **Line 6** continues to be **the most used**

> **1.83 million trips per day²⁴** (1.41 in 2021)

[24] Average on business days.

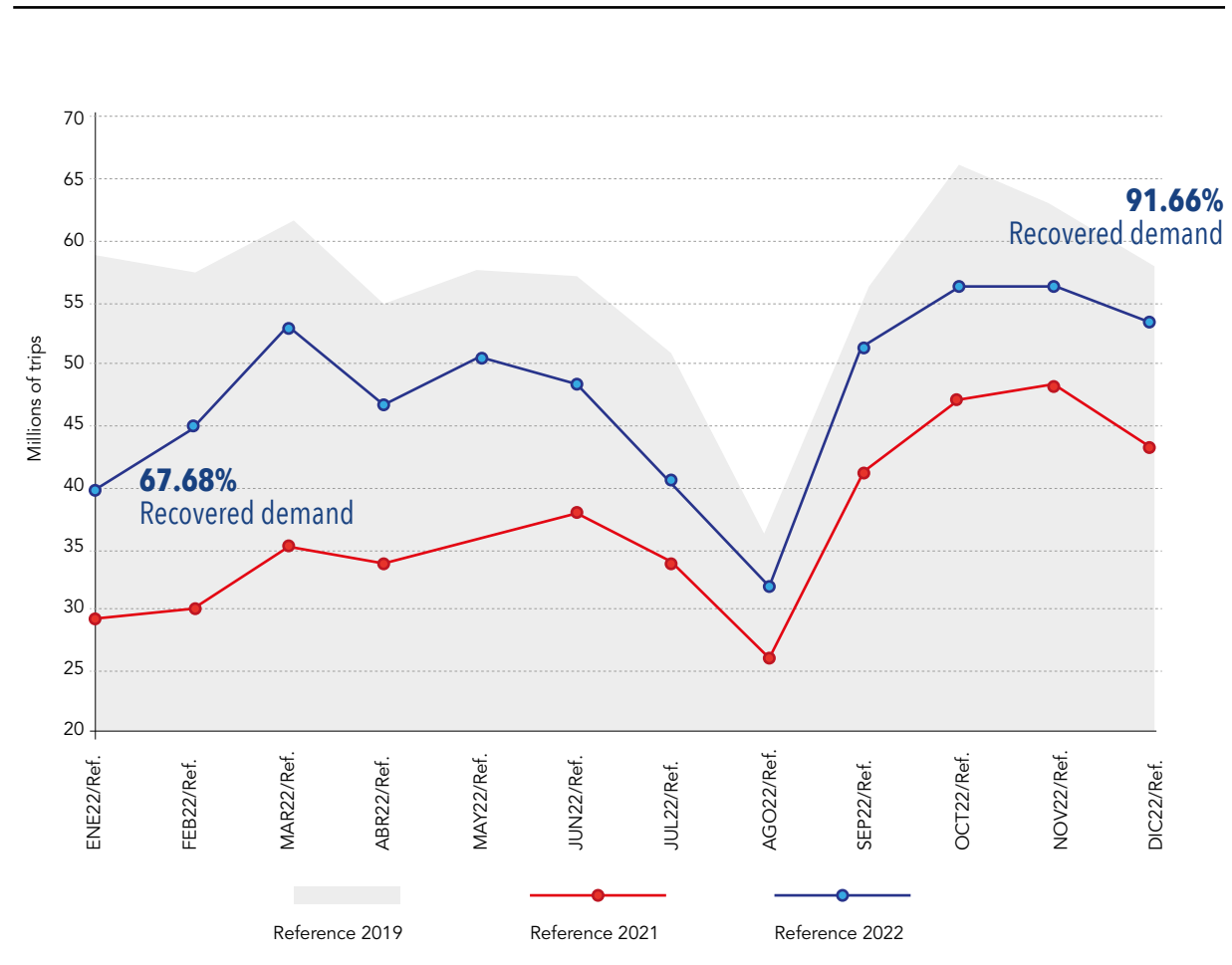
Evolution of the annual demand for Metro



Annex II. Table 003.
Annual evolution of demand

2022 has seen a recovery in demand. Regarding 2021, 2022 started with a percentage of 67.68% in January and ended with 91.66% in December. The recovery has reached 84.38% in 2022, which brings demand closer to the data recorded in 2019.

Monthly demand evolution - reference demand

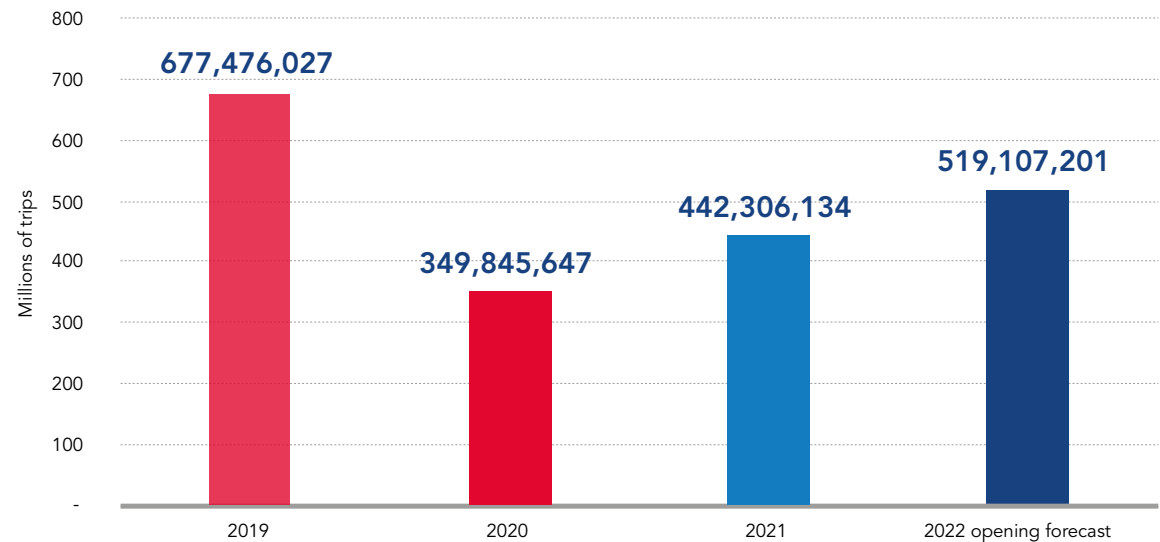


Annex II. Table 004. Number of trip by operator and percentage of total trips



Demand 2022 > 571,668,684

Annex II. Table 004. Number of trip by operator and percentage of total trips



105.8 million fewer trips were recorded than in 2019²⁵but an increase of 29% compared to 2021.

Unlike the previous two years, demand in 2022 is not affected by capacity or mobility restrictions nor by restrictions on opening hours in the hotel and leisure industry, although the sixth wave of COVID-19 registered between December 2021 and January 2022 was reflected.

On the other hand, the temporary closures for improvement works on the facilities also had an impact on the number of passengers:

- > Partial closure of Line 5 between Aluche and Oporto stations, from 26 February to 12 March 2022.

- > Partial closure of Line 8 between Colombia and Mar de Cristal stations from 13 March to 27 May 2022.
- > Closure of the section of Line 6 between Sainz de Baranda and Nuevos Ministerios stations from 30 July 2022 to 9 September 2022.
- > Closure of the section of Line 7 between Cartagena and Gregorio Marañón stations from 3 to 18 December 2022.
- > Closure of the section of Line 7B between San Fernando and Hospital del Henares stations from 24 August 2022 to the present day.

Throughout 2022, demand on weekdays has had a positive trend, although the strongest recovery has been recorded on Saturdays and public holidays.

[25] Pre-COVID-19 pandemic.

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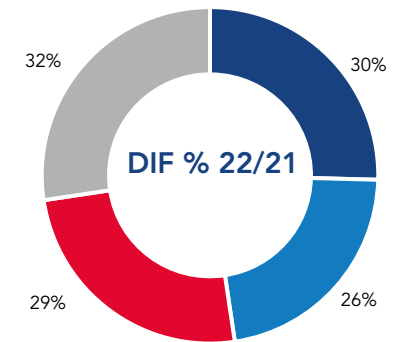
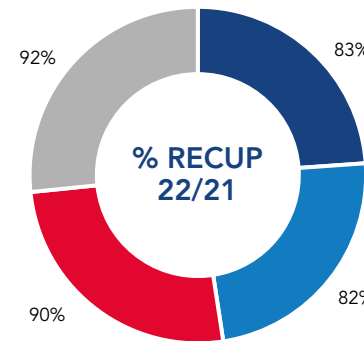
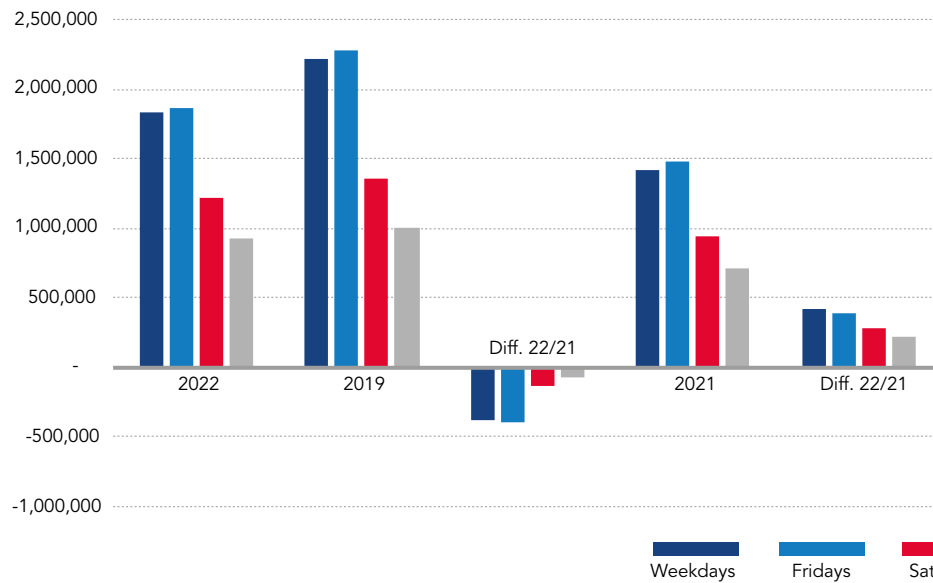
▼
The busiest day was 16 December
(2,381,518 trips)

▼
1 January, the day with the lowest demand
(462,810 trips)

▼
Black Friday, 25 November, recorded 13% more trips than in 2021
(reaching 2,348,800 trips)

Annex II. Table 006. Maximum and minimum demand days

Evolution of average daily demand by type of day



Annex II. Table 005. Average daily demand by type of day

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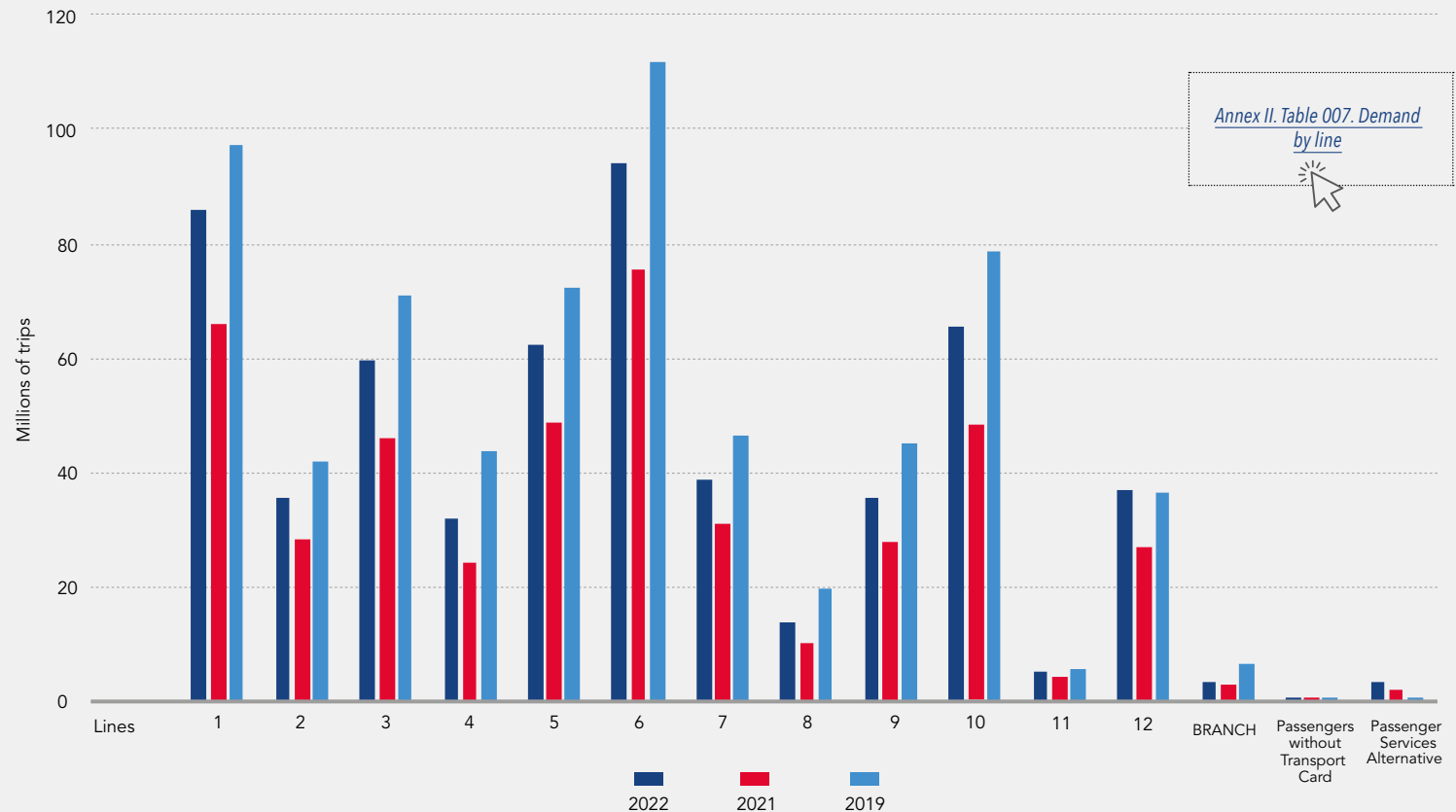
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Line 6 maintains its leadership

Line 6 remains the most in demand with 94 million trips, approaching the 112 million it reached in 2019 and a 25% increase over 2021. The strongest recovery in demand is seen in Metrosur, which closed the year with demand only less than two and a half points lower than in 2019.

Demand per line compared to 2021 and 2019

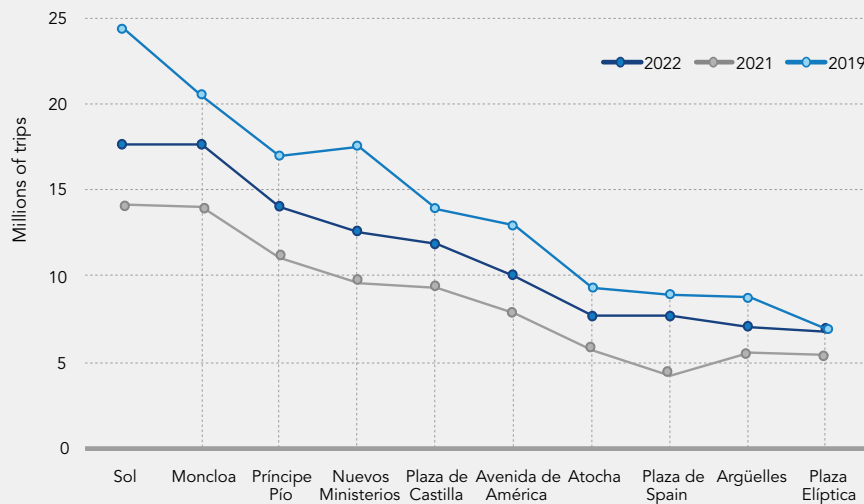




Sol and Moncloa, the stations with the highest number of visitors

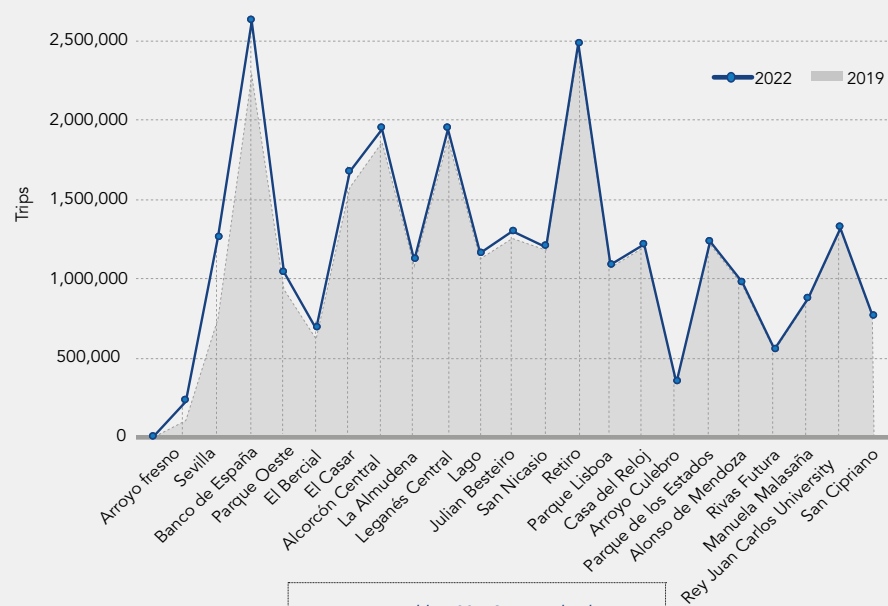


> In 2022, Sol remained the station with the highest number of entries, followed by Moncloa, although it is also the one that has lost the most users compared to 2019.



Annex II. Table N003. Top 10 stations with the highest demand

> A total of 22 stations have recovered all of their 2019 tickets (most of them belong to Line 12).



Annex II. Table N006. Stations that have exceeded the number of entries for 2019

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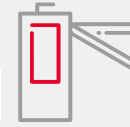
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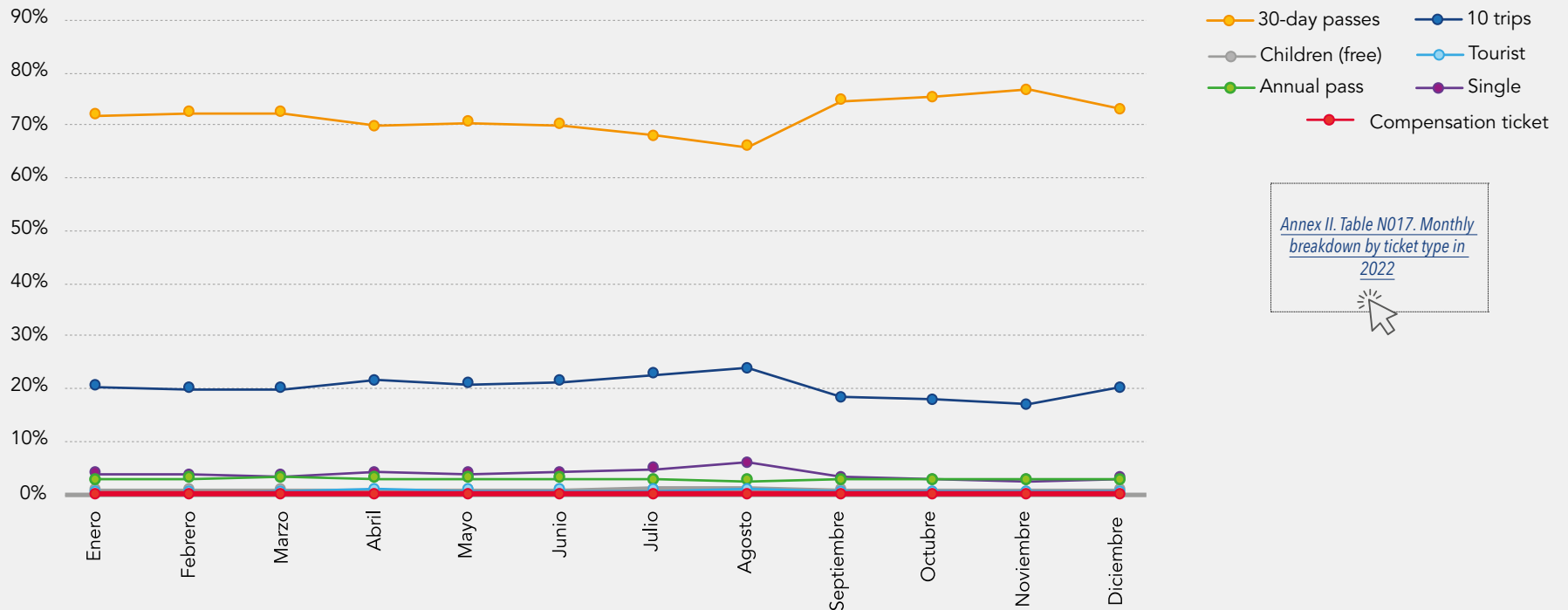
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Single and 10-trip ticket increases due to fare reductions

> 75.9% of trips are made with a travel pass. Regular season passes and tourist season passes have decreased the most compared to 2019, despite the increase in the last months of the year. Since September, following the fare reductions, there has been an increase in the use of 30-day passes, mainly to the detriment of single and 10-trip tickets.

Monthly breakdown by ticket type in 2022



[Annex II. Table N017. Monthly breakdown by ticket type in 2022](#)

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Distribution by type of ticket 2022/2019



Type of ticket	2022	2019	Diff 2022/2019	Diff %	% 2022	% 2019
Young	163,581,274	176,861,704	-13,280,430	7.51%	29.1%	26.4%
Normal	212,612,971	270,464,859	-57,851,888	-21.39%	37.8%	40.4%
10 trips	114,661,683	135,415,612	-20,753,929	-15.33%	20.4%	20.2%
Senior citizens	35,812,994	42,132,571	-6,319,577	-15.00%	6.4%	6.3%
Single ticket	20,743,499	25,056,220	-4,312,721	-17.21%	3.7%	3.7%
Blue Card	7,535,560	9,368,056	-1,832,496	-19.56%	1.3%	1.4%
Children	3,779,371	4,669,134	-889,763	-19.06%	0.7%	0.7%
Tourist	3,040,256	4,379,956	-1,339,700	-30.59%	0.5%	0.7%
Family pass	310,522	435,522	-125,000	-28.70%	0.1%	0.1%
Total tickets	562,078,130	668,783,634	-106,705,504	-15.96%	100.0%	100.0%
Other (gate crossings, crowding, etc.)	6,340,325	8,059,983	-1,719,658	-21.34%		
Passengers without a ticket	22,390	33,894	-11,504	-33.94%		
Alternative service passengers	3,227,839	598,516	2,629,323	439.31%		
Total trips	571,668,684	677,476,027	-105,807,343	-15.62%		
				Total passes	75%	75%

[Annex II. Table 008. Distribution by ticket](#)



For the calculation of the percentage of credits we only take into account the validations registered with tickets.

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SUSTAINABILITY REPORT 2022

Safety and quality



Aware of its role as a key and necessary service to guarantee mobility in the Community of Madrid, Metro de Madrid is committed to ongoing improvement in order to guarantee a quality, safe, efficient and sustainable service. To achieve this, the company sits its shares on:

- > **Centralised management** of the entire network operation through the *Central Control Centre (CCC)*, from where the passage of trains and the flow of passengers is controlled in real time. In addition, there are six Security Facilities and Control Remote Control Stations (*Telemandos de Instalaciones y Control de Seguridad, TICS*) throughout the network. For its part, the Maintenance and Monitoring Operations Centre for Installations and Telecommunications (*COMMIT*) is responsible for responding to all Metro incidents 24 hours a day, every day of the year.
- > **Operational and user health and safety.** Metro incorporates ongoing improvements in both technical systems and human factor training, following two strategic lines. The first relates to proactive security and enables the detection of risk situations before an incident occurs. The second relates to reactive security and consists of the analysis of incidents that have occurred with the aim of determining the causes that led to them and proposing corrective measures.

As a critical operator²⁶, the company is committed to enhancing the safety culture for all professionals. In this regard, the following security awareness campaigns will be carried out in 2022: "Security is made by all of us", "Committed to security" and "Do you know what a Critical Infrastructure is?", the aim of which was to raise awareness among the entire workforce and make the concept of feeling safe visible.

Regarding the specific protection plans for each critical infrastructure, 42 physical and general security measures have been identified to mitigate the risks detected, of which 38% were implemented during 2022.

[26] According to Act 8/2011, of 28 April, which establishes measures for the protection of critical infrastructures in Spain. Critical operators are the entities or bodies responsible for the investment in or operation of a facility, network, system, hardware or information technology equipment designated as critical infrastructure because it provides a key service to society.

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Circulation safety

The Madrid underground is the first heavy metro to have the Operational Railway Safety Management System certification, which affects the entire service and is aimed at controlling and assessing risks regarding the safety of train traffic in order to guarantee the protection of people.

In 2022, no significant incidents affecting service users were identified, nor were there any breaches of regulations or voluntary codes relating to the health and safety impacts of the categories of products and services.

The incidents recorded did not require significant changes in the field of railway safety. However, training actions have been carried out, action procedures have been modified and developed, technical analyses/modifications or technical commissions have been set up for incidents that require a more complex analysis.

In 2022, the annual inspection plan has involved 1,206 hours of inspection of the regulatory framework related to operational railway safety. In addition, 31 recommendations have been issued for the aspects detected.

In 2022, 154 random toxicological controls were carried out to detect drug use in those workplaces that, due to their criticality, have identified requirements in this area.



Security on the premises

Preventive and protective measures in stations and trains



Metro de Madrid is certified in the Emergency Management and Incident Response System in accordance with the UNE ISO 22320:2013 standard, which guarantees that both the Metro's facilities and staff members are prepared to respond to different incidents that may affect users of the service.

Most of the incidents recorded affecting passengers in 2022 were related to indisposition due to health reasons (60%), followed by those resulting from bumps or falls on trains or facilities (31.4%).

These incidents are 4.6% less than those recorded in 2021, despite the fact that demand in the reporting period is 29% higher than the previous year.

Incidents affecting users accounted for 0.001% of the total number of journeys recorded in 2022. [\(Annex II. Table 024. Incidents affecting people using the service\)](#)

Metro has received seven legal claims for compensation for damage to health made by passengers as a result of accidents suffered on the Metro network (falls on access stairs, escalators or in corridors), 20 out-of-court claims and nine claims for financial liability against the Community of Madrid for incidents occurring in Metro de Madrid.

In 2022, no non-compliances with regulations or voluntary codes relating to the health and safety impacts of product and service categories were identified in the reporting period.

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Preventive actions to ensure the health and safety of Metro users

- > 18 emergency drills in the network and strategic facilities.
- > Participation in two drills with other operators (Renfe and ML1) to coordinate emergency actions in the facilities we share (Puerta de Arganda and Recinto de Hortaleza).
- > 36 co-ordinations of associated use plans (15 commercial activities, 20 filming and one exhibition).
- > 708 reports analysing the emergencies that have activated the self-protection plans.
- > 264 visits to control measures and material means available to handle emergency situations in stations, enclosures and rolling stock.
- > Undertaking 10 informative actions with fire-fighters from the Community of Madrid and the municipality of Fuenlabrada, with the aim of improving their possible interventions in Metro facilities.



Cardio-protected space

Metro is one of the most cardio-protected transport networks in Europe. It has 316 defibrillators between stations and work centres, which is more than the number required by regulations, which make it compulsory to have defibrillators in stations with a daily average of more than 5,000 people.

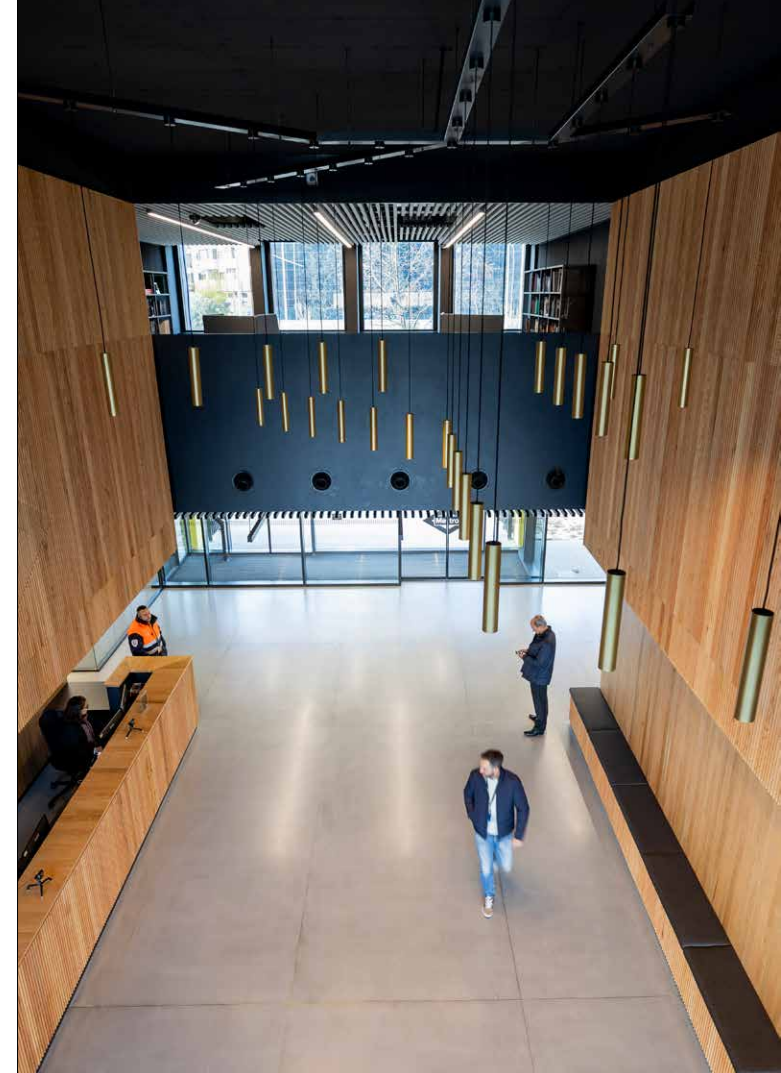
In 2022, 1,465 staff members received theoretical and practical training in the use of defibrillators and cardiopulmonary resuscitation (CPR), bringing the total number of trained professionals to 3,236.



Fire Protection

Within the framework of the Fire Protection Systems Regulatory Convergence Plan, during the year 2022, adaptation work has been carried out (in accordance with regulatory standards) at 20 stations in the Network, at the Laguna depot facilities and at the Barceló, Colombia, Hortaleza, Manuel Becerra and Puerta del Sur substations, in order to register them with General Management for Industry of the Community of Madrid.

The Temperature Control and Smoke Evacuation Systems in the Canillejas, Laguna, Sacedal, Hortaleza –zone 4–, Cuatro Vientos, Loranca, Valdecarros and Villaverde depots have also been reconditioned.



Data protection

The company has technical and organisational tools in place to ensure that customer data is not compromised by any threat of use, disclosure or destruction.

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Safety in the Metro space

1,570 security guards
(1500 in 2021)

230 station monitoring services
67 patrols
27 patrol by car

9,270 security cameras

5,286 in stations
2,906 on trains
1,078 on premises

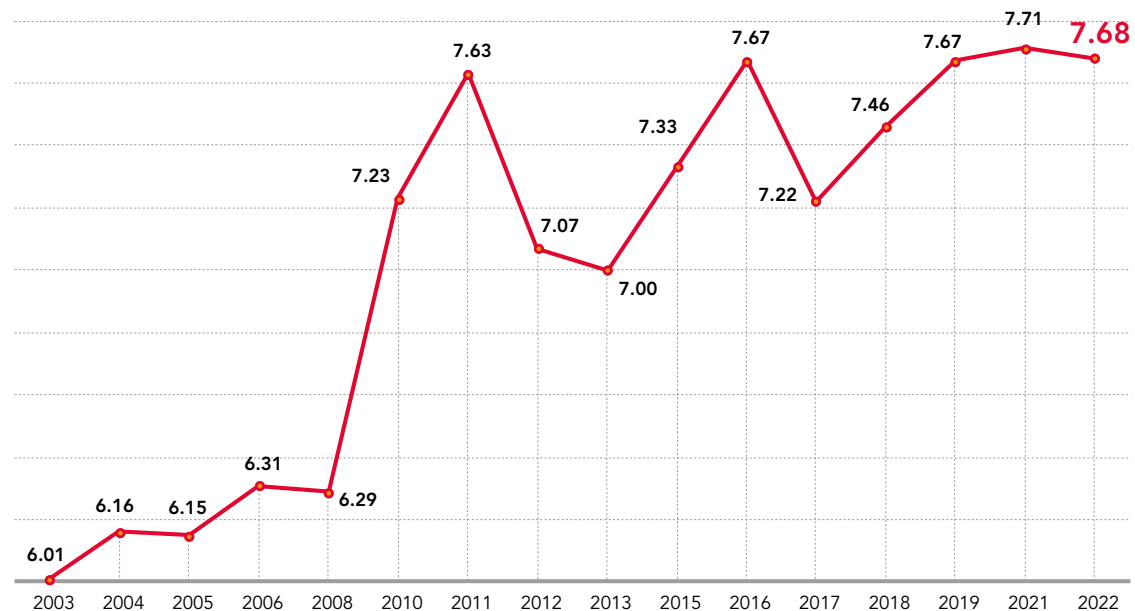
Perception of security scores 7.68
(7.71 in 2021)

Evolution of the overall assessment on the security aspect

The safety of the "Metro space" is a priority for both Metro and its customers, who rate the safety of the network with 7.68, the second highest score in history.



The Central Security Post has responded to a total of **57,876 Security and Civil Defence incidents**



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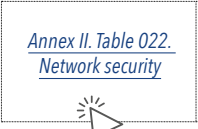
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In 2022, 1,390 events were controlled, requiring 529 dedicated security operations

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	2,257,873 hours of surveillance in the network (2,254,873 in 2021)	537,674 hours of surveillance in premises (502,910 in 2021)	57,876 incidents registered (54,713 in 2021)	4,878 applications for recordings (3,772 in 2021)

The company has an extensive security system that is complemented and supported by the Spanish Security Forces and Corps, represented on the network through the Mobile Police Transport Brigade and a permanent staff member at the Central Security Post (PCS).

The recovery of Metro de Madrid's activity is also reflected in the number of Security and Civil Defence actions. In 2022, there were 57,876, 28% more than in 2021, an increase that matches the increase in demand in 2022 compared to the previous year. Even so, they represent 0.01% of the total number of trips recorded in the reference period. [\(Annex II. Table 023. Security actions\).](#)

In 2022, 4,878 requests were attended to in relation to security camera recordings on the Metro de Madrid network. 29% more than the previous year.

Of these requests, 64% were preventive blocking of recordings (reservations), 33% were exports to the Spanish Security Forces and Corps as well as to internal Metro bodies, and 3% were other types of requests, normally related to police requirements.

Of the 4,878 requests, 71% came from internal Metro bodies and 29% from the Spanish Security Forces and Corps.

In 2022, 1,390 events were controlled, for which it was necessary to carry out 529 exclusive security operations in the execution of which, due to their great repercussion for the city of Madrid, we collaborated directly with the responsible official bodies. It is worth highlighting the Christmas arrangements with the scheduled closures of Sol station in response to requests from the FCSE, the 8M demonstration –coinciding with International Women's

Day–, the Pride festivities –MADO–, or the football matches of both Real Madrid and Atlético de Madrid, classified as high risk. In this regard, the NATO summit on 29 and 30 June at IFEMA was a significant challenge to meet the special security needs of the event and the consequences of the closures of Madrid's main transit routes for vehicles.

Regarding other security measures, the High Passenger Influx Operations (GAV) and support for the Temporary Capacity Control (CAT) system for the entire network continue to stand out.

A total of 582 complaints have been handled regarding criminal acts of any kind in the Metro, of which 219 were made by the Security and Civil Protection Directorate.

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Technological Innovation and digital transformation



In addition to collaborating in several research projects (*measurement and evaluation of social impact*), the company is committed to technological innovation and digitalisation in all its processes, with the ultimate aim of offering a quality service, improving customer experience and contributing to sustainability at the same time.

Throughout 2022, work continued on the implementation of tablets for the digitisation of different business processes, with the incorporation of around 970 devices in the areas of Line Operations Management, Rolling Stock Maintenance and Facilities Maintenance. The following projects have also been developed:

> **Digital train.** The development and implementation of the digitalisation of the 3000 dual voltage trains on Line 5 has been undertaken, with the aim of having the occupancy and temperature data of each of the cars and their integration in the servers and ground platform. This project is being developed in parallel with the implementation on the 2000 trains on line 5, in order to have data from all trains on this line. In 2022, the occupancy and temperature algorithms for each car have been finalised and their representation on the ground platform has been developed.

> **Updating of the electronic payment system** with new features:

- Adaptation of the payment gateway so that electronic payment transactions can be made at vending machines using contactless bank cards and cards with pins of more than four digits.
- *Redsys* Certification. For the implementation of the payment system update, it is essential that the processing centre (*Redsys*), to which the payment gateways send the sales transactions, provides the required certifications.
- A new e-payment cluster has been set up with servers in both data processing centres to ensure continuity of service, without manual operations.

> **Data Processing Centre (DPC).** In 2022, construction work continued on the new DPC, designed as one of the basic pillars for the consolidation of Metro de Madrid's digital transformation process. It is a state-of-the-art infrastructure, with the highest levels of security, availability and energy efficiency, which will eliminate the dispersion of the current five data processing centres. This will streamline all information, data and operations in a single technology centre that will cover the computing and storage needs for the new Network Operations Control Centre (CCOR), CTC 2.0, Station 4.0, the Digital Train and all cybersecurity.

In addition to the construction of a building with a surface area of 8,000 m², the project includes a migration and consolidation plan to continue offering the critical and essential services for Metro's operation.

Construction is scheduled to be completed in the second half of 2023, after an extension of the deadline, mainly due to delays in supplies due to the international economic situation.



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> **Network Operations Control Centre.** This year, work continued on the design and construction of the new Network Operations Control Centre (CCOR), which will unite the two existing centres (Operations and Facilities Maintenance) and a third (Rolling Stock Maintenance), which is currently in the design phase. Therefore, the new infrastructure will house the functions of each of these centres, such as train traffic control; stations; passenger information; energy management; train and station security; management and solving of incidents in field equipment and remote actions on them. In addition to the functions of the new Rolling Stock Maintenance Centre, which handles all train systems.

The new infrastructure will be a neuralgic and critical centre of information and action, guaranteeing a quality, safe and efficient offer to the customer, providing an immediate response to any incident in the network, with coordination of all the parties involved.

In 2022, the basic design of the building (construction and finishing of interior spaces, installations and associated equipment) has been approved and work has been undertaken on the construction project, which will be completed in 2023.

> **New RTT and Selective Listening website,** which enables people to listen in real time to the communications of the train radiotelephony services (VHF and TETRA) and selective telephony of all the lines by accessing a web page from a corporate PC and with the appropriate permissions.

> **Renewal Plan for Operating Systems,** which aims to provide stations with technological infrastructures that solve problems of availability, obsolescence and provide new functions thanks to the implementation of artificial intelligence, *big data* and new systems based on the internet of things (IoT). They include vertical transport systems (lifts and escalators), passenger information systems (intercom, remote indicators and public address systems), and control and security systems (station control, industrial network and automatons, pumping wells and sewage, ventilation, air conditioning, pressurisation, CCTV cameras and access control).

> **Cybersecurity.** During the year, the company continued to work on a governance model based on the company's cybersecurity strategy and risk management that enables the improvement of cybersecurity in all processes, as well as the implementation of the necessary measures and controls in the technical, organisational and procedural areas.

> **Centralised Intercom System (ICS).** It enables the TICS operator to²⁷ to visualise all the calls that occur on the intercoms of the stations in their geographical area and redirect them to their telephone in order to provide a better service to the customer. By 2022, 100% of stations will have the SCI platform²⁸.

[27] Facilities and Security Control Remote Control Post (TICS).

[28] Stations belonging to TFM and ML1 do not have this system.



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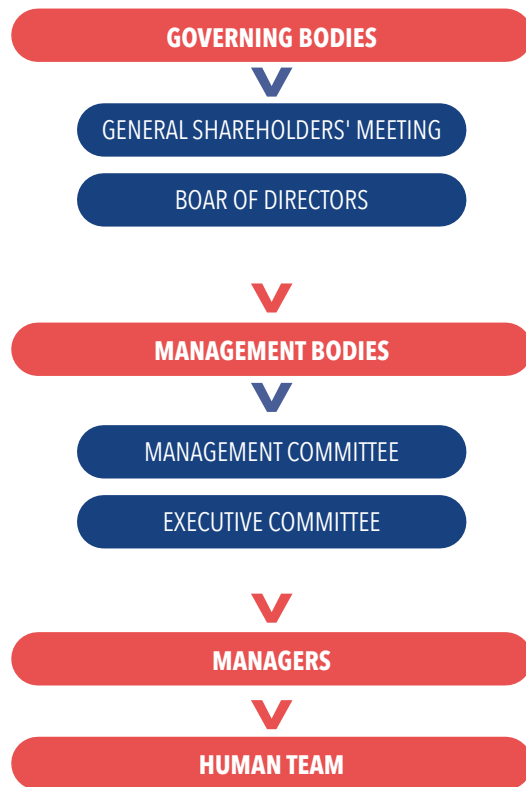
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CORPORATE GOVERNANCE



Metro de Madrid is committed to ethical, responsible and transparent management in a strategic and transversal sense through different action plans:

- > The integration of CSR into company management.
- > Creation of a responsible corporate culture that helps reinforce the commitment of all employees to sustainability.
- > Persistent value creation.
- > Commitment to excellence, innovation, adaptation to change and recognition and respect for human rights.

To this end, the company has an organisational structure the main task of which is to generate value for society, assuming responsibility and a constant commitment to the sustainable development of the Community of Madrid and to all the company's stakeholders, whether they are shareholders, partners, customers, suppliers or Metro staff.

In addition, our commitment to the environment and society is carried out by facilitating the movement of citizens, reducing the circulation of vehicles on the surface, reducing noise and environmental pollution, improving air quality, favouring the autonomy of people with disabilities and boosting inclusion through transport.

Metro de Madrid has a qualified team of people who are committed to their work and to the corporate values that define the company. Human assets are the basis of the organisation, formed by a global team, with very diverse characteristics, but with a common reference point: to respond to the needs of stakeholders as an essential public transport service.

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Mission



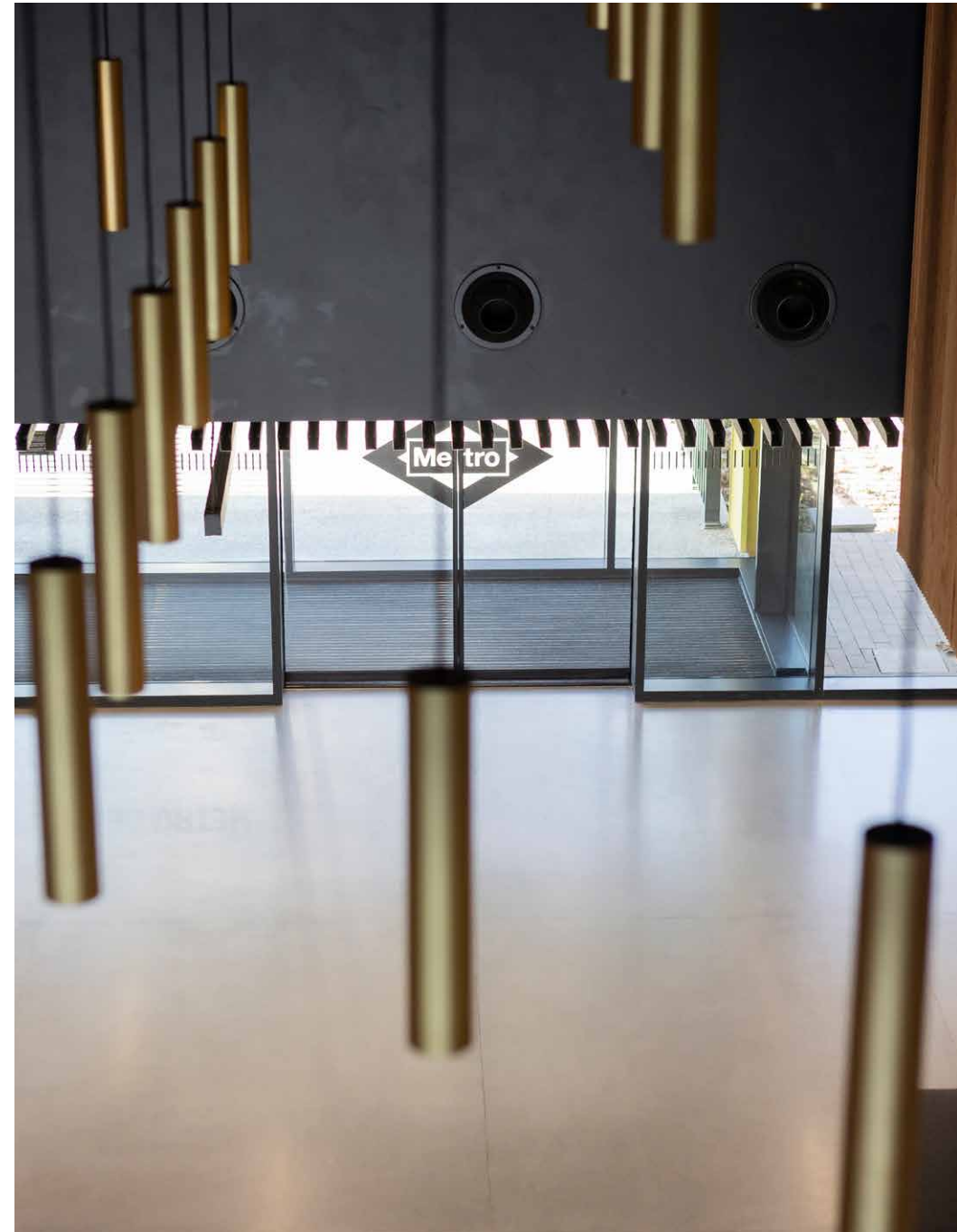
“To be the main mobility solution in the region of Madrid, providing a quality, efficient and customer-oriented public service, while promoting safety, sustainability and innovation.”

Values



Metro’s values are the basis of the organisation’s culture and guide the behaviour of all its members:

- > Public service. This implies placing users and citizens in general at the centre of the company’s actions and decisions.
- > Professionalism. Responding effectively and efficiently, using the professional skills and resources available to achieve the best results.
- > Integrity. Acting in an honest and transparent manner, in accordance with professional ethics standards and the applicable regulatory framework.



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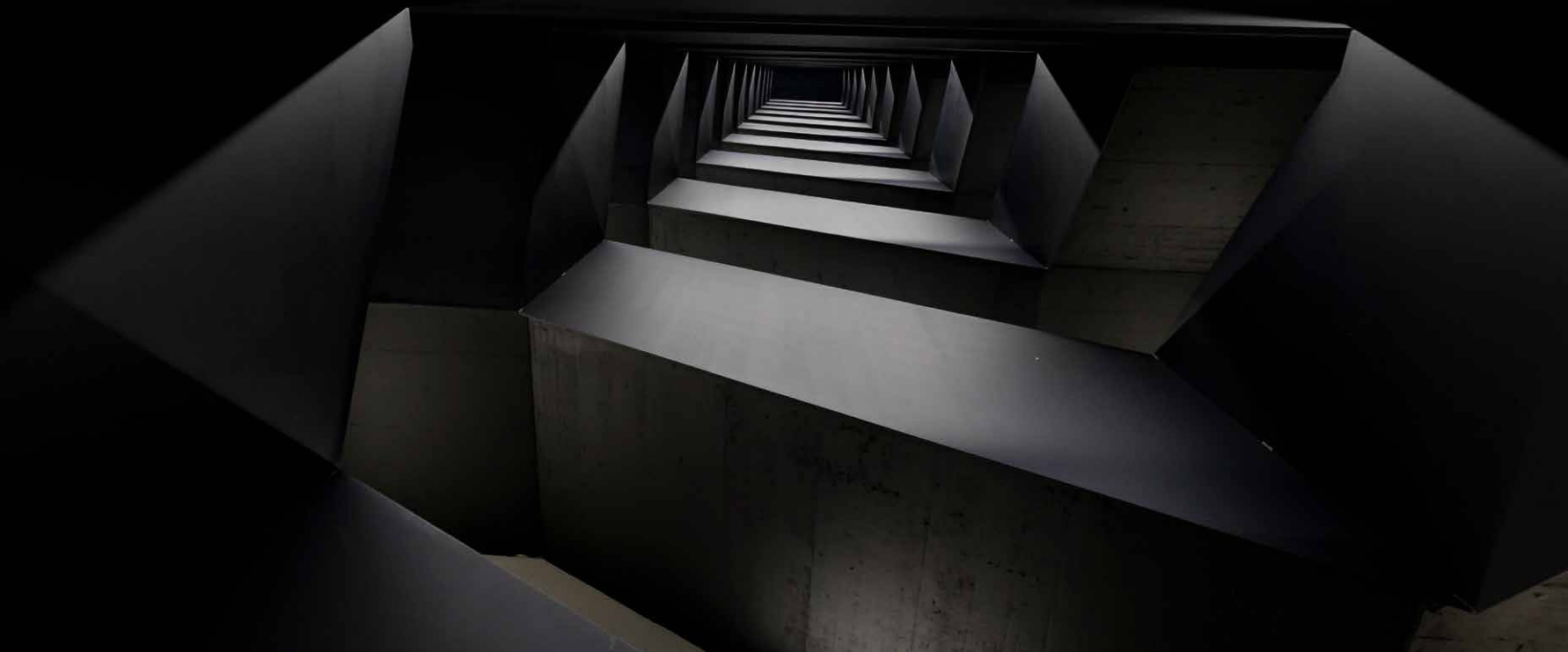
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Governing and management bodies

The control and management of Metro de Madrid is structured into two governing bodies, the General Shareholders' Meeting and the Board of Directors, and two management bodies: the Management Committee and the Executive Committee.

These governance and management bodies ensure compliance with the strictest ethics and integrity in decision-making standards and in each of the company's actions. To this end, they are governed, like the rest of the members of the organisation, by the *Code of Ethics* and other specific policies regarding Regulatory Compliance that regulate management decision-making, the functions, composition and performance of the highest governance body and its committees.

Ethics, respect for human rights and good governance form the basis of our organisational structure.



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Governing bodies

The **General Shareholders' Meeting** is the corporate body responsible for the approval of the articles of association, the appointment and removal of the company's directors, criticism of social management, the approval of the accounts and the application of their results, the appointment of auditors, as well as the transformation, merger, spin-off, dissolution or extension of the duration of the company.

It is made up of representatives of the Community of Madrid, majority shareholder of the company since December 2011.

Composition of the General Shareholders' Meeting at 31 December 2022

- **President:**
Ms Isabel Díaz Ayuso
- **Directors:**
Mr Enrique López López
Mr Javier Fernández-Lasquetty y Blanc
Mr David Perez Garcia
Ms Paloma Martín Martín
Mr Enrique Ossorio Crespo
Ms Marta Rivera de la Cruz
Mr Carlos Izquierdo Torres
Mr Enrique Ruiz Escudero
Ms M.^a Concepción Dancausa Treviño
- **Secretary:**
Mr Fabio Pascua Mateo

The General Shareholders' Meeting is also responsible for the appointment of the members of the Board of Directors, among which the Community of Madrid and the Regional Transport Consortium, the public body responsible for regular passenger transport in the region, are represented.

The **Board of Directors** is Metro's corporate administrative body, the company it represents, as highest governance body. It approves the organisational structure and decides on matters relating to Metro's activity, formulates the annual accounts, the management report and the allocation of the result of each financial year.

It has the broadest powers to manage the company's interests, and therefore has the capacity to determine new business lines or plans to be developed, to execute acts and to enter into the necessary contracts to fulfil the company's corporate purpose.

The Board of Directors meets at least once a quarter and reports to the General Shareholders' Meeting, which in turn reports to the public through the formulas established by law as a public administration.

As reflected in the Capital Companies Act, the Board of Directors of Metro de Madrid has several functions that require it to submit a series of aspects to its judgement on a regular basis. Therefore, the Board meets to handle aspects that are critical for the company or which, due to their relevance, should be brought to the attention of the members of this body.

In a general and not limited manner, aspects such as the evolution of the company's main action plans, economic results, hiring or the policies to be approved are reported periodically.

In 2022, six sessions were held, covering 22 items with the main concerns raised through the hierarchical structure.

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SUSTAINABILITY REPORT 2022



Other functions:

- > Design of the company's general policies and strategies in the medium and long term, including:
 - Defining Metro's mission and its strategic pillars.
 - Updating the values.
- > Election of the members of the Executive Committee on Recruitment (formed by two women).
- > Review of Regulatory Compliance risks and supervision of measures adopted and proposals for new initiatives.
- > Supervise and approve the Annual Corporate Report, which includes the non-financial information statement.
- > Approve the *Sustainability Policy*, among other corporate policies.

This body is also where the major concerns related to all areas are discussed and where they are included on the agenda of the Board's meetings.

The Board is regularly informed of all relevant management issues, including economic, environmental and social issues, as the company has departments within its structure that assume the functions corresponding to the management of these matters (*Annex II*). [Organisation chart of Metro de Madrid](#)). In addition, there is a Corporate Responsibility Service and a Responsible Management and Sustainability Committee which, among other functions, ensures compliance with the Responsible and Sustainable Management Policy.

The functions of Metro de Madrid's highest governing body are set out in Metro de Madrid's Articles of Association, as well as in its Internal Regulations (both documents published on the [Transparency Portal](#)).

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Composition of the Board of Directors at 31 December 2022

- > 10 councillors (two women, eight men).
- > Of these, only one is an executive director, the CEO of Metro.
- > All of them, except the CEO of Metro de Madrid, hold positions in the Community of Madrid or the Transport Consortium.
- > The Regional Minister of Transport, Mobility and Infrastructure chairs the Council and is responsible for representing the body, chairing its meetings, directing discussions, deliberations and voting, and executing agreements.

As at 31 December 2022, its composition is as follows:

- **President**
Mr David Perez Garcia
- **Vice-President**
Mr Miguel Ángel García Martín
- **Assistant Directors**
Mr Carlos Díaz-Pache Gosende
Ms Silvia Roldán Fernández
Mr Miguel Núñez Fernández
Ms María Teresa Barcons Marqués
Mr José Luis Fernández Quejo
Mr Luis Miguel Martínez Palencia
Mr José Ramón Menéndez Aquino
Mr Manuel Llamas Fraga
- **Secretary, not director**
Mr Santiago Ruedas Arteaga



Delegation of powers

The CEO has management powers in all areas that can be delegated (economic, environmental and social, among others) and reports on such management to the Board of Directors, which grants such powers on a regular basis.

Likewise, the Board of Directors delegates contracting powers to the Executive Contracting Committee for contracts exceeding €3 million and to the Managing Director for contracts of a lesser amount. This, in turn, grants contracting powers to the area managers of the company according to the amount of the contracts ([See *Commitment with suppliers*](#)).

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Management bodies

They are the Management Committee and the Executive Committee, the members of which belong to the management structure of the company.

The **Management Committee** is aware of the key aspects of the company's business, such as corporate strategy, plans and projects, compliance control and annual budget, monitoring and control of corporate risks and the evolution of demand and service quality are submitted for its knowledge. It meets fortnightly in ordinary meetings to take decisions and pass on proposals to the Board of Directors.

Moreover, the Committee's management defines the strategy in the short term, through annual corporate and departmental objectives.

Composition of the Management Committee at 31 December 2022

- Ms Silvia Roldán Fernández
Chief Executive Officer
- Mr Santiago Ruedas Arteaga
General Secretary
- Mr Miguel Oliver García
Customer, Brand and Media Management
- Mr Juan Tébar Molinero
Railway Operations Directorate
- Mr Víctor Brocate Aparicio,
Security and Civil Protection Directorate
- Mr Gonzalo Ruiz Gálvez
Legal Advice and Contracting Subdirectorate
- Mr Pedro Pablo García de Ascanio
Compliance, Risks and Transparency Area
- Mr Miguel Muñoz Cutuli
Audit and Internal Control Area



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In addition to the permanent members, the Management Committee also includes heads of departments, depending on the issues to be addressed.

The Executive Committee analyses the **contracting requests** to ensure that they are in line with contracting regulations in weekly meetings. It is made up of the CEO and permanent members –linked to the economic, contracting and operating departments– and variable members, who may be directors, division managers and/or area managers who participate in the sessions where the agenda includes contracting requests that fall within their competence.

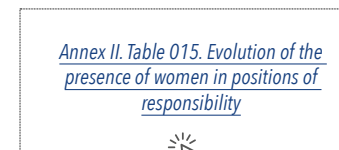
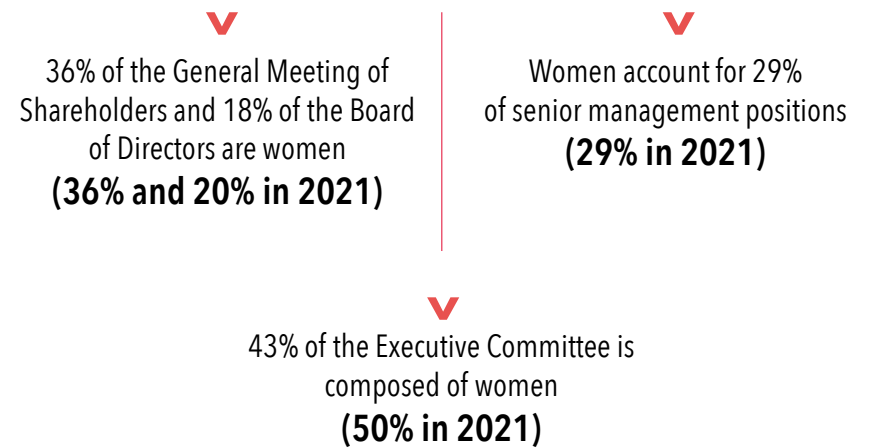
Composition of the Executive Committee at 31 December 2022

- Ms Silvia Roldán Fernández
CEO
- Mr Santiago Ruedas Arteaga
Secretary General
- Mr Juan Tébar Molinero
Railway Operations Directorate
- Mr Pablo Escudero Pérez
Economic and Financial Division
- Mr Gonzalo Ruiz Gálvez
Sub-Directorate for Legal Advice and Contracting
- Ms Nuria Lopez Gimeno
Contracting and Corporate Services Areas
- Ms Milagros Ayuso Ferreras
Legal Advisory Area

Metro de Madrid’s organisational structure is represented by the organisational chart that is posted in the [Transparency Portal](#).



Diversity in governance and management bodies GRI



The representation of women on governing and management bodies, as well as in other positions of responsibility, is on a par with the representation of women in the workforce (25.05%). The increase in the number of positions of responsibility, which reached 29%, is noteworthy.

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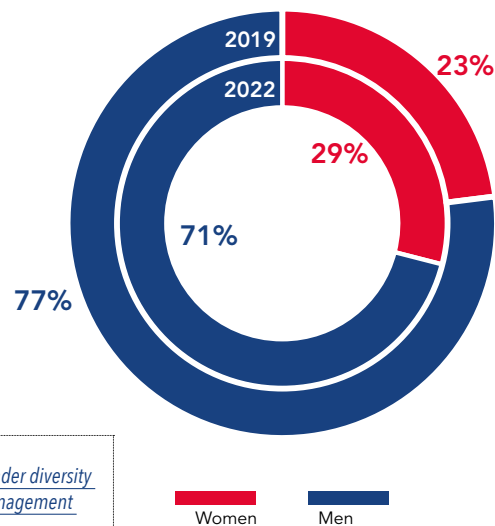
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Evolution of the presence of women in positions of responsibility²⁹



Annex II. Table 016. Gender diversity in governing and management bodies

No specific diversity policy is established in the governing bodies, as their election or renewal is conditioned by belonging to the government of the Community of Madrid. However, its members are governed by Metro de Madrid's Equality Plan, which aims to offer equal treatment and non-discrimination on the grounds of gender.

The management bodies are made up of members of the company's management structure who are governed by the organisation's Equality Plan. Each of its members represents one of the pillars of the company not only in terms of railway operation, but also in terms of quality, safety and internal organisation. This way, balance and representation of all areas is achieved in everything that affects the company and the people who make up the team.

[29] This table takes into account the following positions of responsibility within the company's management structure: directors, division, area and service managers.

[30] Calculation made taking into account the remuneration register that takes into account the actual remuneration for the year, which includes: basic salary, salary supplements and non-salary. See [Information update](#).



See Annex II. Table 017. Average remuneration of non collection bargaining agreement personnel

Remuneration

The members of the governing bodies do not receive any type of remuneration from Metro de Madrid for their work or participation in ordinary or extraordinary meetings. Their remuneration is subject to the General Budgetary Law of the Community of Madrid.

The remuneration of directors and deputy directors is fixed, consisting only of basic salary, seniority (civil servants only) and allowances. They do not receive any kind of variable or productivity bonus linked to their performance or achievement of objectives. The CEO's contract is of a commercial nature and is therefore not included in this remuneration.

The remuneration of staff not covered by the collective agreement is subject to the relevant authorisations of the Regional Ministry of Economy and Finance and Employment of the Community of Madrid. The average salary of this group is €98,410.80 per year³⁰.

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Stakeholder relations

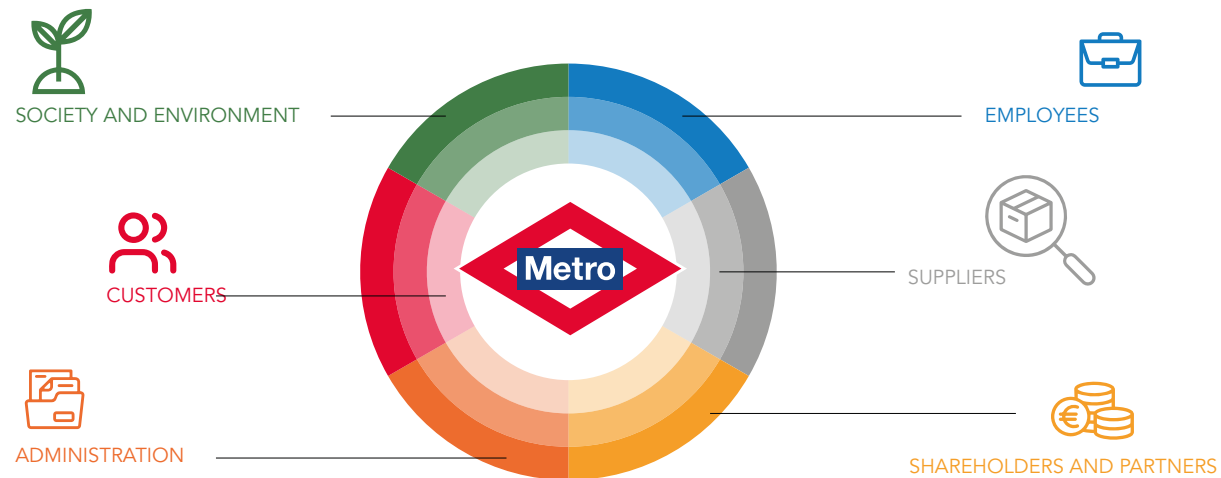


Stakeholder relations and dialogue model

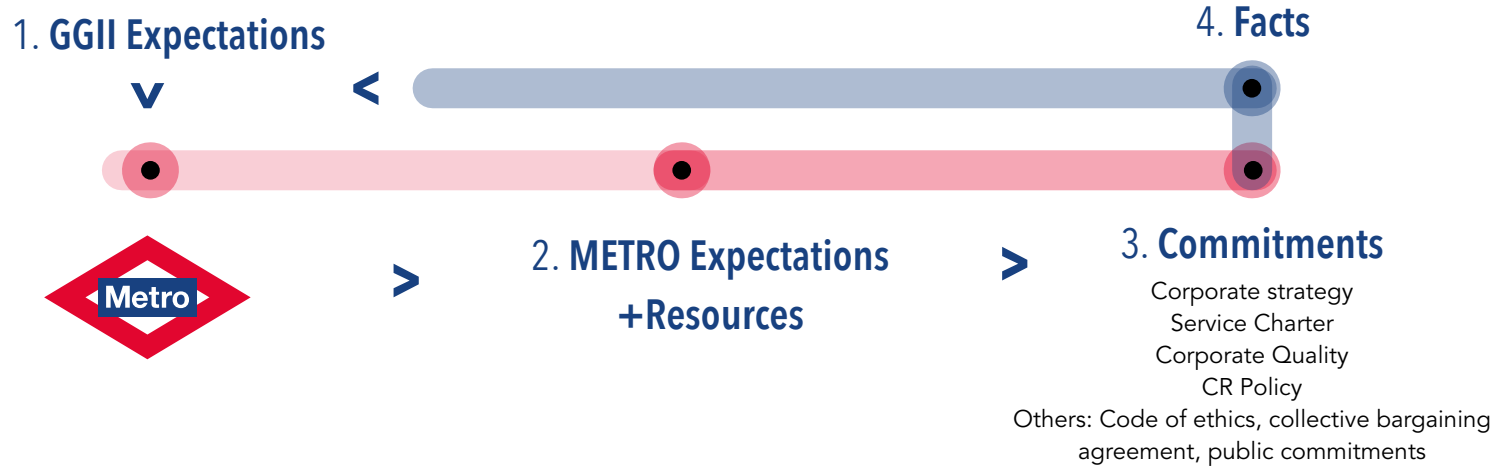
Metro de Madrid's stakeholder relations and dialogue model, the procedure of which was revised in 2022, seeks to establish commitments and satisfy stakeholders in the most efficient and effective way possible, through transparent, agile and precise communication. The model is integrated into the company's sustainability strategy and aligned with all certified management systems for processing and subsequent monitoring.

The procedure, in which the Responsible Management and Sustainability Committee actively participates, establishes the process for identifying and prioritising relevant groups and determines the methodology for detecting expectations, establishing action plans and communicating the results.

In 2022, the stakeholder catalogue was updated at corporate level and for



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Identification and prioritisation of stakeholders

In 2022, the catalog of stakeholders at the corporate level was updated and each management system. As a result, the following subgroups have been prioritised: each management system. As a result, the following subgroups have been prioritised:

STAKEHOLDERS	Sub-group prioritised in 2022
CUSTOMERS	Users
PROFESSIONALS	Employees Trade unions External personnel
SHAREHOLDERS	Community of Madrid
ADMINISTRATIONS	Regional Transport Consortium of the Community of Madrid
SUPPLIER COMPANIES	Companies providing services, supplies and equipment
COMPANY	Media/communication channels Society Organisations

Identification and prioritisation of expectations

In 2022, the methodology for detecting expectations has been strengthened by incorporating the biennial materiality study, which has become an additional source to be consulted to establish both expectations and their prioritisation.

Communication and dialogue with stakeholders

Metro is committed to creating a permanent and close relationship with its stakeholders as the best way to advance in the fulfilment of the company's purpose. For Metro de Madrid, maintaining good communication channels with its stakeholders is key to knowing their expectations and responding to their needs, providing a quality public transport service. In 2022, the following channels have been used:

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Annex II Table N004. Dialogue with stakeholders 		V	V	V	V	V	V
		EMPLOYEES	CUSTOMERS	SUPPLIERS*	SHAREHOLDERS	COMPANY	ADMINISTRATIONS
Partnerships with social entities						X	
Central platform		X					
Metro App			X				
Complaint mailbox		X		X			
Customer Service Centres (ICSC and CSC)			X				
Works Council		X					
Health and Safety Committee		X					
Official committees		X					
Formal and informal communications					X		
Community of Madrid							X
CEO of Metro de Madrid							X
Regional Transport Consortium							X
Collective bargaining agreement		X					
Opinion polls		X	X			X	
Annual Corporate Report		X	X	X	X	X	
Media			X		X	X	
Netro, the employee app		X					
Employee service office		X					
Social worker's office		X					
Governing bodies of the company					X		
Information elements of the network (screens, remote indicators, loudspeakers and signage)			X				
Communication and direct service at stations (intercoms and passenger service staff)			X				
Participation in conferences, forums, events and working groups						X	X
Transparency portal.			X			X	
"Together We Add" volunteer programme		X					
Publications specific to the Operations Directorate		X					
Social media: Facebook, Twitter, Instagram, Youtube		X	X	X	X	X	
Coordination and follow-up meetings				X			
Face-to-face meetings							
Specific contact telephone number			X	X	X		
Corporate website www.metromadrid.es		X	X	X	X	X	

* Metro's relationship with its suppliers is carried out through the very process of contracting services, supplies and works.

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Establishing objectives, initiatives and actions

In 2022, Metro de Madrid has integrated the corporate procedure for identifying and prioritising stakeholders in the process of defining the context of the organisation and the company's own strategy, which allows commitments to be established with the different groups, taking into account the resources available.

Stakeholder engagement principles GRI



Integrity

Building relationships based on ethics, integrity and respect for human rights.



Transparency

Share accurate, detailed and relevant information on a regular basis, communicating both financial and non-financial results in compliance with international reporting standards (Global Reporting Initiative).



Active listening

Promote effective two-way communication through the Transparency Portal, the corporate intranet and the organisation's digital channels.



Share

Develop plans and actions that respond to stakeholder expectations.



Control

Assess regulatory compliance and key corporate risks.

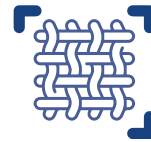


Ongoing improvement

Systematise and certify processes as much as possible.

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Materiality analysis



In 2021, Metro conducted a materiality study to find out which issues were most relevant to its stakeholders. The conclusions drawn set the guidelines for the preparation of the 2021 Corporate Report and have also done so in 2022.

This analysis was carried out with the support of the consultancy CANVAS Sustainable Strategies, in line with the specifications of *GRI Standards* and the Non-Financial Reporting and Diversity Act 11/2018 (see [Annex II. Materiality analysis](#)).



Following this analysis, a materiality matrix was constructed in which 33 material issues were identified, none of which are rated under 60%. For this report, the topics with the highest relevance (more than 86%) have been taken as a reference, which are the following:

- > [Operational and customer health and safety](#)
- > [Occupational health and safety](#)
- > [Ethics and integrity](#)
- > [Transparency](#)
- > [Sustainable use of resources](#)
- > [Good governance](#)
- > [Improvement and maintenance of facilities](#)
- > [Energy consumption and energy efficiency](#)
- > [Regulatory compliance and risk management](#)
- > [Carbon footprint and the fight against climate change](#)
- > [Waste management](#)
- > [Network accessibility and inclusion](#)

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Strategy: efficiency and sustainability



The strategy and business model are aimed at positioning Metro as the preferred option for customers when travelling in the Madrid region and, as established in the company's mission statement, it is committed to doing so by offering a quality, efficient service that provides a good customer experience.

Metro de Madrid's strategy is updated every year and is posted both on the Metro de Madrid website and on the [Transparency Portal](#). It is defined on the basis of the company's three basic strategic pillars:



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Strategy design

The mission and strategic pillars have a stable character and ensure the coherence and continuity of the strategic lines in the management cycles. They are revised to coincide with the revision of the latter, usually linked with the terms of the Madrid regional government.

On an annual basis, based on the strategic pillars, a number of corporate objectives are defined, which are transversal for the entire organisation and specify the strategic priorities in the short term.

These annual corporate objectives are in turn rolled out into departmental objectives, ensuring that strategic alignment cascades down to the day-to-day running of the several functional and organisational areas. The degree of achievement of corporate and departmental objectives, together with the evaluation of the individual contribution to results, determines the calculation of the annual variable remuneration for the groups of managers, technicians, middle management and non-graduate technicians.

Finally, the different management systems set their own goals in line with corporate strategic approaches, ensuring the integration, coherence and alignment of the different management processes and areas.

To determine the strategy, impacts, risks and opportunities are identified according to the internal and external context in which the company operates and priorities are established with the goal of promoting strengths and minimising weaknesses (see [Prevention and internal control systems](#)).

The strategic reflection procedure involves a review of the environment, involving social and environmental factors as well as other political, economic, technological and legal aspects, and the results of stakeholder dialogue.

The key elements of the strategy are: mission, corporate values, strategic pillars, objectives (strategic –medium term–, corporate and departmental –short term–). With these elements, the different lines of action are established on an annual basis.

- > Corporate objectives: these reflect Metro de Madrid's commitments to the Administration and citizens through the contract-programme between the CRTM and Metro de Madrid and the Service Charter, in line with the key nature of the service it provides.
- > Departmental objectives: these are tools for the development of cross-cutting initiatives and for bringing the company's strategy closer to the whole workforce.
- > They are aimed at all groups working under the management by objectives model.

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2022, a strategy for recovery

In 2022, Metro de Madrid established five corporate objectives which, in turn, are reflected in the departmental objectives:

- > Ensuring the reliability of the trip
- > Ensuring economic-financial sustainability
- > Maintaining customer confidence
- > Fostering people's commitment
- > Advancing transformation

2022 started with great uncertainty due to the forecast of closing the year with losses as a result of the sharp rise in electricity prices, accompanied by an insufficient recovery in demand. Metro de Madrid implemented a savings plan in order to cushion this situation as far as possible.

The corporate goals for 2022 were conditioned by this plan and the situation as presented and focused on guaranteeing service delivery while meeting customer commitments, ensuring financial sustainability, fostering the commitment of professionals and advancing the transformation of the company.

Strategy delivery by 2022

Compliance with the corporate objectives regarding the service obtained a good result, although not 100% was achieved, due to a worsening in the waiting time in the last quarter of the year.

On the other hand, **demand has performed better than expected, although not 100% of the target has been achieved, due to the fall in single ticket travel, which has not met forecasts.** Also noteworthy was the excellent result obtained in the customer service perception survey undertaken in October, far exceeding the target set and reaching record highs.

In the area of people, the goal of increasing the time available for work has not been achieved, but **all the compulsory training courses on occupational risk prevention and self-protection plans have been undertaken.**

Finally, **compliance with the objective that encompasses several transformation initiatives obtained 80% compliance,** but did not reach 100% as it was not possible to reach the stage of publication of specifications in several of them.

*Annex II. Table N013.
Meeting targets in 2022*



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In setting departmental goals, several types of objectives were defined: business (indicators), transformation challenges (projects) and cost efficiency, in the following areas of action:

> Digitalisation:

- The management of complaints from persons with financial repercussions at stations. Replacement of the current paper forms, which are filled in by hand, with an application for the tablets provided at stations.
- In the Rolling Stock Maintenance Area (Digital Train), remote communications recorders have been installed on Line 1 and Line 5 2000 trains to monitor several train parameters.
- New rail lubrication project. Thanks to technological innovation in new greasing systems, maintenance is transformed, reducing the dependence on staff members working in person thanks to remote connection. In addition, it enables greater control of the systems and the prevention of system failures or greasing crises, avoiding major damage to both the rail and the rolling stock.
- Development and launch of a temperature app, which enables the information from temperature probes and refrigeration machines to be displayed in a single application, which, at industrial monitoring level, are in different applications.

> Improvements:

- Delivery times for materials and spare parts for facilities. This goal involves improving lead times through the implementation of a new delivery model that involves reducing the number of warehouses required through the use of smart lockers.
- The production and quality of anti-fraud measures.
- Databank, created in 2022, as a centralised online repository of Metro de Madrid's key information.

> People:

- Implementation and monitoring of remote work. This objective consisted of setting up a permanent space on the Central Platform for remote work, revocation, change of address, etc.³¹, as well as monitoring and assessing the implementation of teleworking, which has been successfully completed.
- Developments for the implementation of the qualification process for Metro de Madrid staff whose duties are related to traffic. In addition, continuing with the goal of updating the process developed last year, the necessary steps have been taken for its future implementation.
- Signing of the II Metro de Madrid Equality Plan, in compliance with Royal Decrees 901/2020 and 902/2020. The protocols for the prevention of and action against sexual and gender-based harassment and based on sexual orientation, gender identity and/or gender expression, which were signed at the beginning of 2023, have also been updated.

> Safety:

- Provide external assistance services with on-site information on the location and connection of dry columns as a means of fire protection for exclusive use by fire fighters in 50% of the network.
- Development of the procedure for the implementation of Regulation 402/2013 on the Common Safety Method.
- Prevent and/or deter unwanted intrusions into manholes and emergency exits by studying their weak points and proposing and/or activating the required corrections.

[31] Metro de Madrid's internal corporate portal.

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ECONOMIC MANAGEMENT



The information contained in this section relates to Metro's financial management during fiscal year 2022. For further financial information on the company, see [Annual Accounts](#).



Metro de Madrid closed the year with a profit of €3.9 million, despite the increase in operating costs, mainly due to the rise in the price of energy and raw materials.

This result has been possible thanks to the recovery in demand (over 84%) and the Savings Plan implemented by the company at the beginning of 2022 to cushion the consequences of the previous year, characterised by low demand and sharp rises in energy prices.

In 2022, the company focused its efforts on guaranteeing service delivery by fulfilling its commitments to users, fostering the commitment of its workforce, advancing transformation and ensuring financial sustainability.

Efficiency in service delivery

Metro de Madrid is committed to optimising the use of resources in its management and to offering a quality service at a reasonable cost. In 2022, all the company's departments have made a great effort to adapt to the expenditure containment policy implemented and to balance and reduce, where necessary, management costs, obtaining positive results.

The cost of station management fell by more than 12.37% and the cost of staff administration by 0.24%. The biggest difference is in the cost of travel, which has been reduced by over 17.82%.

However, there has been an increase in the cost of running trains of more than 12.82%, mainly due to the increase in the price of electricity, used to move the trains.

[Annex II. Table 010. Cost of Activities](#)

[Annex II. Table 011. Cost of running trains](#)

[Annex II. Table 012. Cost of station management](#)

[Annex II. Table 013. Cost of administration](#)

[Annex II. Table 014. Cost of activities/passenger](#)



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Moreover, during the reporting period, the company has generated and distributed among its stakeholders an economic value of more than €1 billion, of which more than 59% corresponds to the provision of the public transport service itself and more than 39% to the payment of salaries and social benefits of the company's personnel.

[Annex II. Table 009. Economic value generated and distributed in 2022 and comparison with 2021](#)



Most significant investments

Metro has maintained its investment plans, mainly aimed at improving service provision, such as station remodelling and improvement works, the installation of lifts, improved accessibility and track renewal, and at guaranteeing the safety and protection of Metro passengers and improving their experience.

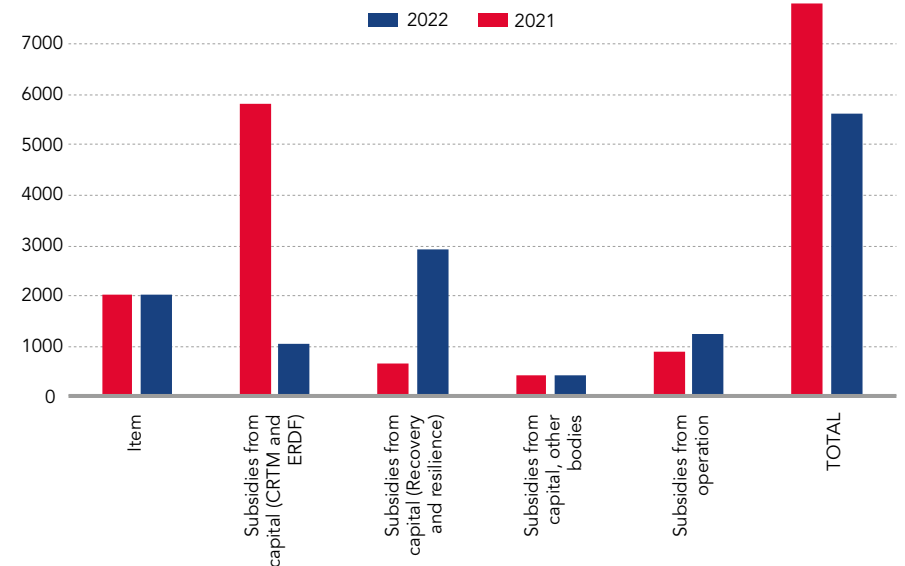
The most significant investments made during 2022 amount to €348,411,063.07 million, compared to €114,284,955.59 in the previous year (67.1% more). The breakdown of these investments is shown in Metro de Madrid's annual accounts for the 2022 financial year ([see Annual accounts](#)).

Other sources of funding (See Funding)

In 2022, Metro de Madrid received financial aid and subsidies granted by public administrations amounting to almost €5.6 million (€7.8 million in 2021).

Capital subsidies granted under the Recovery, Transformation and Resilience Plan accounted for over 51.8% of the total subsidies received by Metro, while over 22.1% corresponded to operating subsidies; over 18.4% to capital subsidies for the acquisition of assets granted by the Regional Transport Consortium of Madrid (CRTM) and the European Regional Development Fund (ERDF) and 7.59% to capital subsidies granted by other bodies.

[Annex II. Table N015. Financial assistance and grants in 2022 and 2021](#)



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SUSTAINABILITY REPORT 2022



During 2022, a grant of €17.77 million was obtained through the **Recovery, Transformation and Resilience Plan (RTRP)** for the development of the following projects:

- > Signposting of line 7B. 87.28% of the total contract for the Line 7B CBTC upgrade has been executed, for an invoiced amount of €2,410,829.91. In general, work has been undertaken on the ATO and ATP signalling system, as well as the adaptation of the DTG system software, the fixed installation of the CBTC system and on-board equipment, ending with actions on Centralised Traffic Control and temporary LTV speed limitation. Moreover, a new diagonal line has been installed on Line 7 San Fernando-La Rambla for a total of €364,675.
- > Communications cabling of the Canillejas Processing Centre interconnection with the rest of the network. In the year 2022, 92.1% of the total contract for the "Installation of communications for the new DPC" has been reached, resulting in an invoiced amount of €801,232.22. Channelling work has been undertaken for the interconnection of lines 5 and 8, installation of fibre optic cabling, switches, routers, firewall and fibre distribution and communications cabinets.

Also noteworthy in the area of **European Regional Development Fund** is a grant of €49.01 million (40% of the executed investment) to finance several projects whose common denominator is the high digitalisation component, one of the key goals of the new ERDF Programme 2021-2027:

- > Digital transformation plan in the Rolling Stock Maintenance Area of Metro Madrid.
- > Technological upgrade of the management systems storage environment to accommodate new applications, new users and data growth.
- > Technological updating of the virtualisation environment of the management systems to provide service to new applications, renovate obsolete ones and incorporate new technologies.
- > Cross-network connectivity. In the CTC 2.0 PC Interface in interlockings project, 78% of the co-financed works (only those related to software) have been executed and certified, carrying out data verification tests, server configuration delta and proofs of concept of the implementation of the OPC-UA protocol in the PCI, for an amount of €808,455.48. The installation of PCs is to be undertaken at the interlockings on Line 4.

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Likewise, of the CTC 2.0 SCADA New Features project, a total of €1,756,673.37 (30.5% of the total work contracted) has been invoiced in 2022 corresponding to the software engineering necessary for the configuration of the new hardware/communications and software platform, as well as for the configuration and parameter setting of the network management programme based on SNMP and the Field Simulator.

- > Digital Train (See [Technological innovation and digital transformation](#))
- > Deployment of Station 4.0 on Line 8 and closed toll system completing the entire Metro de Madrid network.
- > Line marking.

In addition, grant aid has been obtained for the following projects:

- > FOR FREIGHT: aiming to maximise the utilisation of multimodal freight transport capacity and reduce the average cost of freight transport through the development of innovative solutions and their integration with existing logistics systems. This will enable a more efficient and sustainable management of freight flows in various logistics nodes taking into account

the requirements of all stakeholders and economic, environmental and social aspects.

- > MOTIONAL: with the goal of guaranteeing better planning and operational management of rail services and offers through European transmodality (multimodal services within the so-called *MaaS, Mobility as a Service*) at the level of transport operators, affecting, among others, the field of ticketing (including aspects of IT security and the exchange of ticket management systems).
- > e-TRENY: metrology support to improve energy efficiency in the field of rail transport, through the development of means and methods to verify the impact, in terms of energy efficiency, of the energy supply of substations, enabling better recovery of braking energy in rail, metro and tram systems.

Most of the operating subsidies received went to training (more than 85%). The remainder are subsidies for research and development projects and subsidies for diesel discounts.

[Annex II. Table N016. Operating subsidies in 2022 and 2021](#)



Key fiscal data

>	Profits obtained by country	>	3950
>	Taxes paid on profits	>	-49
>	Public subsidies received	>	5625

(Data in thousands of euros):
(see [Annual Accounts and Management Report](#))

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Responsible and sustainable management

Inclusive and sustainable transport GRI



Commitment to responsible management

- > New policy on responsible and sustainable management
- > Identifying Metro's ESG Principles and associated risks
- > Implementation of the II Equality Plan
- > First *Responsible communication, marketing and advertising policy*

Quality employment

- > 99.9% of the staff subject to collective bargaining agreement, which guarantees the maintenance and stability of jobs
- > 19.34 years of age on average (21.47 years for women and 18.63 years for men)

Diversity

- > 25.05% of women in the workforce, compared to 74.94% of men
- > 20% on the Board of Directors (80% men)

Environment

- > The total volume of water recycled amounted to 4,002 m³, which is 38.3% the total water entering the recyclers.
- > By 2022, Metro's GHG inventory is reduced by 95% due to the use of renewable energy³²
- > 95% of the waste is recovered
- > Metro de Madrid Energy Policy

Safe, high-quality service

- > €4.8 million to improve safety and security
- > 9,270 surveillance cameras and 1,570 security guards
- > €16.5 million for station refurbishment and upgrading

Accessibility and inclusion

- > €6.6 million for accessibility improvements³³
- > 70% of the accessible network³⁴
- > 1,712 escalators
- > 558 lifts
- > 35 people with intellectual disabilities trained to travel independently in 2022
- > Accessibility Plan 2021- 2028, which will enable 84% of stations to be accessible by 2028

Social contribution

- > €540,214 of equivalent social investment³⁵
- > 17 outreach campaigns
- > 52 collaborations with social entities

[32] Scope 1 and 2.

[33] Investments made during 2022 for the implementation of lifts in stations (€4.7 million) and for the improvement of accessibility (€1.9 million). See [Breakdown of most significant investments in Economic Management and Annual Accounts](#).

[34] It has specific measures for people with reduced mobility.

[35] The social investment equivalent is the value of the resources that Metro gives to the entities through its social action programme. This is not a direct financial investment, but donations in kind (advertising space, donations of surpluses, etc.).

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Metro de Madrid is committed to responsible and sustainable management and has demonstrated this in recent years, in which it has made great progress in this area, especially in 2022.

Metro de Madrid's ESG principles

The ESG principles defined by Metro de Madrid in 2022 are the environmental, social and corporate governance aspects that the company has to take into account when making decisions so that Metro de Madrid's activity has a positive impact on the environment and on people.

Environmental	Social	Corporate governance
<p>Impact of business activity on the environment</p> <ul style="list-style-type: none"> Fighting climate change and reducing emissions Protection and responsible use of natural resources Responsible management of waste Efficient energy management 	<p>People-related, inside and outside the company</p> <ul style="list-style-type: none"> Respect for human rights Human capital development Customer satisfaction Respect for equality and diversity Health, safety and well-being of people Contribution to the development of society and sustainable mobility Promotion of art and culture 	<p>Quality of management, culture, ethics and risk profile of companies</p> <ul style="list-style-type: none"> Ethics and integrity Transparency and good governance Efficiency and financial sustainability Regulatory compliance and risk management Innovation Responsible supply chain management

In 2022, Metro identified its environmental, social and corporate governance risks (ESG risks)

See [Risk management](#)



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SUSTAINABILITY REPORT 2022



Responsible and sustainable management policy

Approved by Metro de Madrid's Board of Directors in 2022, it includes the company's main commitments to sustainability, including respect for human rights. This includes a commitment to integrate social, environmental, ethical and governance issues into its operations and strategy in order to maximise the positive impact on stakeholders. It envisages three lines of action:

Responsible business

Metro prioritises respect for people, ethical values and the environment in the daily management of the company and in the provision of transport services. Therefore, it undertakes to:

- > Providing a quality service
- > Being transparent
- > Applying a responsible purchasing policy in the value chain
- > Respecting human rights
- > Promoting education for sustainable development

Inclusive culture

Metro by all and for all thanks to the following commitments:

- > Promoting social inclusion.
- > Execute a social action plan (Social Line) [See Contribution to the development of society.](#)

Environment management

Metro de Madrid is committed to sustainable public transport, encouraging energy efficiency, the rational use of resources and the protection and conservation of the environment, promoting and raising awareness of environmental values among its workforce and users, as well as among its works, goods and services supplier chain. Metro stands for:

- > Promoting the use of public and sustainable transport.
- > Contributing to the reduction of emissions into the atmosphere
- > Reducing the environmental impact of the company itself.

This Policy is integrated into the company's strategy and articulated around the Sustainable Development Goals (SDGs) of the UN 2030 Agenda ([See Contribution to the 2030 Agenda](#)).

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Responsible Management and Sustainability Committee (RMSC)

Coordinates the integration of CSR in Metro de Madrid. Its constitution was approved by Metro's Management Committee (fulfilling a function that can be delegated by the Board of Directors, according to its internal regulations) and its main goal is to support the company's management with regard to the integration of environmental, social and economic criteria in Metro's own strategy and activity and to the company's ethical and responsible conduct. Set up as an internal and stable working group, it reports to the Management Committee, reporting on the most relevant issues of its activity.

It has rules of procedure (CGRS Rules) and is made up of representatives appointed by the Management Committee at the proposal of the persons responsible for the departments the activity of which is most closely related to sustainability.

At the meetings of the CGRS, several sustainability-related topics are discussed and the conclusions are recorded in the relevant minutes.

Among the duties of this Committee (as stated in its rules) is to review the stakeholder relations and dialogue model (defined by an internal procedure) and is the supervisory body of the Sustainable and Responsible Management System (SGRS).

Responsible management and sustainability plan

Designed by the CGRS –as established in the CGRS Regulations–, it defines the lines of work and projects to be developed by the company within the framework of sustainability and forms part of the company's strategic planning. It is articulated around the three dimensions that underpin the [Responsible and sustainable management policy](#) of Metro de Madrid: responsible business, inclusive culture and environmental management.

Stakeholder relations and dialogue model

Metro de Madrid has identified and classified its stakeholders and has a methodology for detecting their expectations, which was updated in 2022 (see [Stakeholder relations](#)). In addition, Metro performs a biennial materiality analysis carried out by an external consultant (see [Materiality analysis](#)).

Corporate policies related to ethics and compliance [\(Summary of corporate policies\)](#)

Metro de Madrid has a set of corporate policies that involve all the company's staff members and establish the general principles that regulate the organisation's framework for action.

Non-financial information dissemination

Metro de Madrid publishes an annual corporate report that offers an overview of the company's performance, including both financial and non-financial information. The non-financial information statement is a document that forms part of Metro de Madrid's Corporate Report.

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Contribution to the 2030 Agenda

Metro de Madrid's activity affects

Direct objectives



> Climate Action



- Certified environmental management system
- Expenditure on environmental protection €1,201,619.18
- 38.3% of water used is recycled
- Carbon footprint calculation and emission reduction plans
- Transfer, donation and re-use of IT and audiovisual equipment

> Commitment to sustainable cities and communities



- Quality management system for public passenger transport based on the UNE-EN 13816 standard
- II Accessibility and Inclusion Plan by Metro de Madrid: 70% of stations are now accessible
- LARA programme, to promote the social inclusion of people with disabilities
- 3,328 students have participated in workshops and sessions on the use and advantages of Metro as public transport.
- Metro carries out appropriate disposal of the waste generated as a result the service it provides: We recover 95% of waste

> Reduce inequalities



- II Accessibility and Inclusion Plan: 125 lifts have been refurbished and 14 stations have been fitted with inductive loops system
- 35 people with intellectual disabilities have been individually trained in the autonomous use of the Metro network (LARA)
- Metro actively collaborates with different social entities and groups through the [Social Line](#)
- II Equality Plan

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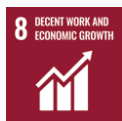
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> Industry, Innovation and Infrastructure



- More than €16.5 million have been invested in improving the stations
- Metro collaborates in several research projects: EUPROTECT, SAFETY4RAILS, NEXTGEAR, TRANSIT and TERCIO. (See [Measuring and evaluating social impact](#))
 - Since 2012, Metro de Madrid has been developing plans to achieve greater energy efficiency by saving and reducing consumption, having reduced energy use by 20%.
 - In 2022, work is underway to expand the Station 4.0 model to 137 stations, as well as to extend contactless payment to all transport card vending machines³⁶

> A commitment to decent work and economic growth.



- Stable and quality employment: 7,189 people (99.9% of the workforce subject to collective bargaining agreements), with an average length of service of 19.34 years (21.47 for women and 18.63 for men)
- Employment promotion:
 - 245 new employees
 - 7,764 professionals deriving from cleaning and security contracts
- Metro promotes diversity:
 - II Equality Plan
 - 25.05% women on the staff and 20% on the Board of Directors
- Measures to reconcile work, personal and family life

[36] At the close of this report, both projects are ongoing.

- Ongoing training: Metro employees have received more than 312,585.87 hours of training to improve their professional skills.
- Boosting economic growth:
 - Priority to contract SMEs:
 - 69.53% contracts were signed with companies from the Community of Madrid, with a value of €479.11 million.
 - 76.48% of the contracts were with SMEs, with a value of over €63.46 million.
 - The company has “Principles for responsible contracting”

> Affordable and Clean Energy



- Self-consumption Plan:
 - Harnessing energy through reversible cells, which means greater savings, as well as less pollution and CO₂ emissions. The annual energy savings are estimated at 1.2 GWh³⁷
 - Intelligent Ventilation Manager
- Reform CTR'S of Line 6 and switch to 1,500 Vdc, achieving greater energy efficiency and reducing electrical power losses
- New Centralised Energy System to improve the company's energy efficiency and security in an ongoing way, and reduce energy-related costs and greenhouse gas emissions
- *Energy efficiency policy*

[37] Taking into account the analysed results of the 4 teams from January to October 2022 and extrapolating them until the end of the year.

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Transversal objectives



> Metro de Madrid is committed to the health and wellbeing of its staff members and the people who use its services



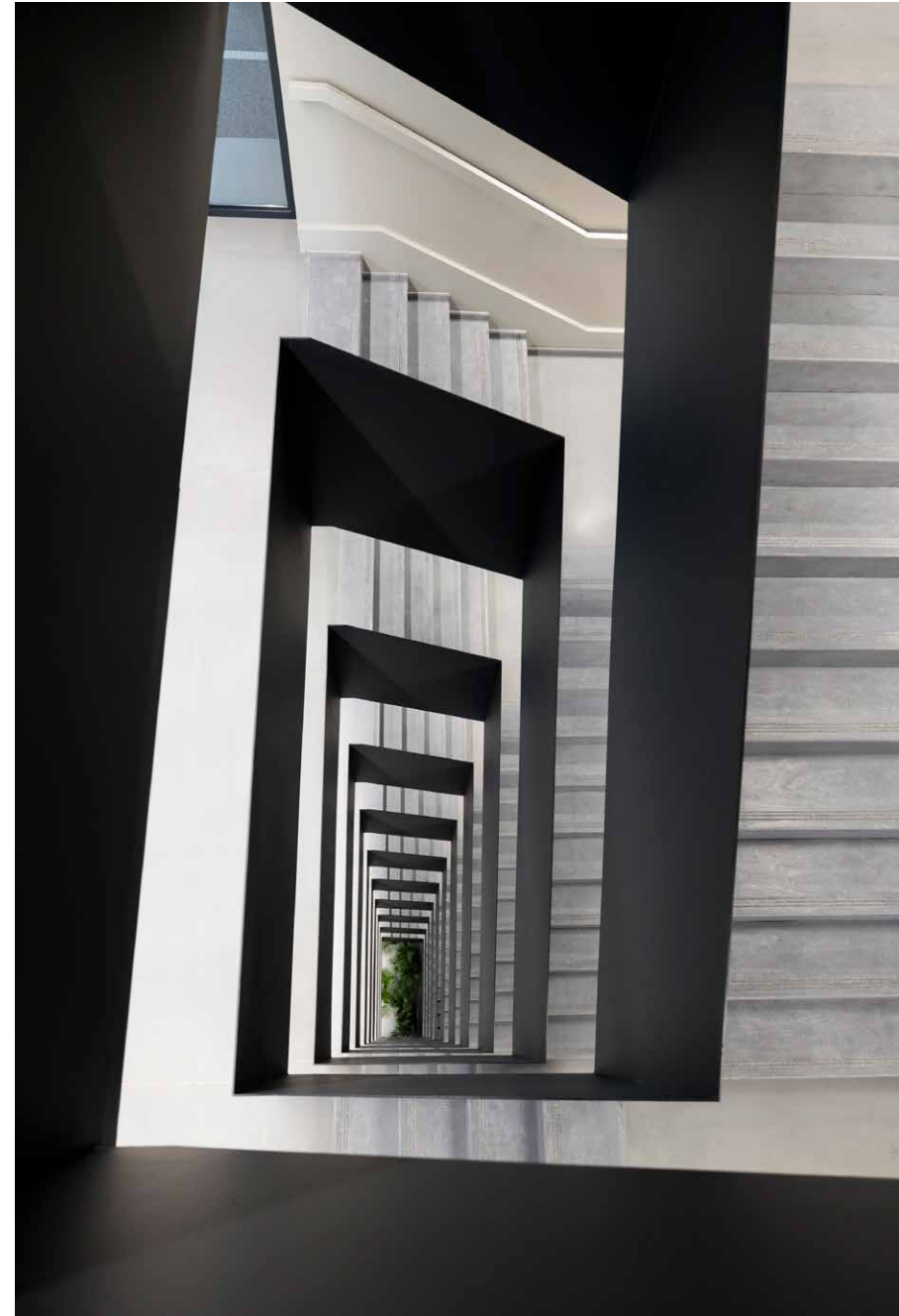
- Daily cleaning and disinfection of trains, stations and other workplaces, as well as daily distribution of masks to staff and messages to passengers reminding them to wear masks
- Promoting healthy habits both inside and outside the workplace: well space
- Metro promotes communication to encourage staff motivation: 2,846 enquiries via the employee portal
- The company offers value-added services to improve users' travel experience: visits to Metro Museums, theming of stations, sale of official products, recharging points or special events ([See Promotion of art and culture through transport](#))
- Metro de Madrid carries out safety awareness campaigns to raise awareness among the entire workforce and make the concept of "feeling safe" visible ([See Safety and quality](#))

> Supporting responsible consumption



- Promoting the use of public transport with actions and awareness-raising campaigns

Secondary objectives



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Ethics, integrity and transparency



Metro de Madrid makes an ongoing effort to ensure ethical and legal behaviour in every organisation. This includes not only knowledge of existing legislation and a firm commitment to comply with it, but also going beyond the law and ensuring the upright behaviour of the company and its employees, even when this behaviour is not required by legislation.



Ethics



Metro de Madrid applies ethical criteria in all its decisions and bases them on its corporate values. This approach revolves around Metro de Madrid's Regulatory Compliance System, the aim of which is to ensure that the company and all its members comply with the external and internal regulations applicable in all areas of activity.

This system goes beyond legal compliance, it is based on the [Code of Ethics](#) and establishes a set of policies and tools aimed at managing the main associated risks, including those related to corruption and bribery.

The ethical management of the organisation is based on:

- > Corporate culture and values. Shared and assumed by Metro management and staff in order to maintain the highest levels of public transport service quality
- > Anti-corruption policies
- > Regulatory Compliance System Compliance ([See Prevention and Internal Control Systems](#))

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Code of Ethics

Metro de Madrid has a [Code of Ethics](#) that defines the guidelines of conduct that all employees must apply in their daily work, assuming that compliance with them is part of their sphere of responsibility.

This code of ethics, approved in 2017 by the Board of Directors, establishes the guidelines that should prevail in professional performance in contexts as diverse as service quality or railway safety, data protection, prevention of corruption, acceptance of gifts and invitations or conflicts of interest, use of goods and resources or prevention of bullying.

Anti-corruption policy

Since 2021, Metro de Madrid has had an [Anti-Corruption Policy](#) which establishes the minimum anti-corruption standards applicable throughout the organisation. This way, the entire workforce and the Board of Directors of the company, when exercising their functions in this area of action, are obliged to be aware of and promote compliance.

OBJECTIVES

- > Promote and reiterate compliance by Metro de Madrid and its workforce with anti-corruption legislation and best practices that help prevent corruption
- > Reduce the risk of the company incurring criminal liability or having its reputation damaged as a result of non-compliance with anti-corruption legislation



In 2022, there is no record of any corruption or bribery cases and no complaints or sanctions have been received on these grounds. Moreover, the risk assessment conducted during 2022 provided low values thanks to the mitigating action of the controls implemented.

On the other hand, no specific measures have been established against the risk of money laundering since, as stated in the annual risk analysis, due to the specific characteristics of Metro, this risk is minimal.

In 2022, Metro did not make financial contributions to any political groups or parties, nor did it make sponsorships through payments to other companies or organisations. However, it did make payments for membership or affiliation to entities and organisations that meet the criteria set out in the *Corporate policy on membership of associations* (see [Commitment to the industry](#)).

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There is also an *Anti-Fraud Measures Plan*, approved in February 2022, which aims to mitigate the risk of fraud, both internal and external, linked to the projects, sub-projects and actions linked to the Recovery, Transformation and Resilience Plan (PRTR) in Metro de Madrid, as well as an institutional declaration against fraud.

This plan is posted on Metro de Madrid's website and Transparency Portal, as well as on the corporate portal.

Prior to the implementation of the Community of Madrid's plan, Metro de Madrid already had its objectives covered by the procedures, policies and protocols in place in the company, although they were separate elements not aggregated into a single document. To better control the obligations arising from the PRTR, the corporate protocols and procedures have been compiled in Metro de Madrid's Anti-Fraud Measures Plan, including the specific nuances necessary for full alignment with EU requirements.

Moreover, during the year under review, training sessions on the Anti-Fraud Measures Plan were held for different areas of the company involved in projects related to the PRTR.

Conflict of interest policy

Underpinned by the *Code of Ethics*, the *Conflict of Interest Policy* approved by the Board of Directors in 2017, establishes a definition of conflict of interest, and sets out the criteria and guidelines to be applied for its proper identification and management.

This policy has to be complied with by Metro's Board of Directors when exercising their functions in this area of action, as well as by all company personnel, regardless of their position or duties.

In 2022, three conflicts of interest have been registered.

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ACTION POLICY FOR REQUIREMENTS, INSPECTION, AUDIT OR CONTROL (DAWN RAID)

This policy sets out general instructions on how to handle the most common inspections, audits, requirements and audits undertaken by Metro’s supervisors and regulators, both ordinary and extraordinary. It also establishes the guidelines to be followed in the dialogue with certain bodies that request information on a regular basis.

There are no pending or completed legal actions regarding unfair competition, monopolistic practices and anti-competitive practices.

GIFTS AND INVITATIONS POLICY

Since 2018, Metro de Madrid has had a policy that regulates the offer or receipt and acceptance of gifts and invitations and serves as a guide to comply with legal and ethical standards in the communication and registration of gifts.

COMPLAINT MAILBOX

This is a communication channel so that Metro de Madrid’s workforce and supplier companies can confidentially report any possible indications or incidents that may involve the commission of a crime, or non-compliance with the principles of action set out in the *Code of Ethics*.

This channel is subject to regulations, which ensure confidentiality, anonymity and consistency of the process.

In 2022, 11 complaints have been processed. Moreover, various queries have been handled through different channels (telephone, in person and e-mail).

Principles of responsible contracting

Metro’s management is based on a strong culture of ethics and compliance, and a firm commitment to sustainability. To achieve this, it considers not only its workforce, but also its suppliers, contractors and external personnel –not contracted by Metro– to be essential. For this reason, from 2021, Metro will have a document of [Principles of responsible contracting](#) for the company’s suppliers and contractors to guarantee compliance with current legislation and promote principles of ethics, transparency and sustainability.



Regulatory Compliance System GRI

Metro applies ethical criteria in all its decisions and this way of acting revolves around the [Regulatory Compliance System](#), based on the *Code of Ethics*, and establishes a series of policies and tools aimed at managing the main associated risks, including those related to corruption and bribery. ([See Prevention and internal control systems](#))

Other management tools

In addition to these policies, Metro de Madrid has a section on ethics and compliance on its corporate intranet that serves as a guide to any questions that may arise regarding the principles, regulations and legislation in force.

The organisation also has a Comprehensive Regulatory Compliance Training Plan, mandatory for all staff and for Metro’s Board of Directors when exercising their functions in this area of action, the aim of which is to mitigate risks related to corruption, bribery and other actions considered illegal.

During the year, the Comprehensive Compliance Training Plan, which began in November 2020, continued to be implemented. As of 31 December 2022, a total of 1,671 employees have completed the course (the aim is for 100% of the workforce to take the compliance training).

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Summary of corporate policies

ETHICAL MANAGEMENT POLICIES	STAKEHOLDERS
 <i>Policy on responsible and sustainable management</i>	All stakeholders
 <i>Code of Ethics</i>	All stakeholders
 <i>Catalogue of offences and penalties</i>	Workforce
 <i>Rules of Procedure of the Board of Directors</i>	Administration Shareholders
 <i>Conflict of interest policy</i>	Workforce
 <i>Principles of responsible contracting</i>	Suppliers
 <i>Energy policy</i>	All stakeholders
 <i>Regulatory compliance policy</i>	All stakeholders
 <i>Anti-corruption policy</i>	Administration workforce Shareholders
 <i>Plan of Anti-Fraud Measures</i>	Administration workforce Shareholders
 <i>Responsible communication, marketing and advertising policy</i>	Company
Health and safety policy	Workforce
II Equality Plan	Workforce
Membership policy	Company
Gifts and invitations policy	Workforce
 <i>Corporate quality</i>	All stakeholders

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Transparency



Having a solid control and governance structure together with a culture of transparency and accessibility of information is key in the development of Metro’s strategy to generate confidence in the market in which it operates and to reinforce the organisation’s commitment to its stakeholders.

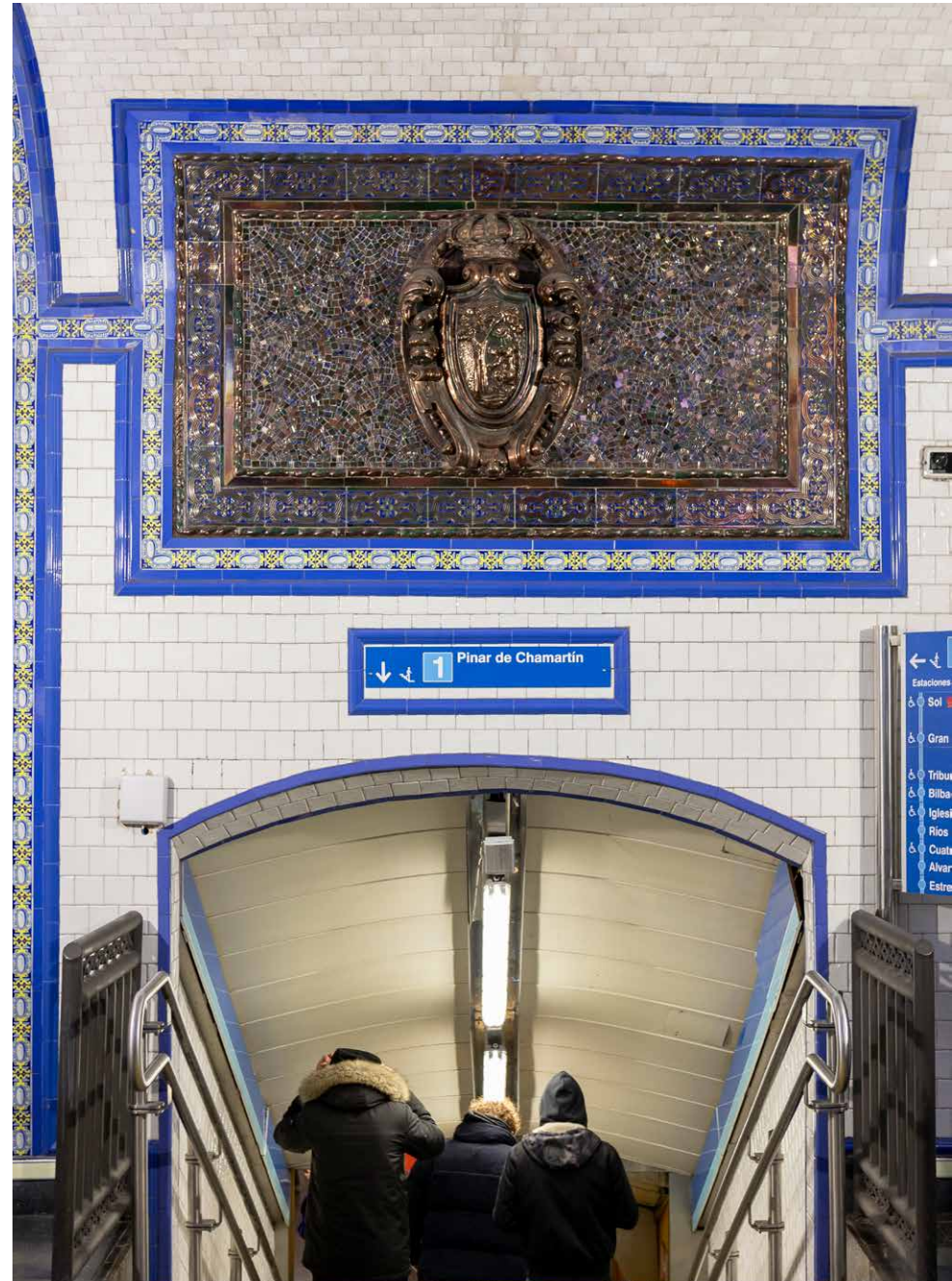
In this respect, for the last seven years Metro de Madrid has been fulfilling its legal obligations to guarantee the public’s right of access to public information and to proactively publish the relevant information concerning the company through the [Transparency Portal](#) and the data is updated on a monthly, quarterly or half-yearly basis depending on the type of information. You can also request information via an online form, by e-mail or in person.

Among the issues that arouse most interest are those concerning passenger numbers at stations and on lines, train frequency, tickets, advertising campaigns, employment in Metro de Madrid and the completion of infrastructure works.

In 2022, 26,402 accesses were registered to the [Transparency Portal](#) (27,425 in 2021) and 120 requests for access to public information (142 in 2021), 97% of which were answered before the legal deadline. 79% of the requests were answered with the required information and 1% were rejected for not providing additional data required to compile the information. Finally, 18% of the requests were totally or partially denied because they were affected by the limits or causes of inadmissibility set out in articles 14 and 18 of Act 19/2013 on Transparency, Access to Information and Good Governance.

In 2022, only two requests have generated complaints before the Council for Transparency and Good Governance (CTBG). As of 31 December 2022, Metro de Madrid was not aware of the resolution of this body.

Annex II. Table 039. Monthly distribution of requests for access to public information and Table 040. Monthly distribution of accesses to the transparency portal



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Prevention and internal control systems



Risk management

Compliance with current legislation and respect for the company's ethical standards and corporate principles are the basis for Metro's activities. In this regard, identifying and managing organisational risks appropriately is a priority.

In order to handle the threats and uncertainties related to strategy, service provision and the environment, Metro de Madrid has different management systems that, through different methodologies, identify, measure and manage the main risks that may affect Metro de Madrid, articulating action plans and mitigating the probability of consequences derived from their activation.

Identification of ESG risks

In 2022, the organisation has identified its ESG risks in a coordinated and integrated manner with the Regulatory Compliance, Quality and Corporate Risk systems, as well as with the corporate procedures and methodologies for this purpose.

The 38 risks are divided into eight groups according to the area in which they may occur: environmental, human capital, customer satisfaction, respect for human rights and diversity; ethics and integrity, supply chain, financial efficiency and sustainability; and transparency and good governance.

Risks and controls are regularly assessed –in accordance with the procedures and processes of each reference system– and monitored throughout the year in an ongoing way.

Corporate Risks

The Corporate Risk Management System has identified 65 risks linked to the company's activity, of which, following a new review of their criticality, the fourteen risks considered most critical for the organisation have been managed as a priority over 2022:

- > Planning, execution and management of facilities and infrastructure maintenance
- > Planning, execution and management of rolling stock maintenance

- > Service planning
- > Accidents and traffic incidents on main and secondary tracks
- > Terrorism
- > Vandalism and sabotage
- > Social conflict
- > Continuity of critical systems
- > Cybersecurity
- > Financial capacity
- > Changes in demand
- > External reputation
- > Efficiency in the recruitment process
- > Pandemics, epidemics or mass infections (in mid-2022, as a result of the favourable evolution of the pandemic, it was decided to downgrade the criticality of this risk, monitoring it in the background since then)

Regulatory compliance risks

Metro's Regulatory Compliance System is an additional measure, which goes beyond legal compliance, to ensure that the company complies with external and internal regulations in all areas of activity in accordance with the highest ethical standards. It is managed by an independent organisational unit reporting directly to the Board of Directors.

The system thus covers the identification, assessment, control (prevention and mitigation) and monitoring of the following risks:

- > Violation of ethical principles and conduct in the actions of Metro's employees or directors.
- > Those that cause damage or harm to users, third parties or generate some kind of liability on the company
- > Illicit acts committed by Metro employees and directors that result in the company being criminally responsible.

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The Compliance System has identified 186 risks, a figure that remains unchanged in 2022. 94.5% (174) are at a low level, according to the risk assessment carried out during the reporting period.

Audit and internal control

In 2022, Metro de Madrid has continued to reinforce the independent role of internal audit as a key part of good governance and risk management to achieve maximum effectiveness of procedures and continuous improvement of quality and compliance.

> Internal Audit Multi-Annual Programme (2021-2023)

The scope of the programme and the scopes of each of its component processes are defined on the basis of the analysis of corporate risks, compliance risks and the organisation's context and strategy. On the one hand, operational audits of the procedures that have an impact on the three aspects mentioned above are undertaken, and on the other hand, internal audits of the management systems in place are undertaken. All actions identified in each audit and pending implementation are also followed up.

In 2022, 46 internal audits have been undertaken (42 in 2021).

[Annex II. Table020. Internal control and management systems audits](#)

[Annex II. Table021. Breakdown of internal audits by subject area](#)

In addition to the internal audits of the Certified Management Systems in accordance with the UNE-EN ISO 9001, UNE-EN ISO 14001 and UNE-EN 13816 standards, internal audits were undertaken on the Management Systems based on ISO 22320 Emergency Management, on the Operational Railway Safety standard and those referring to the UNE-EN ISO 45001 (health and safety at work) and UNE-EN ISO 50001 (energy management) standards, the latter two being, unlike in previous years, undertaken with own resources. Finally, the first internal audit process of the Ethical and Socially Responsible Management System designed in compliance with the SGE21 standard has been developed.

> Combined QMS Audit Project

Throughout 2022, the company has worked on the development of a three-year Internal Audit Programme for Management Systems that includes the develop-

ment of combined audits³⁸. The implementation of this programme (planned for 2023) aims to strengthen the strategic orientation of the internal audit processes of management systems, optimise the resources deployed and drive the development of internal audits of management systems towards a more corporate opportunity and risk oriented approach.

> Emission exposure checks of diesel engines

The degree of development of the measures deployed within the framework of the process of identification and assessment of the risk derived from exposure to diesel engine emissions has been verified, as has the effective implementation of the set of processes and plans that Metro de Madrid has been deploying for this purpose in compliance with the regulatory obligations that will soon come into force.

> Verifications of ERDF funds

Verifications have been carried out for projects from which Metro obtains funds for the co-financing of expenditure in the ERDF Operational Programme 2014-2020.

> RTRP background checks

Verification of the management of the projects into which the measures foreseen in the components of the Recovery, Transformation and Resilience Plan are broken down, enabling, in each case, the identification and determination of possible risks of non-compliance, as well as deviations from planning in order to establish preventive actions.

> Supervision of contracts

On a regular and random basis, internal audits are carried out on contracting requests submitted to the Executive Committee. A total of 141 tender proposal files and 31 award proposal files were checked.

[38] The ISO 19011:2018 standard "Guidelines for the audit of management systems" defines a combined audit as an audit carried out jointly on a single auditee in two or more management systems, thus allowing multiple audits to be carried out in a single visit/performance.

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COMMITMENT TO PEOPLE

Value generation



Commitment to service excellence:

More than 1,600 direct service employees

1,570 people ensure safety at Metro

115,000 cleaning operations in stations and 450,000 on trains



Quality employment:

7,189 people employed, 99.92% with permanent contracts



Commitment to the economic development of the local community:

98.93% of companies with headquarters in Spain and 72.91% are SMEs



Contribution to social development:

More than €540 thousand of equivalent social investment

Collaboration with 52 social entities

LARA³⁹: 35 people trained and over 200 people instructed in the use of transport



Commitment to the use of sustainable transport:

More than 3,300 schoolchildren have participated in training activities

[39] Support Line for the Reinforcement of Autonomy (See [Commitment to society](#)).

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Respect for and promotion of human rights

Metro de Madrid has a public commitment at the highest level to assume the responsibility of respecting human rights (set out in the [Responsible and Sustainable Management Policy](#)) and carries out control and monitoring of its compliance in its relations with the people who work in the organisation and on its behalf, as well as with the different groups with which it has relations.

> With 7,189 staff members in the workforce

Guaranteeing freedom of association and the right to collective bargaining, as well as the right to join any trade union and to avoid discrimination due to such membership. Recognising principles of equality and non-discrimination and equal treatment on the grounds of sex, marital status, age, racial or ethnic origin, social status, language, culture or belief, political opinion, sexual orientation, gender identity, disability, whether or not a person is a member of a trade union, personal conditions or types of contract or working hours. [See Working conditions: financial security and quality employment](#)

It also maintains permanent dialogue with the trade union representatives of the various organisations.

> With over 1.83 million people using the Metro service every day, the number of people who use the Metro

Acting in compliance with the highest ethical standards and the applicable regulatory framework, ensuring respectful treatment of those who make use of the service. All the people who are part of the company are governed by both the *Code of Ethics* and [Metro de Madrid's Quality Policy](#), which recognises equal treatment.

> With supplier companies and their workforces

99.93% of the supplier companies are based in Spain, where respect for human rights and respect for the Workers' Statute is recognised.

> With the society in which it operates

As a member of the United Nations Global Compact, Metro has adopted the principles of this international code of ethics in the areas of human rights, labour, the environment and anti-corruption.

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In order to identify, prevent and mitigate the possible negative impacts of its activity or related activities on human rights, Metro de Madrid has several tools, as well as channels for the presentation of claims or complaints about its activity or business conduct, including those related to the violation of human rights. According to the stakeholders, they are:

Stakeholders	Tools	Channels for complaints/claims
Professionals	Collective bargaining agreement Protocol against bullying Sanctioning regime (<i>Code of Ethics</i>) <i>Corporate responsibility policy</i> Specific training in human rights	Complaint mailbox Internal Audit
Users	<i>Corporate responsibility policy</i> <i>Code of Ethics</i> Specific training in human rights Customer Service Centres	Customer Service Centres Digital channels Corporate website Customer service phone number
Company	<i>Policy on responsible and sustainable management</i> <i>Code of Ethics</i> Specific training in human rights	Digital channels Corporate website Customer service phone number
Supplier companies	Internal recruitment manual Principle of responsible contracting	Complaint mailbox Internal Audit

In 2022, 6.91% of the staff (497 professionals) have completed 1,250.50 hours related to training activities on policies and procedures concerning human rights aspects (diversity, equal opportunities and gender equality, sustainable development).

Over 2022, there has been one case of sexual harassment, which has been resolved in accordance with this protocol and through the application of Metro de Madrid's catalogue of offences and sanctions. Moreover, there is no record of incidents among professionals due to discrimination of any kind, although 17 complaints were received, mainly due to perceived discrimination based on nationality, sex or colour by Metro agents, security personnel or contracted staff.

Metro staff, depending on positions and needs, are trained on policies and procedures relating to human rights aspects. In 2022, no human rights training was provided to security personnel, who are not employed by Metro de Madrid.

Metro's internal procurement manual sets out the rules governing procurement and ensures that contractors comply with the applicable environmental, social and labour law obligations set out in European Union law, national law, collective agreements and international environmental, social and labour law provisions.

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With the people who make up the organisation



Metro de Madrid has a team of trained and committed professionals to whom the company is firmly committed regarding stable employment, protection, care and welfare, as well as specialised training aimed at improving their skills and professional development. The human team is the base of the organisation.

The uniqueness of the railway business, which requires very specific training and experience, and the required capacity to adapt to changing contexts, are the main risks facing human resources management in Metro. Innovation, digitalisation, training and the correct management of occupational risk prevention programmes are the main tools Metro has to handle them.

Metro de Madrid encourages the creation of a positive working environment in which everyone can develop personally and professionally through ongoing training plans that include a wide range of voluntary courses on different subjects.

The profile of the Metro professional corresponds to that of a man, between 30 and 50 years of age, whose functions are carried out in the Metro service –at the head of a passenger train– or in maintenance work. These groups, maintenance professionals (30.01%) and train drivers (26.51%), have the highest proportion.

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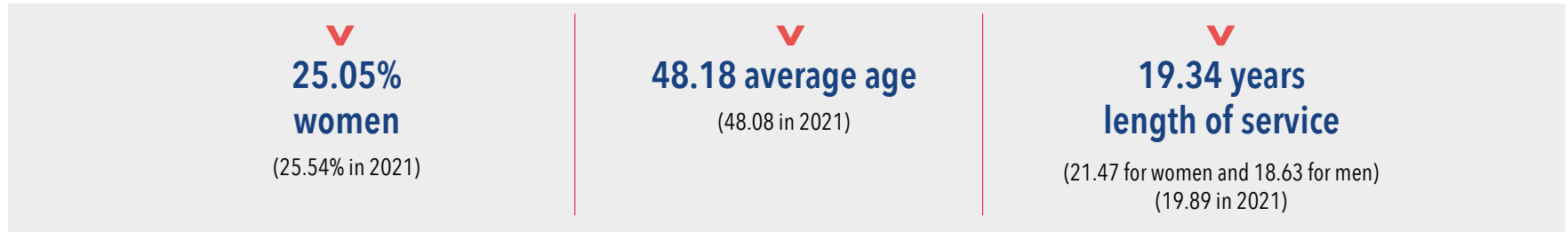
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Main data



Professional profile



[Annex II. Workforce. Table 044. General data. 2022, 2021 and 2020](#)
[Annex II. Table 054. Workforce by type of contract, professional classification, gender and age in 2022, 2021 and 2020](#)
[Annex II. Table 049. Staff average age. 2022, 2021 and 2020](#)
[Annex II. Table 050. Average length of service. 2022, 2021 and 2020](#)
[Annex II. Table 046. Gender distribution. 2022, 2021 and 2020](#)
[Annex II. Table 048. Workforce by activity, occupational classification, age and gender in 2022, 2021 and 2020](#)

[40] Number of professionals active as at 31 December.

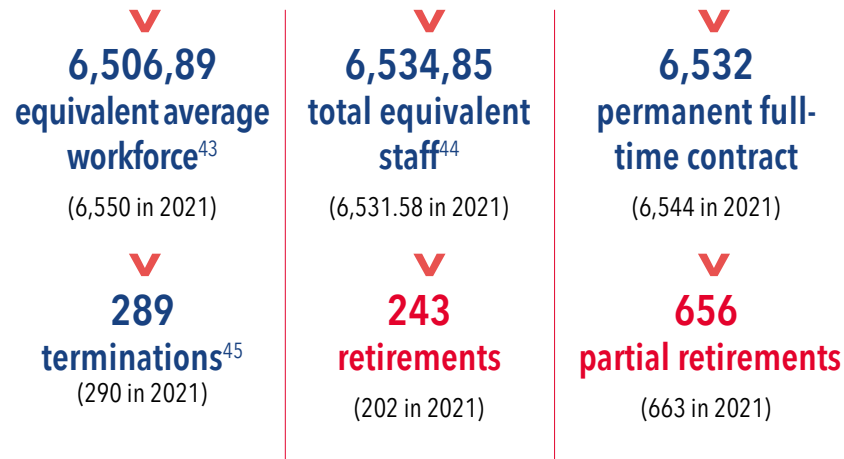
[41] Of the 245 (17 women and 228 men): 235 officers, eight technicians, one electric traction driver and one coordinator.

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Employability: stability and career development

99.92%⁴² of the workforce has an indefinite contract and is covered by the [collective bargaining agreement](#), extended to 2022, the year in which 245 new professionals have joined the company, following the partial retirement of as many others, and have received a total of 85,145 hours of training.



[Annex II. Table 044. Workforce. General data. 2022, 2021 and 2020](#)
[Annex II. Table 054. Staff by type of contract, professional classification, gender and age. 2022, 2021 and 2020](#)
[Annex II. Table 048. Staff by activity, occupational classification, age and gender. 2022, 2021 and 2020](#)
[Annex II. Table 051. New contracts by professional group, sex and age. 2022, 2021 and 2020](#)
[Annex II. Table 053. Terminations by professional group, sex and age. 2022, 2021 and 2020](#)
[Annex II. Table 052. Re-employment by professional group, age and sex. 2022, 2021 and 2020](#)

In 2022, Metro de Madrid has registered two redundancies. There were no significant changes to the structure.

[Annex II. Table N020. Redundancies by group, collective and age. 2022\).](#)

By 2023, the required recruitments are expected to be made to comply with the partial retirement clause agreed in the current agreement (clause 22). Most of the contracts will be for electric traction Drivers and commercial supervisors who will be selected through the corresponding public employment offer, always taking into account budgetary limitations and the provisions of the collective agreement in force.

Social dialogue

Metro de Madrid maintains permanent dialogue with the trade union representatives of the various organisations. In 2022, work continued to be carried out jointly within the framework of the Collective Bargaining Agreement Monitoring and Development Committee and other committees such as the Standing Committee, the Training, Equality and Regulations Committee.

[42] Five members of the Management Committee, including the CEO, are not covered by the collective bargaining agreement.

[43] Annual average of the number of full-time professionals equivalent to the total workforce, taking into account reductions in working hours, part-time contracts and partial retirements.

[44] Number of full-time professionals equivalent to the total workforce considering reductions in working hours, part-time contracts and partial retirements at 31 December

[45] 227 men and 62 women.

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In 2022, the *Collective Bargaining Agreement 2020-2021* was extended, which represents the entire workforce. This agreement is made with the knowledge and under the scope of the General Budgetary Law of the Region of Madrid.



As a result of the negotiations, the II Equality Plan was approved and signed (See [Equal opportunities and non-discrimination](#)) as one of the main advances.

Professional development GRI



Annex II. Table 061. Professional development. 2022, 2021 and 2020

[46] The trade union organisations represented in the Works Council are: Sindicato de Colectivo de Maquinistas de Metro, Sección Sindical de Comisiones Obreras Metro de Madrid, Sección Sindical de UGT Metro de Madrid, Sindicato Libre Metro de Madrid, Sección Sindical de Solidaridad Obrera Metro de Madrid and Sindicato de Técnicos de Metro de Madrid.

[47] 312,585.87 hours of training for professionals contracted by Metro and 2,037.5 hours of training for personnel from contractors.

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Metro de Madrid assesses the training needs of its staff annually and establishes the necessary programmes to update and develop their skills and knowledge in accordance with the strategic objectives.

Goals of the Annual Training and Development Plan:

- > Adapt the training of people to the company's assessment
- > Ensure safety and quality of service
- > Encourage and motivate student involvement in the training process
- > Make optimal use of all available resources

Main training programmes developed:

- > **Customer Service Model**, for 207 heads of areas to acquire the knowledge and skills of customer service models at stations.
 - 4,657.50 training hours (6,288 in 2021)
- > **People Management**, so that 102 middle management can develop their skills in teamwork and people management.
 - 3,060 training hours (8,790 in 2021)
- > Competencies for **Professional Monitoring Assessment**:
 - 3,530 professionals (2,136 in 2021)
- > **Stress Management**, to improve emotional control
 - Six workshops have been held with the participation of 120 people
- > Training **through virtual classrooms**:
 - 3,505 hours
- > Training for **electric traction drivers**:
 - 878 electric traction drivers and a total of 39,772 hours of training in the qualification of the different rolling stock
 - 642 electric traction train drivers with a total of 4,815 hours of training in signal overruns

- > Recycling training itineraries:
 - 753 electric traction drivers and 22,590 training hours
 - 207 heads of area and 8,280 hours of training
- > **Other training projects** related to customer service, training of trainers, resilience and emotional intelligence:
 - 2,937 hours of training completed by 307 people
- > **Internal promotion** courses:
 - 49,427.47 hours of training
- > **Break the Mould**, aimed at the technical community, with the objective of providing tools and content on different areas of transversal knowledge:
 - 288 people and eight workshops
- > Training of external personnel working at Metro de Madrid's facilities on **health and safety at work**:
 - Training in Occupational Risk Prevention: 20,892 hours and 9,577 participants
 - AED (automated external defibrillator) training: 7,418 hours and 1,465 participants
 - Training in PAUS (self-protection plans): 5,689.5 hours and 3,161 participants
 - Fire extinguisher training: 254.5 hours and 69 people
- > CEO's **Progesa Plan**. In 2022, two female employees of Metro de Madrid continued to participate in the CEO's Progesa Project, which aims to provide high-potential women with the tools and skills necessary to boost their professional careers and, in the future, take on positions of high responsibility in organisations.

[Annex II. Table 061. Professional development. 2022, 2021 and 2020](#)
[Annex II. Table 076. Hours of training by occupational group, gender and age](#)
[Annex II. Table 078. Hours of training per group](#)
[Annex II. Table 077. Average training hours](#)



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Working conditions: financial security and quality employment



Working conditions in Metro are regulated by the Workers' Statute and defined in the collective bargaining agreement, which establishes a commitment to the implementation of fair and ethical labour policies and the protection of workers' rights. See [Respect for and promotion of human rights](#).

Due to the very nature of Metro (a public company) and the environment in which it operates, practices such as child or forced labour have no place in the company, and commitments in this respect for supplier companies are included in the [Principles of responsible contracting](#).



Financial security

Remuneration



Salaries are established by collective agreement, which includes salary concepts by professional group without distinction of sex, to which the salary increase established by the General Budget Act of the Community of Madrid is applied.

The average remuneration of Metro staff is €41,764.07. In 2022, the difference between men's and women's salaries was 2.76% (1.21% in 2021)⁵¹.

[Annex II. Table 056. Average remuneration by professional group, age and sex in 2022 and comparison with 2021 and 2020](#)
[Annex II. Table 017. Average remuneration of non collection bargaining agreement personnel by sex](#)
[Annex II. Table 057. Wage gap](#)
[Annex II. Table 055. Average remuneration men/women](#)

[48] The differences are determined by the change in the way remuneration is calculated. Until last year, salaries were weighted. From 2022 onwards, calculations are based on actual remuneration, as indicated in the remuneration register in order to comply with the II Equality Plan.

[49] Percentage increase for contract staff (frozen for management).

[50] Remuneration for middle management and Trained unqualified technicians that is calculated taking into account the following factors: collective productivity formula (CPF), departmental indicators and individual contribution to results (ICR). The scope of the variable remuneration scheme (SVR) in 2022 was 1,931 persons.

[51] See note 48.

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Social benefits

Metro does not provide pension plans for its workforce, but it does provide work-life balance measures and other social benefits for both full-time and part-time and short-time employees. Only holidays, compensatory rest or absences for personal issues are proportional to the working day contemplated in the individual employment contract in relation to the full and ordinary working day.

- > Annual Travel Pass for the work activity
- > Loans for the purchase of a first home
- > Interest-free advances and emergency advances
- > Free annual company medical examinations and preventive check-ups (gynaecology, urology, ophthalmology)
- > Meal allowances for those who, having a regular work shift, exceed their regular workday by one hour or more, or two hours if they have a split work shift

Quality employment

- > Flexibility:

The Metro service runs between 6:00 and 1:30 am and cleaning and maintenance work is carried out throughout the day. In particular, the night shift involves the maintenance of installations in tunnels and trains. In order to cover the service, shifts are divided into shifts through systems that allow the work schedule to be known in advance. Employees in the Line Operations Management Area can make shift changes via a mobile application.

Changes to working conditions are negotiated with employee representatives in the Monitoring and Development Committee.

In the case of employees working in offices, there is a flexible start and finish timetable, allowing starts between 7:15 and 8:15 and finishes between 14:30 and 15:30.



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Remote work

In 2022, 1,384 professionals have voluntarily opted for remote work, which represents a figure of 88% of the staff eligible for teleworking.

The groups that opt for remote work are those who, due to the nature of their duties, can carry out their activity remotely with the use of computer and communications technology. Remote work (two days a week) and face-to-face work (three days) are counted and alternated.

Remote work is voluntary for both the staff and the company and is subject to the needs arising from the proper provision of the service.

92.6% of the staff assigned to this modality consider this way of working to be positive or very positive, with an overall score of 9.04 (out of 10)⁵².

The implementation of this model contributes to the reduction of emissions generated by Metro. (See [Fighting climate change](#))

> Disconnection from work

Disconnection from work is recognised in the collective bargaining agreement. In 2022, Metro staff continued to be made aware of the need to promote their rest and well-being.

New headquarters and new way of working

12 floors
24,000 m2
1,000 employees

In May 2022, the new headquarters, which houses most of the office staff (around 1,000 people), opened its doors.

The unification in the same space of areas that were previously in different locations has enabled improved communication, as well as the promotion of new ways of working.

It is certified with the VERDE seal, a benchmark for sustainability (environmental, social and economic) in construction. It is a Nearly Zero Energy Building (NZEB), producing their own energy by means of photovoltaic panels, geothermal wells, lighting with natural light sensors and LED technology, as well as water use and green roofs.

The philosophy of the new headquarters has been transferred to the way it is managed and worked in. The installation of new equipment at headquarters has facilitated the provision of screens for remote work, thus extending the useful life of the screens.

Employees also have access to an application that allows them to optimally manage the use of parking and another application that facilitates carpooling to access the offices, which reduces the use of private vehicles and encourages the use of shared and public transport.

Accessibility for disabled staff has also been taken into account, both in the workstations and in the vehicle parking areas.

[52] Results of the remote work survey conducted in December 2022.

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> Work-life balance

(See [Equal opportunities and non-discrimination](#))

517
professionals benefited from reduced working hours
(397 in 2021)

250 requested by men
(180 in 2021)
and 267 by women
(217 in 2021)

43
maternity leaves granted by Metro
(38 in 2021)

18 women and 11 men
requested parental leave for childcare purposes
(11 and 13 in 2021)

2 leaves of absence for family care

259
paternity leaves
(280 in 2021)

Metro has a series of balance measures included in its collective bargaining agreement that allow its professionals to enjoy their personal and family life, combining it with the coverage of the public service provided by the company:

- Eleven absences per year, seven of which are paid, to attend to personal matters.
- Reduced working hours accumulated in full working days, with the consequent increase in non-working days, with financial compensation.
- Absences of up to three months without pay, without loss of length of service.
- Work hours flexibility.
- Adaptation of working hours for study purposes.
- Increase in the time of leave of absence for childcare up to five years, with this time being counted for the purposes of seniority and with job conservation.
- Increased time off for infant care until the child reaches one year of age.

Moreover, Metro has the Mecuida Plan, which establishes mechanisms to reorganise the provision of services and facilitate care by adapting work hours and timetables, or even reducing them by up to one hundred percent.

In 2022, five applications were processed for the adaptation of working hours and one for a 100% reduced working day.

[Annex II. Table 069. Reduced working hours by type, age and sex](#)
[Annex II. Table 070. Maternity leave by occupational group, age and gender](#)
[Annex II. Table 071. Paternity leave by occupational group, age and gender](#)
[Annex II. Table 072. Maternal and paternal leave by age](#)



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Occupational health and safety



Health surveillance has reached 91.21% of the workforce

(94.05% in 2021)

354 minor accidents

(335 in 2021)

Metro de Madrid's commitment to the integral health of its professionals is endorsed by the Occupational Risk Prevention Management System, certified in accordance with the ISO 45001:2018 Standard to guarantee occupational health and safety.

This commitment includes improving the management carried out to guarantee effective and adequate Coordination of Business Activities (CAE) in all the work undertaken in the Metro network, including the people who participate in this work and who are not company personnel.

Occupational Risk Prevention Service

Advisory body for the company, professionals and the social partners in the field.

Health and Safety Committee

Joint and collegiate body with its own rules of operation and composition, in which 100% of the workforce is represented. It meets monthly and reports to management.



Metro staff health: beyond occupational hazards

Metro de Madrid has its own clinic and undertakes annual health studies through annual medical check-ups, consultations and specific tests. It also undertakes prevention campaigns in which employees can participate on a voluntary basis and takes measurements of substances that may pose a health risk to its employees, using the results as a basis for taking appropriate measures.

In 2022, health monitoring protocols have been developed specific to the job position held and a "Procedure for the collection of biological samples for the determination of alcohol and drugs of abuse" (in compliance with the provisions of art. 22 of Act/1995) to verify whether the health status of workers may constitute a danger to themselves or to others.

In 2022, the number of absence hours was 1,183,811

[Annex II. Table 074. Absenteeism \(by type\)](#)
and [Table 075. Absenteeism \(by hours\)](#)



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	V	V	V
	Annual monitoring of the health of professionals	Prevention campaigns	Measurement of potentially hazardous substances
	Health surveillance has reached 91.21% of the workforce (6,456 people)⁵³ (94.05% in 2021)	600 Professionals vaccinated in the flu campaign (848 in 2021)	397 measurements recorded in Riesmed to assess risks from exposure to physical and chemical agents (1921 in 2021)
		394 women employees treated for the prevention of gynaecological and breast cancer (337 in 2021)	Silica dust: all 3 measurements do not exceed the ambient limit value. Elemental carbon: the 45 measurements do not exceed the ambient limit value.
		1,662 professionals involved in prostate cancer prevention (1,791 in 2021)	36 emission measurements of diesel engines in auxiliary vehicles
		175 Professionals participated in postural hygiene courses (59 in 2021)	3,081 NO measurements in auxiliary vehicles (94 in 2021) ⁵⁴
		8 professionals received psychological assistance (7 in 2021)	

[53] Priority is given to workers who are at risk to themselves or others.

[54] The measurement of NO (nitrous oxide) is carried out in an ongoing manner using meters provided by the professionals.

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In 2022, 336 medical examinations were carried out for new recruits in compliance with clause 31 of the current *Metro de Madrid Collective Bargaining Agreement*⁵⁵.

In addition, the following specific protocols have been drawn up based on risk patterns:

- > 281 specific protocols for handling loads, repetitive movements and awkward postures
- > 597 specific data display protocols
- > 270 asbestos-specific health surveillance protocols
- > 103 protocols for specific health surveillance for exposure to diesel engine emissions

Preventive training

Metro staff are trained in preventive measures based on the needs of their positions. This training is included in the company's general Ten-Year Training Plan and in the training activities section of the specific preventive activity programmes with the departments. In addition, throughout the year, the possible training needs detected in safety matters are covered for different reasons: new recruits, change of job or position, significant changes in work equipment, as a consequence of additional risk assessments or revision, periodic hygiene measurements or due to operational procedures and instructions of the job.

Measures against COVID-19

Metro de Madrid has kept the Contingency Plan designed to adapt the health measures to the reality of the company and to guarantee the health of all the people who work in Metro de Madrid and who use the service, in a public health emergency scenario caused by COVID-19, the last update being in December 2022.

In this respect, throughout the year, the Occupational Health Service has been active in monitoring infections amongst Metro de Madrid staff, prioritising remote work in such cases (and whenever possible due to the position).

Adaptation of the workplace

In 2022, an application has been developed for temperature measurement in rooms and work locations at stations, which enables monitoring and ensuring adequate comfort and health conditions in the different workplaces. Within the framework of this project, the work of adapting air-conditioning ducts is included, as well as their cleaning and sanitisation (and disinfection) in compliance with the UNE 100012 standard (Sanitisation of Air-Conditioning Systems).

Measures for exposure to diesel fumes

The publication of Royal Decree 427/2021, of 15 June, amending Royal Decree 665/1997, of 12 May, on the protection of workers against risks related to exposure to carcinogenic agents, has made it necessary to specify the groups affected. After analysing the work undertaken within the Metro de Madrid network and determining which could be exposed to diesel engine emissions, a general work instruction, IG-15, has been implemented, which establishes the principles of the preventive action adopted by the company:

- > Use of NO⁵⁶ meters to stop work if the ambient limit values are exceeded
- > Maintenance work on auxiliary vehicles with combustion engines
- > Use of diesel auxiliary vehicles
- > Work in the vicinity of auxiliary vehicles

A specific medical protocol has also been designed to be applied according to the tasks carried out by the staff in each service concerned. In addition, a training, information and awareness campaign has been carried out for all personnel exposed to diesel fume emissions, in order to comply with the provisions of article 18 of Act 31/1995 and article 11 of Royal Decree 665/1997.

[55] "In all cases, recruitment shall be preceded by the corresponding declaration of aptitude in the prior and mandatory medical examination, and by the passing of the courses, exams or tests that, in each case, are established for access to the job for which the worker is applying."

[56] Nitrogen monoxide measurements

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Safety in the workplace

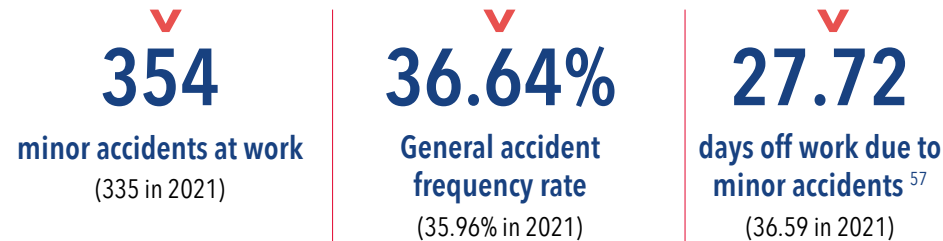
The occupational health and safety management system covers the entire workforce and other employees who, without having a contractual relationship with the company, work in Metro areas either as a result of the execution of contracts for works and services, or services such as cleaning and security. The number of staff members is 7,764 (compared to 6,571 in 2021).

Diagnosis and list of occupational hazards	Specific training in occupational hazards	Procedure for staff of external companies
Information collected on the corporate portal where all staff members can find out about the risk assessment patterns according to their position.	With a special focus on awareness-raising and sensitisation of managers and middle management, as the basis of the preventive culture.	It enables the coordination of business activities across the whole of the work undertaken within the network.

Workplace accidents

The accident rate in 2022 was 36.64% (compared to 35.96% in 2021), with a higher accident rate for men at 40.77% (38.35 in 2021) than for women at 32.8% (28.99 in 2021).

There were no occupational diseases in 2022.



Annex II. Table 058. Accident rates
Annex II. Table 059. Accident rate by age and sex
Annex II. Table 060. Accident rate indicators by groups and collectives



[57] See [Annex III. Updating of information](#)



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Asbestos management

In 2022, Metro de Madrid, trade unions and Metro employees affected by the asbestos disease or their families signed an agreement in court that establishes the compensation to be paid by the company.

The removal of asbestos from all facilities and rolling stock is a priority objective for Metro and a commitment to its professionals. Therefore, within the framework of the Asbestos Removal Plan 2018 - 2028, it allocates the required economic, technical and human resources to the identification and subsequent elimination of asbestos-containing elements with the ultimate goal of having the whole network free of this material by 2028.

> Identification

Since 2018, extensive and thorough characterisation work has been undertaken with the support of external laboratories and specialised companies. As of the closing date of this report, we estimate that 90% of the rolling stock and fixed facilities, as well as 70% of the infrastructures, have been checked for the presence of asbestos⁵⁸.

> Action plans

If asbestos is found, a control plan is established and safe removal is planned, minimising, as far as possible, the impact that the work may have on the service provided.

> Removal plan

The percentage of removal of elements identified with the presence of asbestos is 40.3% in mobile material, 43.6% in fixed installations and 47% in infrastructures, making an overall percentage of 43.6%, which together with the high degree of progress, represents 59.5% of the execution of the Asbestos Removal Plan.

> Rolling stock

By the end of 2022, 40.3% of the positives detected on Metro trains where asbestos has been identified inside engine boxes and other difficult-to-access equipment had been removed. Where removal has not yet taken place, the elements are confined or encapsulated. We expect to reach 51% of trains by 2023.

> Fixed facilities

Asbestos has been removed from 43.6% of the positives detected in Metro de Madrid's facilities, in which the asbestos is found in elements located inside equipment that is difficult to access, such as washers or insulation. We expect to reach 50% by 2023.

> Infrastructure

47% of the positives detected in Metro infrastructures and premises have already been cleared. The company expects to reach 58% by 2023.

[58] These are estimated figures following revisions that have been made since the start of the plan.

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Diversity



25.05%
women
(25.54% in 2021)

74.94%
men
(74.46% in 2021)

0.26%
staff members with a nationality other than Spanish
(0.25% in 2021)

197
persons with disabilities
(2.74%)
(2.78% in 2021)

Metro's constraints make it difficult to generate diversity criteria in the workforce when recruiting new staff, but the company has tools to guarantee equality once inside the company.

The presence of women in all occupational profiles has been on an upward trend since 1990, although in 2022, it fell slightly due to the recruitment of more men as train drivers.

2.76%
of difference between men's and women's wages⁵⁹
(1.21% in 2021)

29%
of women in management positions⁶⁰
(29% in 2021)

6.88%
of new recruits were women
(25.5% in 2021)

Annex II. Table 046. Gender distribution. 2022, 2021 and 2020
Annex II. Table 044. Workforce. General data. 2022, 2021 and 2020
Annex II. Table 054. Workforce by type of contract, professional classification, gender and age in 2022, 2021 and 2020
Annex II. Table 050. Average length of service. 2022, 2021 and 2020
Annex II. Table 048. Workforce by activity, occupational classification, age and gender in 2022, 2021 and 2020
Annex II. Table 015. Evolution of the presence of women in positions of responsibility
Annex II. Table 016. Gender diversity in governing and management bodies
Annex II. Table 057. Wage gap



[59] See [Remunerations](#)

[60] The following positions of responsibility within the company's management structure are taken into account: CEO, directors, division, area and service managers.

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Equal opportunities and non-discrimination



Respect for diversity and equal treatment is guaranteed in Metro where, due to its public nature, recruitment is carried out through public calls for employment that include criteria of equality for reasons of sex, race or nationality and the reservation of 7% of positions for people with disabilities.

Recruitment through public calls for employment means that no specific requirements can be established to incorporate workers belonging to specific diversity groups (or under-represented groups) and that this means greater inclusion of these groups. Therefore, any action that may be taken in this area can only be geared to the composition of the current workforce.

To this end, Metro has specific policies and procedures that guarantee respect for the principle of equal opportunities in access to positions, training, professional development and remuneration of the people who work in the organisation.

- > The **collective bargaining agreement** ensures a fair working environment, which promotes inclusion and equal opportunities, as well as equal treatment and equal access to employment, career advancement and vocational training. There is also an Equality Commission that works on equality between men and women (women being the minority group at Metro de Madrid), with the participation of the legal representatives of the workers.
- > The **II Equality Plan**, with which Metro de Madrid complies, within the scope of its competencies and in accordance with the regulations in force, with the principles of equality and non-discrimination and equal treatment on the grounds of gender.

In the framework of this plan, Metro has a Protocol for the Prevention of and action against sexual and sex-based harassment and due to gender, applicable to all staff, which establishes the channels for complaints and sets out a procedure for investigating the facts and, where appropriate, taking action.

(See [Diversity](#))

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Employee wellbeing and engagement



Metro de Madrid promotes collaborative and efficient working methods, based on 360° communication, transparency and the promotion of healthy habits, both inside and outside the workplace.

It also implements initiatives to generate pride of belonging and actions to promote teamwork.

Communication and transparency

> **Central platform.** It is a collaborative meeting place and the company's main internal communication tool. It is a space for communicating, sharing and accessing different types of content: news, notices and posts, corporate information, a virtual office for carrying out procedures and other formalities, a suggestions box, training courses and it also has a section for publishing advertisements. It also enables remote connection from any device or location and access to everything necessary for the performance of daily work and to connect and link with other colleagues and their managers. It is open to all company staff members, and is the key channel of communication and online management of procedures.

In 2022, progress was made with the digitisation of procedures in the different Metro services in order to meet the challenge of digitally transforming the company's internal management as soon as possible.



> **Netro, the internal staff app.** 68.97% of Metro staff already have the app on their devices. It is a tool that makes daily work and real-time communication easier between colleagues and teams.



> **Network of television screens** for communication in 22 locations distributed throughout the Metro premises where information is updated on a weekly basis.

Well actions

As part of the "Well, next station your wellbeing" programme, regular news publications have been produced to prevent illnesses, raise awareness of healthy habits and nutritional advice accompanied by practical recipes.

In addition, specific flu vaccination campaigns, preventive gynaecological campaigns and blood donation campaigns have been undertaken. Indicators have also been developed to assess the average health index of the workforce and to detect possible improvements in the implementation of new habits.

The move to the new office building has been an opportunity to implement a specific wellness programme in the new workspace. The building's spaces and services were designed and organised according to the new wellness standards (temperature, light, materials, sustainability, etc.). The microsite of the new corporate headquarters contains a specific wellness section where residents can find information on:

- Workspaces (smoke-free space, lighting, acoustic level, biophilic design, posture, fitness, nutrition, visual rest, carbon footprint and water footprint)
- Wellbeing Decalogue (wellbeing of professionals is integrated into the corporate culture and strategy)
- Decalogue of Happiness (for working on mental health)
- Health space (physical space entirely dedicated to health)
- Breastfeeding room (information on how to use the specific space for breastfeeding)

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SUSTAINABILITY REPORT 2022



- Defibrillators (instructions for use)
- First aid kit (instructions for use)

Actions to generate sense of belonging

- Recognition of the Professional Career, held in September, coinciding with the day of St. Michael, patron saint of Metro de Madrid. As a novelty, employees starting their retirement or pre-retirement period in 2022 were recognised.

A new initiative has also been launched for this group, the **Metro de Madrid Club**, a community of former professionals who enjoy their own communication environment and participation in special activities for retirees. The initiative was launched in all internal and external communication channels, has its own communication channel, a specific image, and a loyalty programme with personal and exclusive club cards.

- Competitions at Central Platform:
 - Summer photo competition for Metro de Madrid employees
 - Competitions for the children of Metro staff
 - Christmas tree and blackboard competition for plants (for employees of the new headquarters)
- Expedition to Canillejas (seventh edition) Christmas activity for children and grandchildren of Metro staff
- Open days at the new headquarters for families and relatives
- Special tours of the new site for all staff
- Special visits to the new headquarters for the inauguration of the building
- Voluntary actions: Juntos Sumamos programme ([see Commitment to society](#)).

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Satisfaction of the staff



In order to ascertain the satisfaction of the workforce and ensure the generation of value, satisfaction surveys are conducted⁶¹(every two years⁶²) that provide the keys for the company to continue improving its relationship with its professionals.



64% of Metro professionals would recommend the company to family and friends, 63% have already done so

so

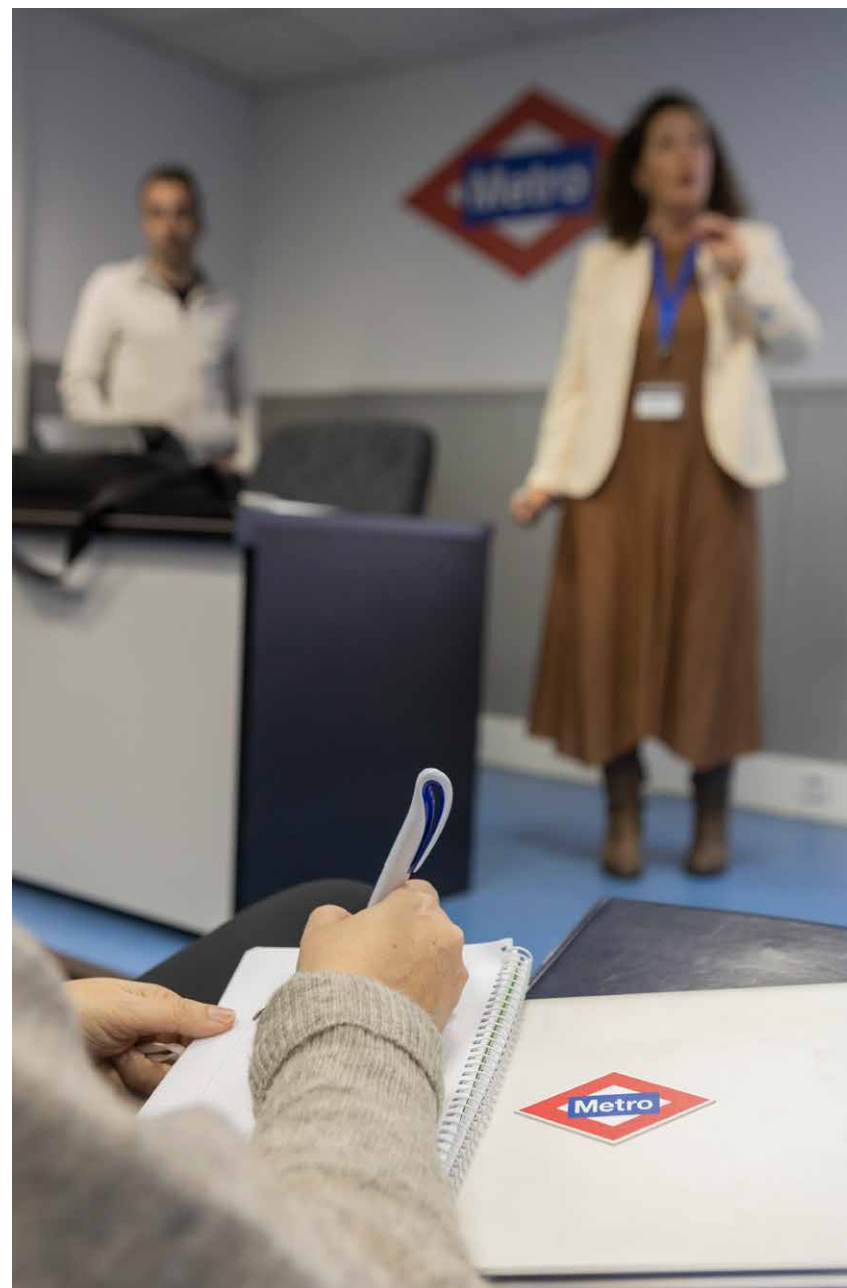


The *Company Effort*⁶³ index is above 5.7

(5.1 in 2018)

Metro professionals value teamwork, the relationship with colleagues and the feeling of belonging as the best experience, while they value negatively the experience of change and the leadership of their managers.

According to this survey, Metro de Madrid staff consider that work-life balance (38%), recognition (37%), flexibility (32%), remuneration (27%) and resources, training and digital support (26%), are the areas that the company will have to address in the short and medium term.



[61] BEX (Employee Experience Barometer) conducted by IE University's Human Resources Centre and EnEvolución in which 50 companies and 17,385 professionals participated.

[62] No such survey was conducted in 2020.

[63] This index measures the perception that Metro professionals have of the effort their company makes for them.

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With users



- > More than €348 million for service improvement
- > More than 5,400 short cycle overhauls to ensure train availability
- > 83.7% of equipment remotely controlled
- > The information provided by station staff was rated with a score of 8.12 points, reaching an all-time high
- > About 5,500 intercoms the response time of which does not exceed 9 seconds
- > 115,000 daily cleaning operations at stations

Quality management

Metro de Madrid has a Quality Management System based on the UNE-EN ISO 9001 standard that enables the ongoing improvement of the quality of the transport service through improvements in the management of the company's key processes. It also has a [Corporate Quality Policy](#) and a [Service Charter](#) that includes service quality commitments in line with the UNE-EN-13816 Standard and which is published on Metro de Madrid's Transparency Portal. The commitment to transparency includes the regular dissemination of the monitoring of compliance with the quality commitments through the Transparency Portal at the following link. (See [Annex II. Monitoring of the charter of services](#)).

CERTIFICATIONS

Quality Management System	ISO 9001:2015
Service Quality Management System. Public passenger transport	UNE-EN 13816:2003
Occupational Health and Safety Management System	ISO 45001:2018
Environmental Management System	ISO 14001:2015
Emergency Management Systems	UNE-ISO 22320:2013
Operational Railway Safety Management System	SFO Reference (AENOR)
Quality Management System (particular requirements for application in the railway industry)	ISO/TS 22163:2017 (IRIS)
Statutory Audit of the Occupational Risk Prevention Management System	Act 31/1995 on Occupational Risk Prevention RD 39/1997
Energy Management System	UNE-EN ISO 50001
Action Protocols against COVID-19	RP CSG 076 (AENOR)
Commitment against COVID-19	Madrid Garantía Standard
Organisational Carbon Footprint	UNE-EN ISO 14064-1:2018

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Improvement and maintenance of facilities

Modernisation of stations

The Stations Modernisation Plan has a budget of €88.6 million and aims to renovate Metro de Madrid's facilities to ensure that the standards established in the design of the network's new stations are met.

At the close of this report, 55.56% of the works had been completed and 22.2% were under implementation or at the project or tendering stage. (See Annex II. Modernisation and accessibility of stations. Table N014)

In 2022, Metro de Madrid invested more than €16.5 million in remodelling and improving stations. (See [breakdown of the most significant investments in the Annual Accounts](#))

Accessibility (See [Accessibility and Inclusion in the Metro network.](#))



Maintenance of the facilities

Maintenance is key to increase the reliability and availability of installations by reducing incidents and the type and cost of interventions.

> **Escalators:** 1,712 stairs with an availability of 98.50%

With the aim of modernising elements subject to mechanical wear and tear and ensuring compliance with and quality of the escalator maintenance plan in 2022, the following actions have been undertaken:

- Renovation of the control system and replacement of the PLC (programmable logic control) in 32 escalators
- Replacement of 312 step chains and refurbishment of 262 escalators, plus refurbishment of electrical controls on 21 escalators

> **Lifts:** 558 lifts with an availability of 98.73%

- Refurbishment of 125 lifts
- Installation of accessible multibrand push-button panels in 295 lifts

> **Sale and toll**

Metro has 1,269 ticket vending machines with an availability of 98.40% in 2022; and 2,629 validators (turnstiles, screen passes and cancellers) with an availability of 98.82% in 2022.

- CPU replacement of 337 vending machines
- 195 new validators with a more intuitive interface and a display that informs about the validation of the transport ticket using graphics and text on the contactless reader

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> Ventilation shafts

Twenty ventilation shafts on Line 5 have been reconditioned and integrated into COMMIT, ten shafts located between Pueblo Nuevo and Gran Vía and ten shafts between Callao and Carabanchel.

> Air conditioning

Temperature measurement and COMMIT integration equipment has been installed in workrooms and other spaces in 213 stations. In addition, the ducts in air conditioning facilities of more than 70 kW (a total of 30 installations) have been brought up to standard.

> Pumping wells

Decanters have been installed to filter debris from the intake pipe in six rainwater pumping wells to improve the availability of the wells in the event of a storm or extra water supply.

> Energy

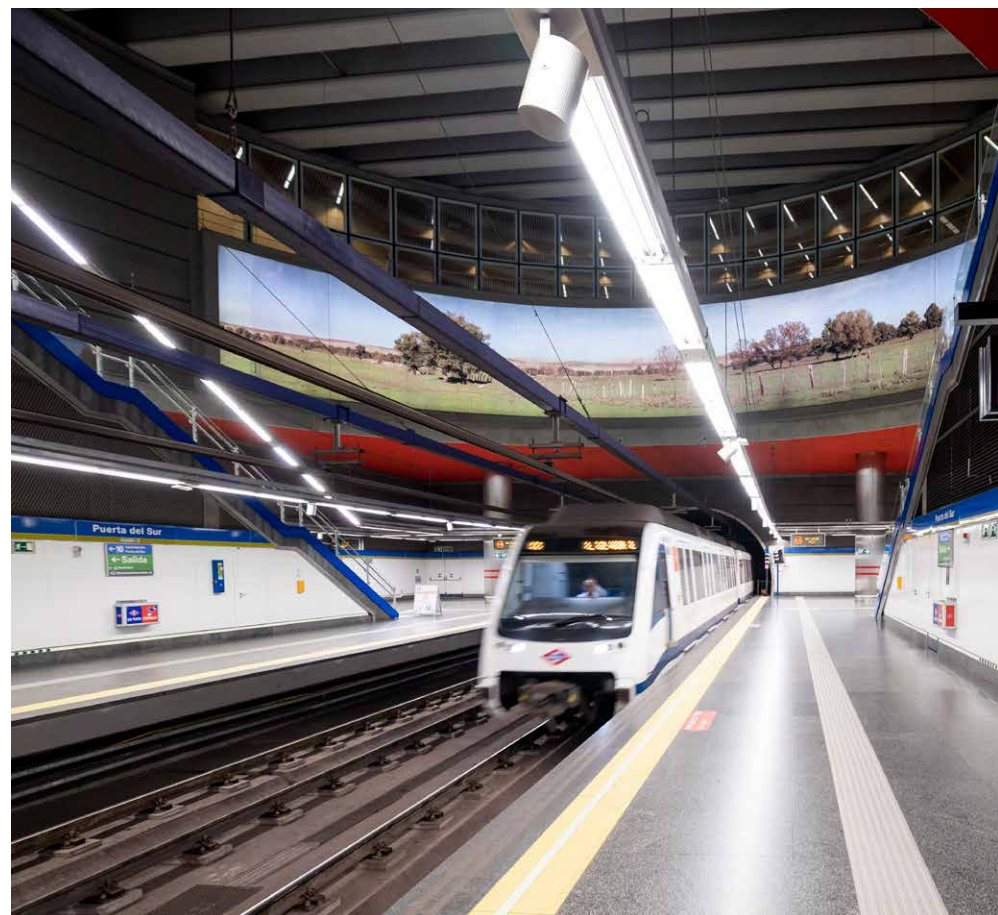
As part of the multi-annual plan for the renewal due to obsolescence of equipment installed in Transformer Substations:

- Renovation of transformation centre equipment on lines 1, 4, 5 and 6
- Renovation of substation equipment: battery chargers and ventilation

An analysis was also made of the state of preventive maintenance and accompaniment in the electrical substations.

> Signals

- RAMS audit of the maintenance processes undertaken on the railway signalling systems of lines 4 and 5
- Study of the analysis of the state of preventive maintenance of fixed railway signalling systems



Track maintenance

In order to know the condition of the tracks, around 75,000 ultrasonic inspections of welds are undertaken every year, which increases the degree of reliability.

Through this maintenance work, not only is traffic safety ensured, but also improved ride comfort, e.g. by reducing vibrations. To this end, Metro will invest more than €5.1 million in supervising and controlling track maintenance, work which will be carried out over a period of four years (period 2021-2025) and which, during 2022, has meant an expenditure of €1,066,448.92.

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Increase of transport capacity



Metro is working in an ongoing manner to improve the reliability, availability and maintainability of the rolling stock fleet, the trains of which are equipped with the most modern automatic train protection systems and also have the most advanced features for users.

2,341 cars, plus 8 units of Metro Ligero⁶⁴ (running on ML1)

Annex II. Table 026. Train fleet (number of cars)

22.04 years old on average

Annex II. Table N010. Average age of the fleet

Availability

The technical availability of rolling stock during 2022 was 93.78% (compared to 95.56% in 2021). (*Annex II. Table 027. Evolution of availability in business days*)

Reliability

The availability of rolling stock for the provision of the service is linked to reliability levels, an indicator that measures the average number of kilometres a train runs between breakdowns that do not affect the service and between disturbances that can compromise the service.

In 2022, inter-fault reliability has decreased by 10.37% compared to 2021 and between disturbances by 8.06%. (*Annex II. Table 028. Reliability*)

[64] These units are owned by the company Metro Ligero de Madrid, although their operation and maintenance are the responsibility of Metro de Madrid.

Preventive maintenance of rolling stock

More than 5,400 short cycle reviews

Nearly 200 long-cycle reviews

Almost 12,200 corrective maintenance operations

approximately 10,000 items repaired

Annex II. Table 029. Revisions



To increase its availability, Metro's rolling stock is subjected annually to a rigorous preventive maintenance plan that includes more than 13 visits to workshops for fixed reviews, which allows us to increase the levels of reliability, quality and safety.

Short-cycle reviews

- > Visit (every 30 days) and IFYS (every 45 days): functional and safety inspection, where the status and functionality of the equipment and systems are reviewed.
- > Modular A/B overhaul (every 120,000 km or every year): thorough check and inspection of mechanical, electrical and pneumatic equipment.
- > Modular overhaul C or short cycle overhaul (every 150,000 km or every 15 months): thorough overhaul and inspection of operator's enclosure equipment (doors), driver's cab and electronic equipment.
- > Modular D/E overhaul (every 180,000 km or 18 months): thorough overhaul and inspection of mechanical equipment (bogies) and couplings.

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Long-cycle review

Undertaken every 600,000 km or every 6/7 years and it is a major overhaul where all the train's equipment is dismantled, checked and repaired (more than 100 items).

In addition to this work, there is specific maintenance depending on the special characteristics of each train element, a comprehensive review of the maintenance plans themselves that integrate different industrial maintenance technologies used only in aviation and nuclear power plants.

Metro de Madrid is one of the few entities with the capacity to maintain any rolling stock of the General Interest Railway Network (RFIG) thanks to its central maintenance workshop (recognised as a Railway Rolling Stock Maintenance Centre).

Main rolling stock maintenance key figures

- > Central workshop of 36,000 m²
- > 12 main workshops and ten secondary first-level workshops
- > More than 700 employees in four working shifts
- > More than 3,000 working equipment (installations, machines and working elements)
- > More than 1,000 lifting accessories (outriggers, lifting tools, chain slings and textile slings)
- > More than 300 chemicals used



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Corrective maintenance on rolling stock

To reduce the breakdowns and disturbances that can occur as a result of incidents on trains, the company is constantly improving and renewing train equipment and elements, implementing new computer systems to facilitate the communication of possible incidents and the sensorisation of trains for the subsequent use of data for maintenance and repair planning.

More efficient management

Remote control and management

The COMMIT is in charge of managing the company's incidents and predictive and corrective maintenance.

- > It integrates 30,493 of the 35,228 existing teams (86.6%)
- > 83.7% of the equipment has remote control (allows remote troubleshooting)

INCIDENTS RECORDED IN 2022 AND COMPARISON TO 2021

- > In 2022, COMMIT managed more than 209,000 incidents of installations, infrastructures and communications, thus approaching 2019 values. This increase is due to the "return to normality" after the pandemic, which led to a significant reduction in demand in 2020 and therefore, a decrease in incidents in facilities, infrastructure and communications. As demand recovers, the number of incidents increases proportionally.

- > Over 44,000 incidents, requests and requests for information from IT systems, 6% less than in 2021. 74,927 preventive maintenance work orders have been handled.

On the other hand, teleworking had led to an increase in incidents, requests and requests for information from IT systems, but in 2022, they are reduced and stabilised, as a result of Metro staff returning to mixed-mode work

New logistics centre

In 2022, work was carried out on the remodelling of the Logistics Service facilities at the Canillejas depot to create Metro de Madrid's new Logistics Centre, which will come into service in 2023 and will make it possible to adapt more efficiently to the growing needs of the different departments –especially maintenance of rolling stock and fixed installations and operational management of lines–, saving costs, maintaining service levels and adapting to future scenarios in a safer working environment.

Low voltage facilities

The integration and monitoring of general low-voltage switchboards has been extended to improve remote and on-site maintenance of the switchboard itself and the elements to which it distributes voltage.

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Health and safety



Health and safety (see [Operational and user health and safety](#)) is one of the material issues around which the company's management revolves. In this regard, Metro has the Operational Railway Safety Management System certification to guarantee the protection of passengers, as well as certification in the Emergency Management and Incident Response System in accordance with the UNE ISO 22320:2013 standard, which guarantees a response to any incidents that may affect Metro users.

In 2022, a number of actions have been carried out to ensure health and safety in the service:

- > Securing of train cab access doors. The system was implemented on Line 1 with the aim of extending it to the other lines.
- > Work has been undertaken on a plan for the installation of barriers between couplings on the 2000B series to try to prevent trains from falling onto the

track from the platform through the coupling areas of non-BOA trains. A first prototype on a train is planned for the second half of 2024 and the extension to series production in 2025, subject to prior validation of the prototype.

- > Work has been undertaken on the installation of optical and acoustic warnings on Metro users' doors (for installation on rolling stock 2000A, 2000B and 5000 4th), which is scheduled for installation in the first quarter of 2023.
- > The hygienic measures implemented with COVID-19 have been maintained, such as the automatic opening and closing of doors on trains equipped with this system (64%), the mandatory use of masks for professionals and users and the broadcasting of messages over centralised public address systems reminding people to wear them.



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Improving the travel experience



Knowledge of needs and expectations

Metro de Madrid periodically carries out opinion studies through face-to-face and telephone surveys, social media and panels that allow us to find out the opinions and expectations of those who use the Metro network. In 2022, the following opinion polls were conducted:

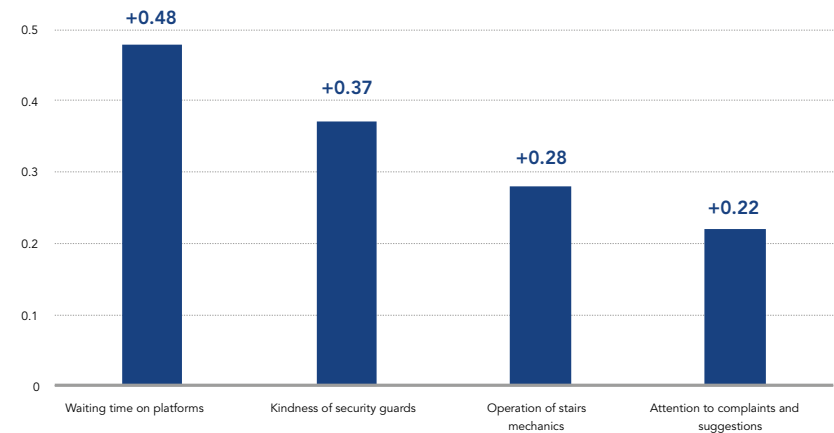
- > **On-site survey on the perception of the quality of Metro de Madrid's service.**

In 2022, the overall quality of service was rated at 7.86 points, an all-time high, compared to 7.71 in the same wave of the last study

Moreover, 24.48% of respondents recommend the service, with a rating of 8.05 points, and 33.47% recommend it with 9 points or more.

Asked about their assessment of each aspect of the service, the perceived quality index (PQI) reached 7.79, exceeding the result obtained in 2021 (7.68) and was the highest ever.

Aspects such as the service, friendliness and information provided by Metro staff, the cleanliness of stations and trains, the safety of the network, the speed of the train journey and accessibility to/from the platform have obtained maximum values in the last six opinion surveys.



Regarding the assessment of the different lines:

> Top rated lines

- Metronorte 8.58
- Line 8. 8.31
- Metro Ligero 1. 8.26
- Line 3. 8.24

> Lowest rated lines

- Line 9b. 7.09
- Line 5. 7.22



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SUSTAINABILITY REPORT 2022

> On-site survey of general information in Metro de Madrid

Its goal is to find out the opinion on the information provided by Metro through different channels.

Users of the service rate the information provided by Metro de Madrid with 7.87 points (a record high), 16 points more than in 2021. The best rated lines are Line 5, Line 3 and Line 12

Information through station staff also achieved an all-time high in 2022, with 8.12 points.

> Metro de Madrid image survey

Metro de Madrid's brand image is rated higher than that of other means of transport such as EMT and Cercanías Renfe

This year, Metro de Madrid's overall rating obtained 7.76 points, an increase on the previous year (7.35) and placing it ahead of other means of transport such as EMT (7.47) and Renfe Cercanías (7.18).

> Face-to-face security survey

Users gave a score of 7.68 for the safety of the service, down 0.03 points on the previous year, making it the second highest score ever. In particular, the service of the security staff achieved an all-time high score of 8.30. By lines, the best ratings are found on Line 2, Line 3 and Line 8.

> Survey on the information offered by Metro de Madrid's Interactive Customer Service Centre (ICSC)

90.77% of the people surveyed think that the attention received by the ICSC is good or very good, giving it a score of 8.86 out of 10

Annex II. Table 079. Evolution of the overall assessment of the service provided by ICSC



> COMET Service Perception Survey in different metros around the world

Metro participates in a general survey together with other international operators in which different aspects regarding the service provided are evaluated.

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Handling of claims and complaints

The customer service centres (CSC and ICSC) enable those who use the network to be attended directly and personally, and to receive information about the service in real time, as well as to resolve their doubts or complaints. This care service has been certified with the UNE 13816 standard since 2003.

In 2022, the Customer Service Department handled 12,383 communications

Customer Service Centres (CSC)

Located at Plaza de Castilla and Sol stations, they offer specialised on-site assistance.

- > 112,676 visits per year, increasing by 46.29% compared to 2021 (77,023 visits), due to the increase in demand following the recovery that started in 2021 after the decline in 2020 due to the coronavirus.
 - **Sol:** 54,233 visits. 28.14% on the Public Transport Card, 24.07% on trips and 9.41% on official Metro products.
 - **Plaza de Castilla:** 58,443 visits, 27.53% on the Public Transport Card, 13.41% on trips and 11.85% on tickets and fares. With regard to the management of lost property, 5,626 queries were made (9.63%). 631 items have been returned to the office.

Interactive Customer Service Centre (ICSC)

It offers users the possibility of contacting Metro de Madrid using different channels (telephone, web form, email or social media) to obtain information about the service, solve queries and make suggestions and complaints.

This service, certified to Standard 13816 since 2003, has provided in 2022, a comprehensive coverage of information related to the scheduled suspensions of Line 5, Line 6, Line 7, Line 7B and Line 8. Also of note is the information on the public transport card, and the discounts applied in the last four months of the year.

- > 169,993 contacts via phone, email and social media in 2022, compared to 155,882 in 2021.
 - 91.81% of calls are answered within 20 seconds (77.06% in 2021).
 - 97.67% of emails were answered within 30 minutes (85.04% in 2021).
 - 466 queries per day on average (compared to 427 per day in 2021).
 - 41.38% of the queries are about lost property (70,349).

Complaints management

In addition to the CSCs and the ICSC, users can submit any complaint or suggestion via the website, the official complaint forms or social media.

In 2022, the Customer Service Department handled 12,383 communications (complaints, suggestions, acknowledgements and requests for information).

All claims and complaints, as well as queries related to the service, are passed on to the different departments and are studied (and if necessary, the appropriate measures are applied for their resolution) and responded to ([See *Respect for and promotion of human rights*](#)).

In 2022, there was one complaint concerning privacy violations from a customer and one from an employee. Both are being processed.

Regarding the handling of complaints and claims:

- > 99.65% of complaints are responded to within 11 working days.

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> 11,133 complaints, 4,459 more than in 2021, an increase of 66.81%. Compared to 2019, the year before the pandemic, they are down 47.72%, with 10,163 fewer claims.

> 19.47 complaints per million trips, increasing by 29.03% compared to 2021 (15.09 complaints per million trips). This percentage increase in the number of complaints per million trips is lower than the increase in the number of complaints (66.81%), due to the 29.25% increase in demand this year.

Main causes:

> Prohibited activities in Metro, with 1,648 complaints and 13.1% of the total, are the main cause. These complaints call for monitoring of the mandatory use of face masks inside trains.

> Frequency of trains, with 1,366 complaints received (10.9% of the total number of complaints). These complaints are related to the service offered and train intervals.

> Offering complementary services, with 850 complaints and 6.8% of the total, is in third place. Most of them are related to an advertising campaign that was displayed in January in some stations of the network.

Annex II. Causes for complaints. Table 083.



Information about the service

Metro offers timely information on the service and its conditions through various channels and media, such as informative posters, remote indicators and public address systems, whose information is complemented with information on the correct use of the service in different areas by means of stickers, plastic strips and posters.

> 2,004 public address devices (1,985 in 2021)

> 2,348 remote indicators (compared to 2,234 in 2021)

> 16 LED screens (7 in the airport and 9 in the Metropolitan Stadium)

It also provides information of interest about the service (timetables, waiting times, breakdowns, incidents, answering queries):

> At the stations, through the direct and personalised service of the commercial supervisor. In addition, the use of tablets by Metro staff at stations facilitates the management and solving incidents remotely, at the same time as providing service in person.

- 1,607 people in direct passenger services

56.83% of the people surveyed said they had consulted station staff, 6.55% had used the intercoms and 36.62% had never used any of these methods⁶⁵.

In 2022, the information provided by station staff received a score of 8.12 points (7.53 in 2021).

- 5,490 intercoms with a response time of no more than 9 seconds (8.91 seconds, 26 hundredths worse than in 2021)

[65] General Information Survey.

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> Inside trains, through public address announcements and electronic panels, as well as signage in each car by means of information stickers.

The Metro map provides up-to-date information on lines and stations, accessibility measures and service timetables. It can be found at all stations and can be downloaded from the website (www.metromadrid.es). In addition, since 2022, there is a QR code at stations to download the map in mobile format.

- Virtual assistants from Google and Alexa through which Metro offers real-time information on the state of traffic and service incidents.
- Digital channels

> Social media

820,000 followers (763,000 followers in 2021)



Twitter

625,000 followers
(593,000 in 2021)



Facebook

97,350 followers
(88,100 in 2021)



LinkedIn

23,600 followers
(18,000 in 2021)



Instagram

69,500 followers
60,400 in 2021



YouTube

4,550 followers
(3,500 in 2021)

The "Christmas Train" initiative received almost three million views on social media.

The website www.metromadrid.es



607,000 active people per month in 2022
(compared to 484,000 in 2020).

On its website, the company provides real-time information on any possible incidents that may arise in the movement of trains throughout the service timetable and on all Metro lines, using a simple traffic light system, which is also replicated in the app.



The Metro podcast provides information on the history of Metro, the service and interesting facts about the company. Since its launch in 2021, it has had a total of 17,000 listeners (12,400 in 2022).

The 'Metro Madrid Oficial' app provides real-time information on the status of lifts and escalators, as well as the status of all the network's lines and the actual occupancy of stations and trains. It also provides information on train forecasts for each station, enables users to locate nearby stations based on their location, and sends



warnings about train and station cleanliness, as well as about damage to station furniture and signage.

- 21,650 people per month (17,400 in 2021)
- 5.6 million cumulative downloads

Metro also reports on sustainability issues through this Statement of Non-Financial Information and other corporate channels, including network advertising media.

In 2022, no cases of non-compliance with obligations relating to the information and labelling of its products and services have been recorded.

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All stations have information on fares, timetables, maps and announcements in English. In addition, bilingual signage is available on the platforms, halls and corridors of the stations on lines 8, 5 and 1, as well as in the stations of Sevilla, Canillejas, Suances, Torre Arias, Arroyofresno, Barrio de la Concepción, Pavones, Conde de Casal, Plaza de España, Noviciado, Argüelles, Esperanza, Arturo Soria, Alfonso XIII, Prosperidad, Duque de Pastrana, Príncipe de Vergara and Plaza Elíptica.

Station and train cleaning

In 2022, users of the service gave a 7.89 rating for the cleanliness of stations and 7.8 for the cleanliness of trains⁶⁶, the cleanliness of both is one of the aspects to which they attach most importance in terms of the quality of the service.

In response to these demands, Metro makes a great effort to keep its facilities clean. Cleaning is organised in three shifts, 24 hours a day in which the floors and walls of the stations are constantly being washed, and waste bins, accesses, vertical station walls, pavilions, emergency exits, lifts, escalators and trains are emptied and cleaned:

- > Station cleaning:
 - 940 workers
 - 115,000 daily cleaning operations and 18,000 scheduled cleanings
 - 557 tonnes of waste from bins
- > Train cleaning:
 - 233 professionals
 - Fleet maintained: 1,714 carriages
 - Removal of 6,000 m² of graffiti

- Around 500,000 operations on 1,800 coaches in regular operation:
 - Daily cleaning: 450,000
 - External washing with tunnel washers or manually: 50,000
 - Detailed comprehensive interior cleaning: 1700
 - Technical cleaning: 18,000

Clean-up notices, one click away

The Metro App enables reports of possible cleaning incidents in both stations and on trains.

- > In 2022, 32,534 warnings were received from professionals and users (30,656 at stations plus 1,878 on trains), compared to 28,565 warnings received in 2021.
- > 75% of the clean-up notices given via the app were solved in less than four hours.

Operational measures

Capacity control

In 2022, in order to control user access to the network's stations during peak hours and to support the management of large influxes at stations, the functionality for automatic temporary capacity control at stations has been kept operational.

Electronic payment update (See [Technological innovation and digital transformation](#)).

Topping up the Public Transport Card using mobile phones. The Transport Card app enables topping up on both iOS (from 2022) and Android, under the same conditions as any other distribution network.

[66] Perception survey of service quality

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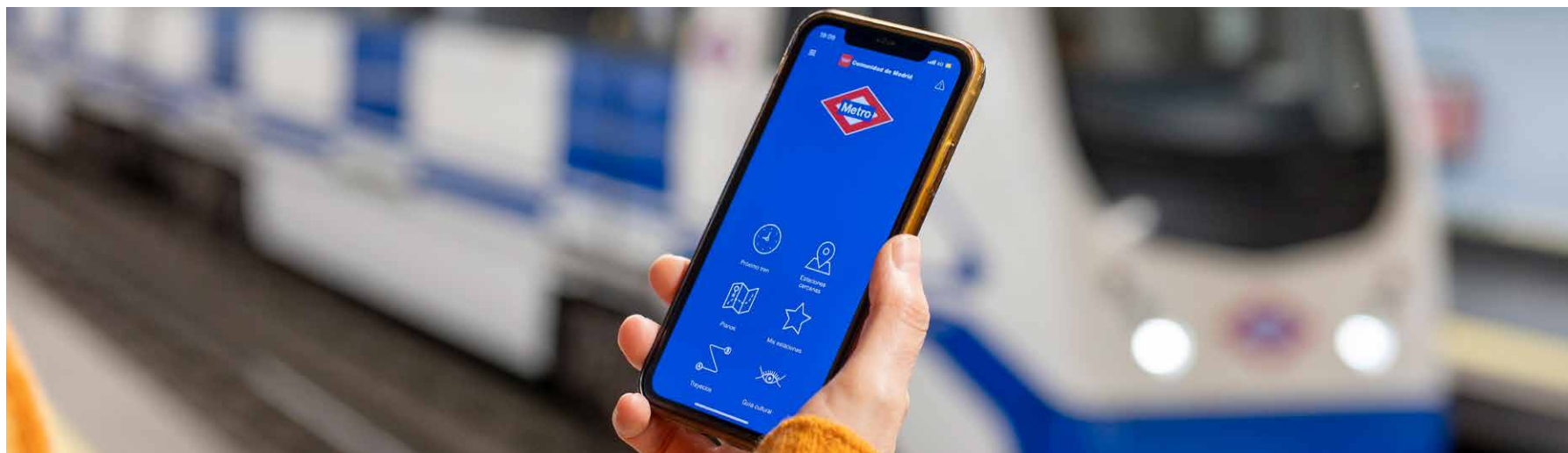
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Value-added services

Beyond the transport service itself, the company seeks to constantly improve the user experience through several initiatives:

Connectivity

All Madrid metro stations have corporate wifi and 4G coverage.

Charging points

Mobile devices can be charged on the network thanks to 1,272 chargers placed on 162 trains and 1,156 chargers on platforms at 302 stations.

Dissemination of campaigns

Metro has hosted 1,715 advertising campaigns by various commercial brands on the different media available on the network.

In 2022, Metro has not recorded any cases of non-compliance with regulations or voluntary codes related to marketing, advertising or sponsorship communications. It did receive 27 user complaints related to marketing and advertising issues.

Moreover, institutional campaigns have been carried out to promote coexistence in Metro facilities, as well as to encourage the use of public transport.

Among these campaigns, the following stand out:

- > **“Let Metro take you”**, a campaign to highlight the main features of Metro de Madrid and encourage its use.
- > **“Don’t get lost”**, a campaign to prevent assaults on Metro staff and encourage coexistence between professionals and users of the service.

Metro de Madrid official products

In 2022, the official Metro products have been revamped and can be purchased in the online shop (www.latiendademetrodemadrid.com) and in the physical shops at Sol and Plaza de Castilla stations.

- > 72 different products in the catalogue
- > 2,425 items sold
- > Revenue of €81,574.00
- > Sales have been made in nine different countries

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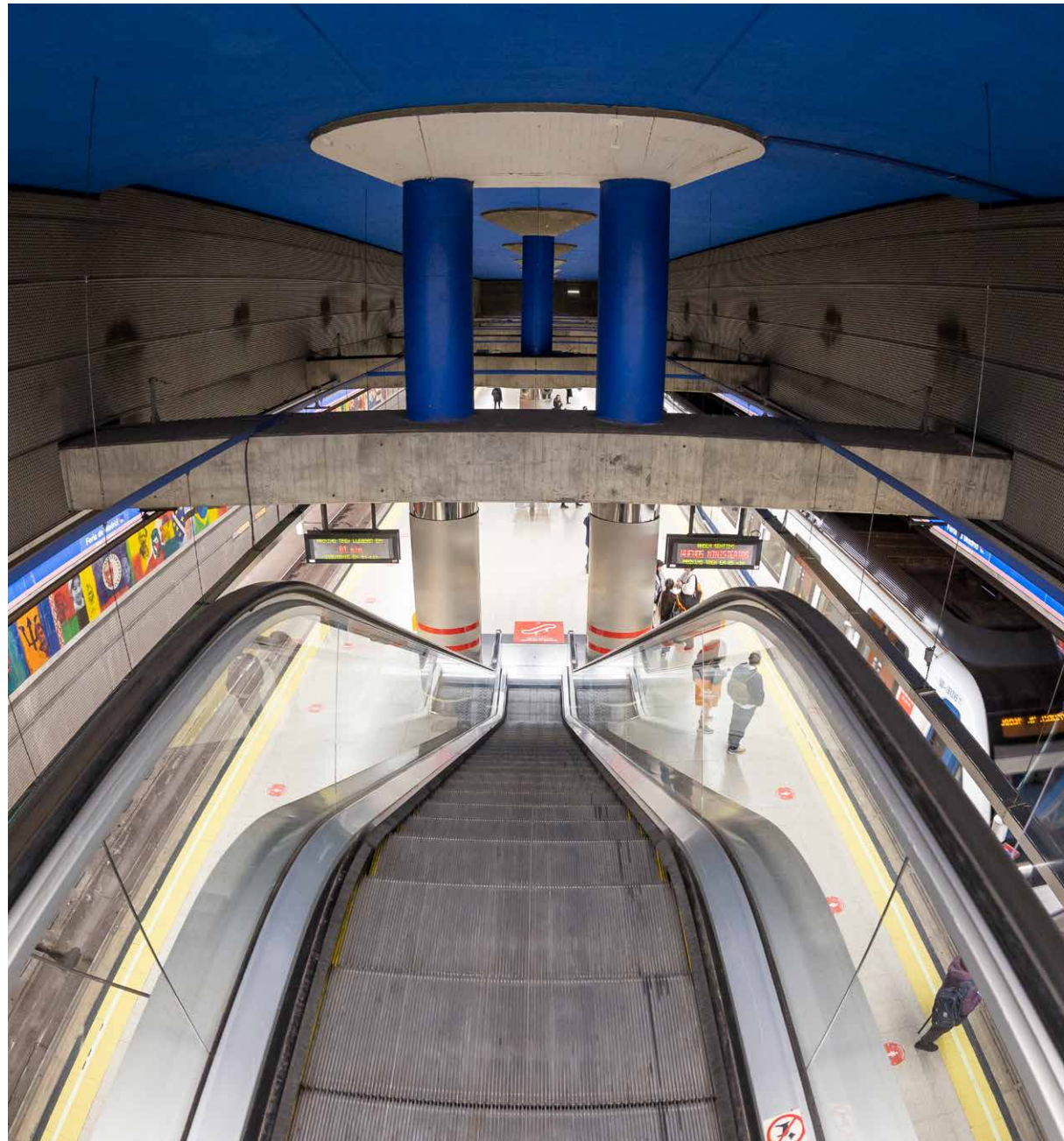
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Customers' rights

There are [Public Passenger Regulations](#) (Decree 49/1987 of 8 May 1987 of the Community of Madrid) which establishes the general conditions governing the use of the Metro service in the Community of Madrid. In addition to regulating the provision of the service, it includes the rights and obligations of users and defines offences.

These regulations are complemented by the internal regulations governing the general conditions for [access to the Metro network with pets](#), the [internal regulations governing access with bicycles](#) and the [regulations prohibiting access to the Metro network with metallic balloons](#).

The service information forms part of the Management System based on the UNE-EN-ISO 9001 standard and the commitments in this respect are set out in the [Corporate Quality Policy](#) and in the [Service Charter](#), which ensures the monitoring and measurement of all representative aspects of the service in line with the UNE-EN-13816 standard in order to improve customer perception and satisfaction.

It should be noted that Metro regularly undertakes information campaigns to ensure safe travel and responsible use of the network. Dissemination is carried out through different channels (social networks, website, plastic strips, stickers, posters, etc.).

Responsible advertising and marketing

The company also has a [Responsible Communication, Marketing and Advertising Policy](#), which establishes the principles that must guide advertising and marketing actions with regard to the promotion of the service.

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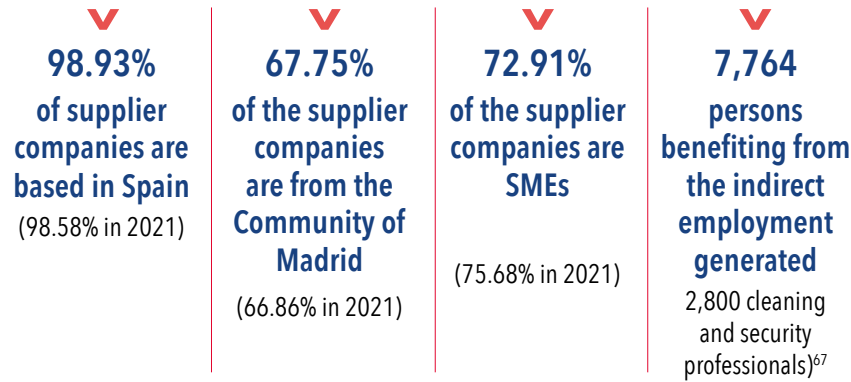
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Commitment to supplier companies



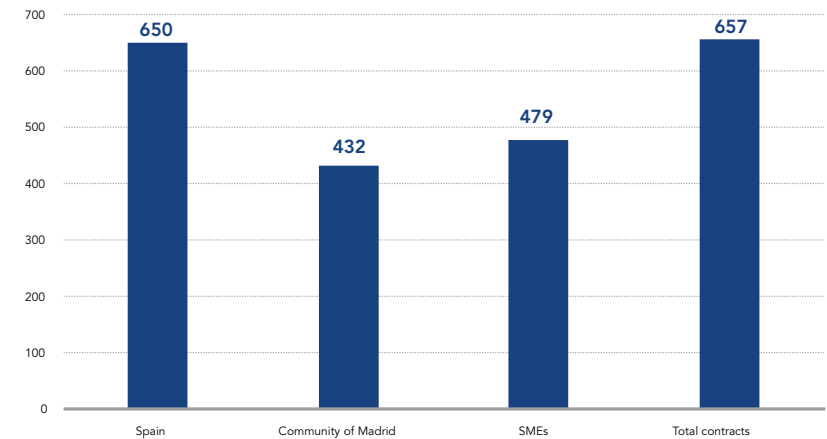
Supply chain



Annex II. Table 041. Types of supplier companies
Annex II. Table 042. Number of contracts signed, number of contractors and contract amounts
Annex II. Table 043. Contracts by type of contractor and amount



General data on contracts and suppliers in 2022



Metro de Madrid's supplier companies are providers of works, supplies and services, most of which (98.93%) are based in Spain (more than 67.7% in the Community of Madrid), where respect for human rights and the Workers' Statute is recognised, which provides for the non-existence of child labour and forced labour and the rights of all employees, such as the right to join trade union organisations.

In Metro procurement, contracting with SMEs is encouraged through the application, as a general rule, of the division of contracts into lots.

[67] In 2021, only cleaning and security staff were included. In 2022, it includes other staff covered by Metro de Madrid's health and safety systems.

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Assessment of supplier companies

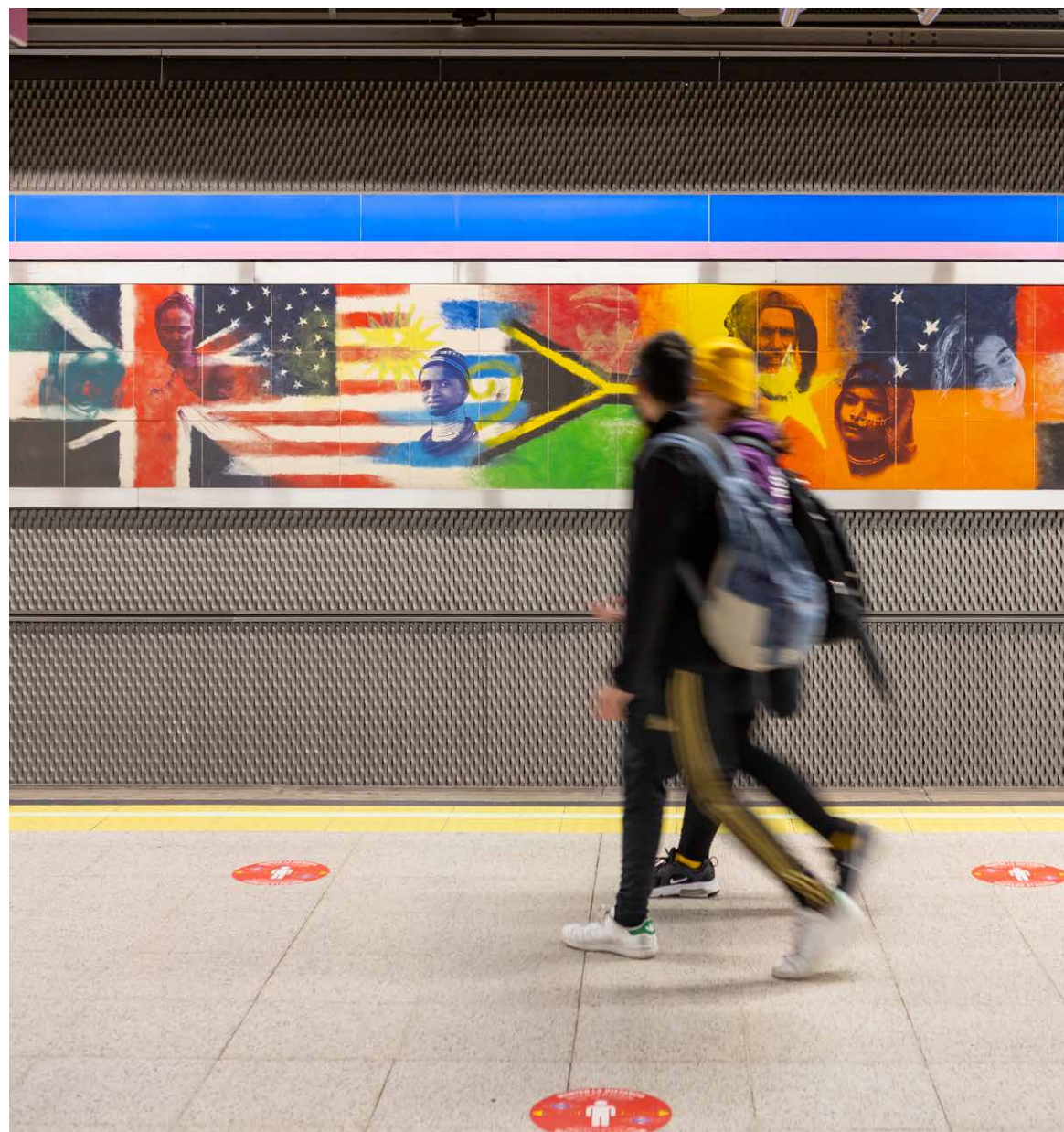
Metro de Madrid does not carry out an objective evaluation of the supplier companies –as a consequence of the regulations that apply to it– but it does monitor the execution of all the contracts after which the applicable penalties are imposed.

The results of this monitoring cannot be used as a means of selecting suppliers or awarding contracts, as this would be contrary to the legislation governing Metro de Madrid. However, they make it possible to identify behaviours or deviations in the execution of contracts and to communicate them to the supplier companies so that they can take measures to eliminate them in the contracts being executed or in possible future contracts.

In addition, Metro provides its supplier companies with a general evaluation questionnaire on sustainability aspects and encourages them to complete it on a voluntary basis. The resulting information is used only for the purpose of knowing the supplier companies, not for contracting decisions.

Approval of supplier companies

Metro de Madrid undertakes an approval of supplier companies that qualifies or allows access to tenders, as this would be a restriction that would limit competition and respect for the principles of equal treatment and non-discrimination set out in the public sector contracting regulations. Each tender establishes conditions of capacity and solvency that must be met, in all cases, the company awarded the contract must demonstrate its aptitude to contract with the public sector in accordance with the legislation.



Responsible procurement and contracting



The contract amount is over €560.3 million
(360.2 in 2021)

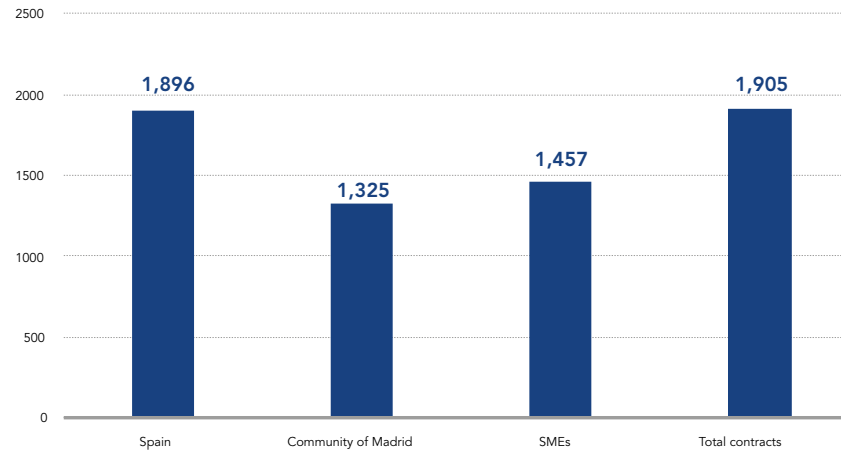
1,905 contracts signed
(2,105 in 2021)
with 657 different contractors
(703 in 2021)

69.53% of contracts with companies in the Community of Madrid
(1,482 in 2021)
with an amount of over €479.11 million
(230.9 in 2021)

76.48% of the contracts were with SMEs
(79.33 in 2021)
for an amount of €63.46 million
(€108.4 million in 2021)

Annex II. Table 041. Types of supplier companies
Annex II. Table 042. Number of contracts signed, number of contractors and contract amounts
Annex II. Table 043. Contracts by type of contractor and amount

General data on contracts and suppliers in 2022⁶⁸



[68] In order to quantify all the contracts signed, contracts based on a framework agreement are added to the list of the above procedures, even though they are not a type of procedure in themselves. These contracts are those awarded to economic operators with whom a framework agreement has been concluded, following the criteria set out in the contracting rules.

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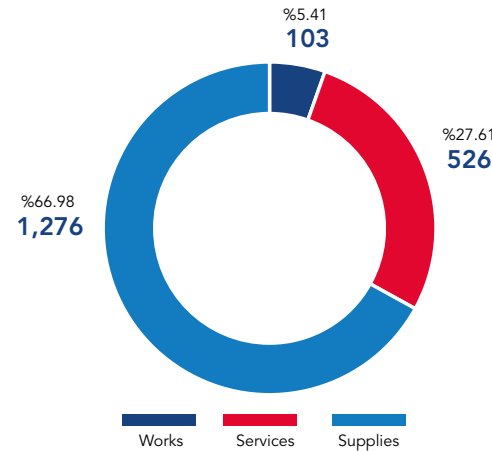
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More than 66.98% of the contracts made during 2022 were supply contracts, followed by service contracts (27.61%). Works contracts accounted for less than 5.5% of the total. Supply contracts account for the largest amount, exceeding 62% of the total amount.



Metro de Madrid's contracting is governed by the [contracting regulations applicable to the public sector](#)⁶⁹, which establishes, among its principles, freedom of access to tenders, advertising and the selection of the most advantageous offer with the objective of budgetary stability and expenditure control. It thus has the dual status of contracting authority and contracting entity.

This general regulation is combined with the application of the new Royal Decree-Law 3/2020, which transposes Directive 2014/25 on procurement by entities operating in the water, energy, transport and postal services industries.

Internal Contracting Manual for Metro de Madrid

It sets out in a clear and systematised way the rules that must be applied to the different departments and Metro staff in the contracting process

Principles of responsible contracting

These are adhered to by suppliers and contractors. They are oriented towards ensuring their alignment with Metro's principles of responsible business and action, its ethical standards and compliance with current legislation. They also ensure an environment that respects human rights, integrity, transparency and respect for the environment.

This document is incorporated in the *Specific and general conditions of request for tender for small contracts*.

[69] Act 9/2017, of 8 November, on Public Sector Contracts, transposing into Spanish law the Directives of the European Parliament and of the Council 2014/23/EU and 2014/24/EU, of 26 February 2014.

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Both inside and outside the company, Metro is committed to promoting responsible procurement and contracting. It does not contract with companies that have been convicted of offences against workers' rights or environmental offences, of serious infringements of labour integration and equal opportunities and non-discrimination of people with disabilities, or of foreigners, or of very serious environmental offences.

Nor does it contract with companies that do not comply with their legal obligations, such as in the case of companies with 50 or more employees, not complying with the requirement that at least 2% of their staff must be people with disabilities under the conditions determined by regulations; or in the case of companies with over 50 employees (according to the current applicable regulations), not complying with the obligation to have an equality plan.

Moreover, the specifications for the contracting of surveillance and security services stipulate that, during the term of the contract, the companies will include in their training project continuous training, among other subjects, in corporate responsibility, especially in the area of respect for human rights.

Inclusion of social and environmental criteria

Metro incorporates social and environmental criteria in its contracts, in a transversal and mandatory manner, provided that it is related to the object of the contract, and always ensuring that these criteria do not violate the principle of non-discrimination and equal treatment among tenderers and the principle of free competition.

Incorporation takes place in different ways: in the specific technical specifications or in the specific administrative clauses as a solvency criterion, award criterion or as a special performance condition.

Award of contracts

Metro de Madrid's Internal Contracting Manual identifies the contracting body according to the amount of the contract (see [Annex II. Contracting authority according to the amount](#)). Before awarding a contract, it is verified that the company that has submitted the best offer is not subject to any of the grounds for prohibition of contracting set out in the Public Sector Contracts Act (a condition that needs to be maintained until the end of the contract).

To carry out this verification, the Official Register of Tenderers and Classified Companies in the Public Sector (ROLECE) is consulted. Those who are not obliged to do so are required to make a declaration that they are not prohibited from contracting.

Supervision of contracts

Internal control	Internal control	Internal control	Internal control	External monitoring
Internal Audit	Monitoring and control	Monitoring and control	Monitoring and control	
	Figure of contract manager	Platform for monitoring	Penalty regime	
	They are responsible for supervising the execution of the contract and adopting decisions to ensure the correct provision of the service, work or supply agreed upon	They facilitate the contract manager's management of contract performance by enabling them to identify the status of contracts	In case of non-compliance	Through the Registry of Contracts of the Region, the Accounting Chamber, the Governing Board of the Region of Madrid and the Administrative and Public Contracting Court of the Region of Madrid (TACP).

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Claims and lawsuits in 2022

The corresponding Contracting Body is advised by Metro de Madrid's legal services and, where appropriate, by the Office of the General Counsel of the Community of Madrid, to solve issues related to suppliers, which enables ethical and responsible management to be applied to the supply chain, reducing possible regulatory risks.

In 2022, the following have been registered:

- > 16 requests for information on complaints and/or appeals on procurement matters to the Administrative Court for Public Procurement of the Community of Madrid (TACP).
- > Two appeals to the Regional Ministry for Transport, Mobility and Infrastructure.
- > An administrative appeal to the Spanish High Court of Justice (TSJ), dismissed and filed.

There are no known negative environmental or social impacts in the supply chain.



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Commitment to society



Contribution to the development of society



In 2022, Metro de Madrid recorded more than 1.83 million trips per day, thereby favouring the social and economic development of the Community of Madrid.

Measuring and evaluating social impact

The repercussions of its business processes, projects and activities, as well as the expectations of the different stakeholders, are known through an internal procedure and studies undertaken by the administrations on which Metro depends. This way, the knowledge acquired through the different channels allows the service to be adapted to the needs and demands of society, thereby improving the travel experience.

Metro is related to the environment in which it operates through the Community of Madrid, the Regional Transport Consortium or directly through:

- > Home mobility surveys
- > Strategic Plan for Sustainable Mobility in force in the Community of Madrid
- > Opinion polls ([See Opinion polls](#))
- > Alliances with benchmark social entities to ascertain the needs of priority groups for the company. Metro has partnership agreements with:
 - Plena Inclusión
 - Spanish Red Cross
 - Arcópoli Association
 - Envera
 - Prodis Foundation
 - International Cooperation

- Capacis Foundation
- ONCE Foundation
- Spanish Association Against Cancer
- FEVOCAM
- Politécnica de Cartagena University
- Pontificia Comillas University
- Instituto de Empresa Foundation
- Complutense University of Madrid

- > Direct contacts arising from the development of Metro's Social Line
- > Participation in working groups and professional meetings ([See Committed to the industry](#))

Promoting sustainable mobility

3,328 students have participated in training activities

After 40 years of school visits, 2022 saw the launch of [AulaMetro](#), a programme that includes training activities aimed at pupils at all educational levels as well as those studying at special education centres, with the aim of promoting inclusion and autonomy in transport use among young people in Madrid, and highlighting Metro's contribution to sustainable mobility.

Metro at Cience Week

That week, 243 people took part in the five activities organised in the Metro (visits to COMMIT, Gran Vía station, the headquarters, the station simulator and the workshops and laboratory).

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Social action in Metro

Metro de Madrid carries out social and solidarity actions in the community in which it operates through the following programmes:

Metro de Madrid's Social Line

This is the social action programme through which the company actively collaborates with different social entities and groups at risk of exclusion or vulnerability due to their characteristics, capacities or special circumstances, making key company resources available to them and taking advantage of their great potential as a communication channel to give visibility to a variety of causes.

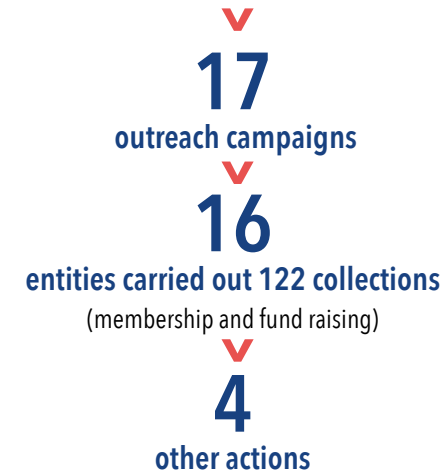
It has two lines of action:

- > Contribute to the improvement of mobility through an inclusive transport model, with special attention on accessibility
- > Promote economic and social development

COLLABORATE WITH 52 SOCIAL ENTITIES

Through its collaboration with leading social entities, Metro undertakes programmes adapted to their needs, thereby generating a direct or indirect social contribution. In 2022, Metro has collaborated with 52 entities in the Community of Madrid.

Moreover, contributions in kind have been made to several non-profit organisations, through the assignment of space on advertising media and in Metro stations.



Annex II. Table N001. Provision of advertising space
Annex II. Table N001. Provision of media space

“Online with you”, in which 12 non-profit organisations that work on behalf of groups at risk of exclusion publicised their solidarity projects through Metro’s communication channels.

In 2022, the **“Wishing Tree”** fulfilled the dreams of more than 300 children and adults in vulnerable situations.

“Special visits”, aimed at the beneficiary groups of the Metro Social Line, to get to know the company’s installations and museum spaces accompanied by a group of Metro volunteers.

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“Together we add up”

The corporate volunteering programme that allows us to learn about and respond to the social concerns of our employees through their participation in solidarity activities.

in 2022, 15 actions were carried out and ten were aimed at giving visibility to intellectual disabilities and reinforcing the autonomy of the group.



[Annex II. Table 081. Evolution of volunteering at Metro](#)
[Annex II. Table N019. Volunteering actions undertaken in 2022](#)



Metro’s equivalent social investment

Through the actions included in the Social Line, Metro de Madrid has made an equivalent social investment of €540,214 during the year. This amount is the sum of the value of the advertising media that Metro has and which it donates to social organisations to publicise their campaigns and the estimated value of other goods donated by the company.

[Annex II. Table N008. Equivalent social investment](#)



Promoting art and culture through transport

In its commitment to art and culture as tools to improve the travel experience, the company carries out a series of actions:

A journey through the history of Metro and Madrid in its museums

Metro museums received a total of 95,062 visitors in 2022, 155.75% more than in 2021. (See [Annex II. Table 082. Visits to Metro museums](#))

Cultural visits

In 2022, Metro has carried out a total of 86 scheduled and organised visits to the company’s museum spaces (Chamberí Museum, Engine Shed and Pacifico Historic Foyer) in which a total of 1,407 people took part.

On the other hand, another project began in September, within the AulaMetro Programme, aimed at Secondary Education with cultural visits (both face-to-face and virtual) to these same spaces. 14 activities have been carried out with a total number of 507 schoolchildren.

More than 1,400 people have taken part in the cultural visits to Metro’s museum spaces.

Virtual tours

Metro offers virtual tours of some of its exhibitions through its website <https://www.metromadrid.es/es/quienes-somos/visitas-virtuales>, which received 7,500 visits in 2022.

Since 2021, it has also had a digital guide (available on the corporate website and the app) that covers the 147 main elements of cultural interest on display in Metro de Madrid’s facilities.

Other actions

Promotion of theatre and reading through new editions of “Cronoteatro and Libros a la calle”. Moreover, in 2022 the “Museum Passport” has been launched, an action aimed at encouraging visits to Metro de Madrid’s museum spaces.

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- > Theming of stations on the occasion of different important anniversaries. In 2022
 - Canal: the station becomes the prelude to the activities that take place in the Canal Theatres.
 - Islas Filipinas: homage to the first round-the-world voyage of Magellan and El Cano.
 - Casa de Campo: on the occasion of the 50th anniversary of the Madrid Zoo, the station was filled with images of the main animals housed in the Zoo.
 - Cuatro Vientos: the station's corridors hosted an exhibition on the history of the Cuatro Vientos aerodrome.
 - Estadio Metropolitano: the "Music Hallway" was created with images of the main national and international artists who have performed in Madrid on the occasion of International Music Day.
- > Special events:
 - Halloween. Once again this year, Chamberí station celebrated Halloween by opening its doors to users to learn about the origin of Halloween in a representation of Count Dracula's castle.
 - Christmas Train. Metro celebrated Christmas with its users in a train decorated inside and outside where children could hand in their letters to the royal pages.



Network accessibility and inclusion

Accessibility and inclusion plans

Thanks to the II Accessibility and Inclusion Plan 2021 - 2028, 24 stations will be renovated to make them fully accessible, with an investment of €331,766,127.

Metro de Madrid currently has two accessibility and inclusion plans underway, the aim of which is to offer a transport system adapted to the needs of all people, regardless of their circumstances, so that by 2028, 84% of the stations in the Metro network will be accessible.

At the close of this report, 63.16% of the works included in the 2016-2020 Accessibility and Inclusion Plan had been completed, while 36.85% were in the execution phase or in project drafting and tendering. In turn, 37.5% of the works included in Metro de Madrid's Accessibility and Inclusion Plan 2021-2028 were in the execution or drafting phase. (See [Annex II. Table NO14. Modernisation and accessibility of stations](#))

In 2022 Metro de Madrid invested more than €6.6 million in remodelling and improving stations. (See [breakdown of the most significant investments in the Annual Accounts](#)). Work has been completed on the implementation of complementary accessibility measures at Cuatro Caminos, Pueblo Nuevo, Ascao, Argüelles, Callao, Colonia Jardín, Pinar de Chamartín, Atocha Renfe, Legazpi, Plaza de España, Noviciado, Goya and Mar de Cristal stations. In addition, work has begun at Canal, Ópera, Gregorio Marañón, Chamartín and Puerta del Sur stations.

Anti-slip strips have also been installed on the fixed staircases in stations on lines 6 and 11, as well as Braille labels on the staircase handrails and accessible tables at the passenger service desks. Benches have been installed on narrow platforms, work has begun on the implementation of transfer elements between car and platform and the inventory of Metro accessibility elements has been updated.

Work has also begun on the installation of lifts at Diego de León, Menéndez Pelayo, Begoña and Avenida de América stations.

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On the other hand, in collaboration with ONCE and CERMI, Metro has undertaken a pilot test of the installation of the “Pulse” system for calling and operating lift button panels at Nuevos Ministerios station.

Inductive loop system in intercoms

The implementation of this measure, on which work has continued throughout 2022, enables people with hearing aids to interact more effectively with the subway staff who attend to them through the intercoms, by being able to hear messages more clearly thanks to a system that eliminates ambient noise and improves clarity.

By 2022, it has been installed in 14 stations, bringing the total number of stations to 35.

LARA Programme (Support Line for the Reinforcement of Autonomy in Spanish)

35 people with intellectual disabilities trained and more than 200 people with disabilities trained in the use of Metro

The Support Line for the Reinforcement of Autonomy (LARA) plays a fundamental role in the accessibility and inclusion plans developed by Metro de Madrid.

This is an innovative programme that includes tools to promote accessibility for people with intellectual disabilities, developmental disabilities or with comprehension and orientation issues, and thus enhance their autonomy through the creation of a more sustainable and inclusive transport model.

It includes specific measures for cognitive accessibility, training sessions, tools to improve care for people with disabilities in the Metro network, as well as the implementation of campaigns and actions to promote the visibility and normalisation of intellectual disabilities.

By 2022, 35 people with intellectual disabilities have been individually trained in the autonomous use of the Metro network, thanks to this special service included in the LARA Programme. In addition, some 207 people with intellectual or developmental disabilities have participated in one of the 19 training sessions on the use of the Metro network, given by Metro de Madrid staff. Moreover, 38 professionals from social entities working with people with intellectual or developmental disabilities have received this training.

Other accessibility improvements

The website metromadrid.es complies with the obligation to comply with the accessibility objectives imposed by Royal Decree 1112/2018 of 12 September 7 on the accessibility of public sector websites and mobile applications, specifically in compliance with the WCAG (Web Content Accessibility Guidelines) of the W3C (World Wide Web Consortium), at level AA. It also has the INSUIT extended accessibility service, which facilitates the use of the website for people with disabilities by providing the required technical aids for adapted browsing.

COMMITMENT TO THE INDUSTRY



Metro de Madrid is a member of national and international industry, business and professional organisations and bodies in order to exchange knowledge and experience, implement new technologies and adapt to international regulations (See [Annex II. Table N009. Affiliations](#)).

The company also actively participates in congresses, working groups, international and research projects together with other organisations and entities:

> Research projects:

- TRANSIT (EU). With European funding, the goal of this project is to ensure that future trains have a lower impact in terms of noise and vibration.
- TERCIO (Spanish). With funds from the CDTI, this project seeks to develop a distributed system for monitoring radio carriers, mountable and based on radio-software technologies.
- NEXTGEAR (EU). With European funding, the goal of this project is to reduce the manufacturing costs of the rolling stock of the future, through the implementation of CBM strategies, with sensorisation and additive manufacturing of mechanical components, among other lines of action.
- EUPROTECT. This is a European R&D project within the European ISFP (Internal Security Fund, Police) initiative, co-funded by the European HORIZON2020 grant programme, which started in 2019 and ended in April 2022. The goal was to develop new urban design concepts to reduce the vulnerability of public spaces to terrorist threats.
- SAFETY4RAILS. The goal of this project is to manage risks in case of any kind of attack: cyber, physical or a combination of both. Specifically, the required risk management tools have been developed in the event of a cyber and physical attack on match day in the Santiago Bernabeu area.

> Forums and working groups:

- Participation in the Advisory Board of R&D projects with European funding Connecta3 and Safe4Rail3.
- Participation as observers in the IEC TC9 WG46 working group for the development of IEC 62580.
- Rolling Stock Sub-Committee within the Underground Railway Division (UITP).

> Congresses:

- Human Factor Congress. Round Table: UPSKILLING & RESKILLING CHALLENGES.
- Global Mobility Call: participation in the presentations “Smart Metro” and “Accessible Mobility”.
- Rail Live 2022: The railway as the backbone of the new sustainable mobility.

> Professional meetings where information relevant to Metro and its stakeholders is exchanged:

- ALAMYS: The CEO of Metro de Madrid is president of the Latin American Association of Metros and Undergrounds Metro de Madrid has taken part in the Technical Committee on Digitalisation of the Operation and Improvement of Processes and in the Marketing group.
- ATUC: The CEO is a member of its Executive Committee and the several bodies of Metro de Madrid participate in its Committees.
- COMET: Metro de Madrid is a member of the COMET group. It participates in annual meetings where best practices in the industry are discussed at international level.
- UITP. The CEO of Metro de Madrid is the Vice-President for Europe of the Metros Committee. The company has taken part in the UITP Commission on Corporate Governance and Human Resources.

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COMMITMENT TO THE ENVIRONMENT



Renewable energy for service provision as of January 2022



32%
of work vehicles for operational or maintenance work are "0 emissions"
(35% in 2021)



95%
of the waste is managed in the Community of Madrid (avoiding emissions due to travel)



Metro has consumed 20% less water than in 2021



38.3%
of the water used to clean trains is recycled



19%
of the paper used in Metro is recycled



Paper use has been reduced by

44%

957,448.45
in environmental expenditure
(€894,295.64 in 2021)

Of which **€573,970.42** are staff costs
(€538,185.04 in 2021)

€383,478.03 in contracts for control of aspects and audits
(€894,295.64)

Metro also has a general civil liability policy that covers civil liability for accidental contamination⁷⁰

[70] For €50 million per claim.

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The use of the Metro de Madrid network contributes to reducing the use of private vehicles, decongesting surface traffic and, therefore, reducing greenhouse gas emissions, which improves air quality. As it runs underground (only 6% runs above ground), it also minimises the impact on the landscape, the barrier effect, the fragmentation of habitats and the impacts on biodiversity caused by other means of transport.

It is the most environmentally friendly means of public transport as no fossil fuels are used to run the 100% electric trains.

Moreover, for the provision of the service itself and other related activities, the company develops measures aimed at eliminating or mitigating risks related to the environment, such as the depletion of resources, soil contamination, dumping and accidental spills.

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Environmental management



Like any other activity, the provision of Metro services has an impact on the environment through its emissions, possible spills and the waste it generates. Metro de Madrid identifies these risks periodically by analysing the context of the organisation, the needs and expectations of stakeholders, and the identification and assessment of environmental aspects and legal requirements.

The main risks identified are sanctions for possible breaches derived from the number of applicable legal requirements and the volume of workers and subcontractors, resource depletion, soil disturbance, spills and accidental discharges. In order to eliminate or mitigate those that may have a significant impact on the environment and within the framework of the Environmental Management System, specific requirements, improvement objectives and action plans are set.

Within the framework of this system, Metro de Madrid carries out the following actions:

- > Environmental assistance, advice and awareness-raising for all stakeholders
- > In 2022, more than 40 assistance and advisory services have been provided
- > Monitoring of environmental aspects to ensure compliance with applicable benchmarks
- > Control of consumption of resources or products with relevant environmental impact
- > Waste management
- > Environmental coordination of contracted companies

Metro de Madrid's commitment and principles of action in environmental management are set out in the *Responsible Management and Sustainability Policy*, a document that constitutes the framework for the general goals of the management system, which are as follows:

- > Minimising the environmental impact of activities
- > Optimising the use of resources

- > Improving environmental management mechanisms
- > Promoting the integration of environmental management in Metro's daily activities
- > Promoting environmental values in relation to the supply chain
- > Encouraging the professional development, collaboration and environmental commitment of Metro employees
- > Contributing from an environmental point of view to strengthen Metro's reputation and responsible image

There are cross-cutting plans that also bring environmental benefits, such as the Energy Efficiency Plan, the global digital transformation plan and the Sustainable Water Management Plan.

Metro de Madrid has an Environmental Management System Monitoring Committee (based on the UNE-EN ISO 14001 standard), which meets quarterly

Training and awareness raising

240 new recruits trained in environmental issues

Metro de Madrid workforce receive training and awareness-raising sessions aimed at providing them with specific environmental information for their jobs and guidelines and tools for caring for the environment. In 2022, eight sessions have been held in which a total of 240 new employees have been trained. In addition, an on-line course on environmental emergencies for warehouse staff was designed and delivered, with 46 attendees.

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Fighting climate change



As a means of transport that uses electrical energy to make more than 1.8 million trips underground every day, Metro de Madrid plays a decisive role in contributing to controlling and reducing the risks posed by climate change.

97% of the energy used by Metro to provide the service is electric. For this reason, Metro de Madrid is working to control and reduce its consumption through the Energy Management System.

Calculation of the carbon footprint

Metro de Madrid undertakes an annual GHG inventory (or organisational carbon footprint) in accordance with the international standard UNE - EN ISO 14064 - 1:2018⁷¹ in which it is certified by AENOR Internacional, S.A., and registers the calculation of its carbon footprint (up to Scope 3) in the Registry of the Spanish Climate Change Office (OECC).

At the time of closing this report, the company was compiling the information needed to calculate indirect emissions not linked to energy imports, so only scopes 1 and 2 are reported.

Category	Subcategory	2022		2021	
		Emissions		Emissions	
Direct emissions	Mobile combustion	484.88	7.89%	570.41	0.41%
	Stationary combustion	2,956.10	48.13%	3,898.60	2.77%
	Fugitive emissions in anthropogenic systems *	2,700.86	43.97%	2,377.08	1.69%
Indirect emissions	Imported electricity	0.00	0.00%	133,908.83	95.14%
TOTAL		6,141.83		140,754.92	

With the reduction to zero of indirect emissions derived from the import of electricity, which was the company's main source of emissions until 2021, Metro de Madrid's GHG inventory has been reduced by over 95% (considering only scopes 1 and 2).

[Annex III. Updating of information](#)

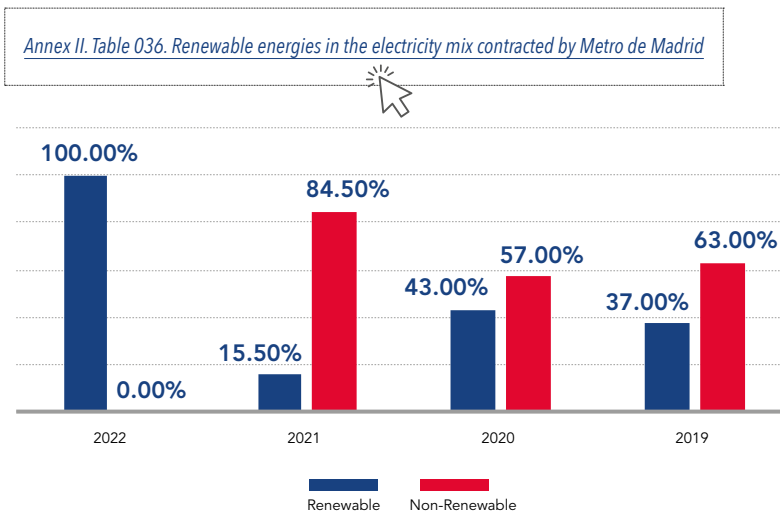
[71] "Specification with guidance at organisation level for the quantification and reporting of greenhouse gas emissions and removals."

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Use of renewable energies

In 2022, all the electricity used by Metro (both low and high voltage) comes from sources with a guarantee of origin (supplied by Iberdrola Clientes SAU). Previously, the percentage of electricity consumed by Metro from renewable sources depended on the electricity mix of the electricity suppliers responsible for high-voltage supply.

This translates into a significant reduction in emissions, enabling Metro de Madrid to focus on mitigating the impact of other sources of emissions such as the mobile combustion of vehicles, stationary combustion for heating, staff commuting to work centres or indirect emissions linked to the supply chain.



Emissions Reduction Plan 2022-2023

In compliance with the guidelines set by the Spanish Climate Change Office, in order to register its GHG inventory in the National Carbon Footprint Register, Metro de Madrid drew up an Emission Reduction Plan for the years 2022 and 2023.

Although the measures and objectives included in this plan are neither binding nor mandatory, they demonstrate the company's commitment to the fight against climate change.

The specific goals of the plan focus on:

1. Reducing energy consumption through the implementation of energy efficiency measures.
2. Increasing the use of renewable energies to reduce environmental impact.
3. Implementing a corporate culture of commitment to the environment.
4. Even though the most effective reduction measures are those aimed at reducing electricity consumption or improving the electricity mix of the supply company, the plan also includes measures to reduce emission sources, both direct and indirect, through transport and product consumption.

> New, more efficient and sustainable head office

Metro de Madrid's new headquarters have been operational since April 2022, a near-zero energy building that uses measures such as geothermal energy, photovoltaic panels and the reuse of water, among others, the results of which will be able to be evaluated as of next year.

> Progressive implementation of flexible working and remote work

According to an internal staff survey, the overall rating of remote work was 9.04 out of 10. The remote work regime is two days, as opposed to three days of face-to-face work per week.

This measure is estimated to have resulted in a total of **6,474.89 tCO₂e** avoided from staff travel in 2021, almost the same amount as those that did take place (6,605.519 tCO₂e).

Since June 2022, 1,384 people have taken up remote work ([See Quality employment](#)) in Metro de Madrid.

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> **Renewal of the vehicle fleet**

At the end of 2021, a vehicle fleet renewal plan was undertaken, incorporating a greater number of electric cars. Comparing the indirect emissions from the electricity consumed by these vehicles with those that would have been generated by diesel vehicles of equivalent performance, it is estimated that more than 16 tCO₂e were avoided.

Since the renovation was carried out late in 2022, and the electricity consumption in 2022 is GHG-free thanks to renewable RSM, the avoided emissions are expected to have been much higher.

> **Waste Management Plan** (See [Environmental management](#)).

Energy efficiency

Metro has obtained certification for its energy management system in accordance with the ISO 50001 standard, in recognition of its commitment and the introduction of a system aimed at continuous improvement in terms of the reduction of energy consumption, and increased energy efficiency.

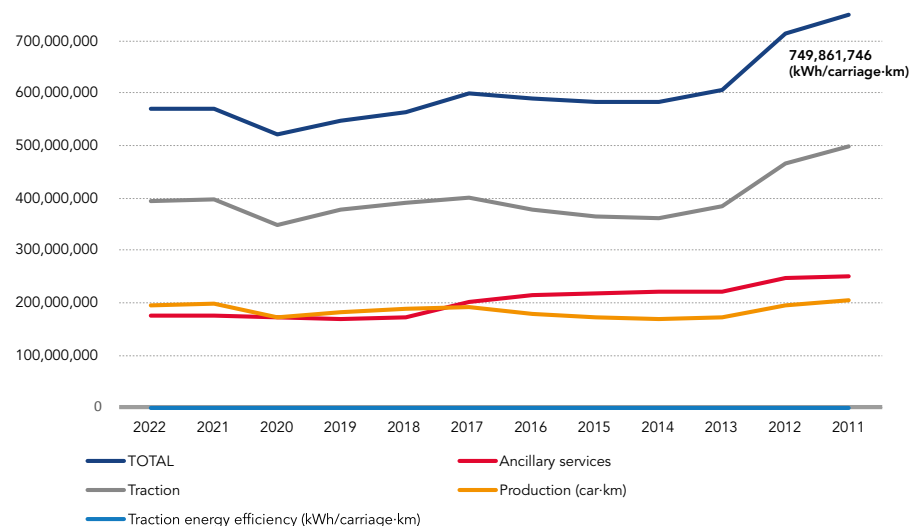
Not surprisingly, since 2012, Metro has had an Energy Saving Plan, with the goal of reducing energy consumption in the operating network. This plan, in which more than €8.5 million have been invested since 2012, is the result of an analysis of the company's energy consumption, which in 2011 stood at around 750 GWh. Thus, over the last ten years, actions have been carried out in the following areas:

- > **Traction**, which refers to the optimisation of traction consumption and increased regeneration
- > **Lighting**, with the goal of increasing the energy efficiency of the installed systems
- > **Comfort**, understood as the rationalisation of air conditioning and ventilation criteria

The measures have enabled the company to reduce its energy consumption by almost a quarter, from 750 GWh consumed in 2011 to just 570 GWh in 2022 (see [Annex II. Table 034. Electricity consumption and traction energy efficiency](#)).

Thus, the kWh/(cars*km) ratio, which makes it possible to assess relative energy consumption by avoiding possible distortions such as the number of trains in circulation or kilometres travelled, has been reduced by 16% over the last eleven years from 2.44 kWh/c*km to 2.04 kWh/c*km in 2022.

Evolution of the kWh/c*km ratio (Table 034)



The economic impact of the plan has resulted in savings of more than €5 million per year in traction energy and another €5.5 million per year in energy for auxiliary services. With the application of all these measures, it is estimated that in recent years there have been annual savings of around €16 million in Metro de Madrid's energy expenditure, before the extraordinary increase in the cost of energy that began in the summer of 2021, savings in consumption that will be maintained in the coming years. The return on investment has taken less than a year.

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Actions on the air-conditioning equipment of rolling stock

In 2022, refurbishment was carried out affecting on-board air conditioning control, replacing the current monitor with digital inputs that controls the environmental status of both the lounge and the cabin, with a solution patented by Metro that allows energy savings for the entire fleet of 15kW/h per year, as well as reducing breakdowns of the electronic cards by practically 99%.

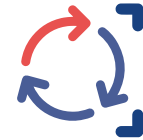
A contract was also signed this year to overhaul and improve the design of the 7000 and 8000-1st series air-conditioning equipment.

Measures to address climate change risks

Metro has a rain plan that includes, in addition to the operational actions planned, the several procedures and protocols that, in the area of self-protection, are included in the Network Self-Protection Plans (stations, inter-stations, etc.) and the Precinct Self-Protection Plans.

Metro also has an action plan for the risk of extreme weather events.

Responsible use of resources



The control of resource consumption is one of the key pillars of any environmental management system, especially those with environmental impact, the consumption of which Metro periodically analyses with the aim of detecting possible deviations and, if necessary, implementing the appropriate measures to combat possible adverse effects.



16,010,960 kWh of natural gas for space heating

(24% less than in 2021)



12,053 litres of heating oil C

(17% less than in 2021)

Water



319,584m³ 72 of water consumed⁷³

(20% less than in 2021)

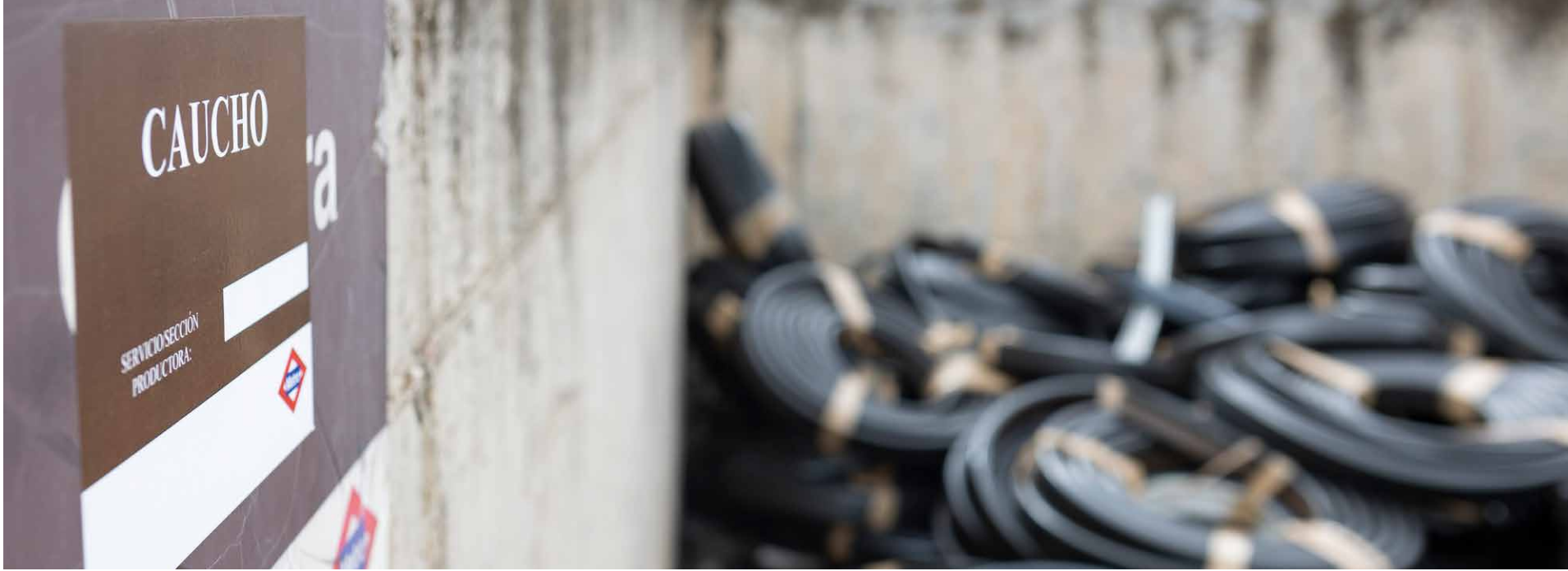


The total volume of water recycled amounted to 4,002 m³, 38.3% of the total

(18% in 2021, 1,462 m³)

[72] Not all turnover data were available when closing this report, so this figure is an estimate.

[73] All the water consumed by Metro is supplied by Canal de Isabel II.



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Metro de Madrid has a *Sustainable Water Management Plan* that includes the use of consumption-saving equipment both for human consumption and for some industrial and maintenance processes, as well as environmental awareness sessions in which information on responsible consumption is disseminated both inside and outside the company.

All discharges resulting from Metro's activity are channelled to the sewage system and periodic studies are undertaken at the final discharge points of the premises. In 2022, all analyses have given results below the limits set in the current regulations.

Raw materials

For its activity, Metro does not require the use of materials for the manufacture of any product, although it does use raw materials for the provision of the service, such as oil, grease, paper and solvent.

[Annex II. Table 030. Most relevant raw material consumption](#)

The percentage of recycled paper is 19% (27% in 2021), to which is added ecological paper or paper from sustainable production forests (PEFC certified), which means the ratio increases to 6%. In addition, in 2022, paper consumption has been reduced by 44%, mostly due to the new working model.

Other Metro consumption is related to internal transport (logistics and the movement of staff between the different sites) and consumption from the use of draisines (train maintenance vehicles).

▼
Petrol consumption⁷⁴ has decreased by 1%

▼
Diesel consumption is reduced by 24%

[Annex II. Table 031. Petrol and diesel consumption](#)

In 2022, the use of fossil fuels has been reduced as a result of the increase in electric, "zero emission" vehicles (see [Emission Reduction Plan 2022-2023](#)).

[74] Petrol and diesel A are used to transport products and materials and for the movement of Metro staff, while diesel B is used by the draisines (infrastructure maintenance vehicles such as tracks or catenaries).

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Waste management

In 2022, Metro de Madrid's activity generated around 1,900 tonnes of waste, 20% less than in 2021, due to the reduction of pruning waste and hazardous and non-hazardous electrical and electronic equipment (WEEE RP and RNP).

▼
€263,389.96 for waste management and treatment costs
 (€307,323.54 in 2021)

Management expenditure: €112,632.72
 Expenditure in treatment: €150,757.24

▼
1,900 tonnes of waste
 (20% less than in 2021)

▼
Over 95% of waste generated had a second life

▼
95% of waste treated in the Community of Madrid

▼
In 2022, there was no record of spillage nor dumping of waste

▼
Two tonnes less waste thanks to packaging reuse
 (2.5 in 2021)

▼
30 tonnes less hazardous waste thanks to electrical waste segregation
 (80 tonnes in 2021)

Train, facilities and equipment maintenance services and cleaning, on-site effluent treatment, the medical service and pesticide treatment operations are the main activities carried out by Metro de Madrid that generate the most waste. (See [Annex II. Table N011. Waste generated by Metro de Madrid](#))

Its treatment is undertaken by specialised and authorised companies and in compliance with current legislation, with the ultimate aim of contributing to the reduction of pollution acquired by Metro. Thus, 95% of the waste is treated in the Community of Madrid, which reduces atmospheric emissions from long trips; and more than 95% is recovered, i.e. it has a second life instead of being disposed of in landfill. (See [Annex II. Table037. Waste management](#))

The Cleaning and Environment Service is optimising collections by grouping different sites on the same route in order to reduce the number of trips made by lorries.

In 2022, Metro has recovered and reincorporated 49.08% of empty polluting packaging (cleaning products) into the production cycle, which has prevented the generation of more than two tonnes. This is in addition to the segregation of electrical waste, which saved 30 tonnes of hazardous waste in the same period. (See [Annex II. Table 038. Recovered packaging](#))

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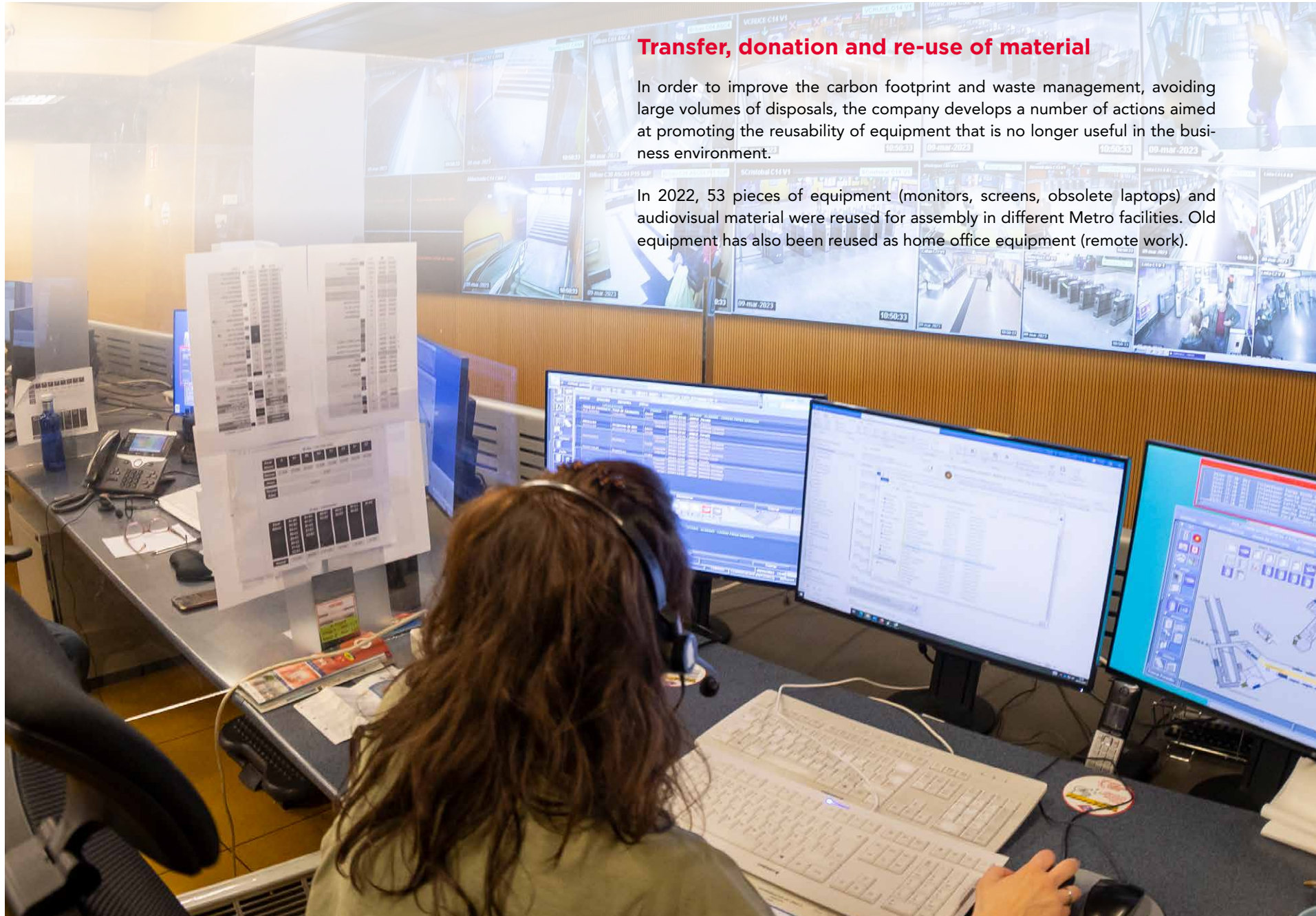
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Transfer, donation and re-use of material

In order to improve the carbon footprint and waste management, avoiding large volumes of disposals, the company develops a number of actions aimed at promoting the reusability of equipment that is no longer useful in the business environment.

In 2022, 53 pieces of equipment (monitors, screens, obsolete laptops) and audiovisual material were reused for assembly in different Metro facilities. Old equipment has also been reused as home office equipment (remote work).

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Protection of biodiversity



The fact that it runs below the surface (only 6% of the surface) is a benefit for the environment, as it avoids fragmentation of habitats and landscape damage. Even so, Metro de Madrid prevents the effects that slope and overhead track platform maintenance work may have and limits the use of herbicides and pesticides to avoid possible effects of toxicity and environmental pollution on plant species, fauna, soil and surface and groundwater.

South East Regional Park

Part of line 9 of Metro de Madrid runs on the surface within the Southeast Regional Park (a Protected Natural Area of more than 340 km²), located between Rivas Vaciamadrid and La Poveda. Although the track runs mainly over a bridge, so there is no barrier effect and no corrective measures are required in relation to the possible light impact of train traffic.

This Regional Park is home to species that are classified as vulnerable, endangered, near threatened or of least concern according to national lists and according to the Red List (of threatened species) of the International Union for Conservation of Nature (IUCN).

	V	V
	Spanish list	IUCN
Critically endangered	5	0
Endangered	17	2
Vulnerable	25	21
Nearly threatened	27	18
Minor concern	48	91

Maintenance of vegetation

Metro de Madrid undertakes gardening operations to keep vegetation under control and minimise the risk of fire. During 2022:

- > 165 cleared (155 in 2021)
- > 220 clean-ups (129 in 2021)
- > 396 quality control inspections (403 in 2021)
- > 58 trees planted
- > 330 seasonal plants planted
- > 330 shrubs planted
- > Rivas Futura's trees are being cleaned up

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Light and noise pollution



There are no measures to prevent, reduce or repair light pollution from Metro de Madrid since most of its facilities are underground.

Regarding noise that may be produced by the service, the company carries out measurements based on complaints and updated noise and vibration measurements in order to understand and minimise the emission of noise and vibration levels derived from the rolling of trains.

In the unburied sections, Metro de Madrid prepares strategic noise maps in compliance with the regulations in force and depending on the maximum speed, type of trains, pavement, train frequency and adjoining areas. From these studies, it is concluded that there are no effects due to noise levels higher than those established in the regulations.

In 2022, Metro de Madrid has not recorded any noise-related fines or non-monetary sanctions.



ABOUT THIS REPORT



This Statement of Non-Financial Information and Diversity (NFI) for 2022 has been issued by the Board of Directors of Metro de Madrid S.A. as part of Metro de Madrid's Corporate Report 2022, which includes the company's annual accounts and management report, in accordance with Act 11/2018 of 28 December, on non-financial information and diversity relating to the year 2022.

The Board of Directors acknowledges the completeness and accuracy of the information contained in this document, which has been prepared and presented applying the collective knowledge and following the recommendations of the Global Reporting Initiative (GRI) standards.

This report, carried out annually, is public and can be consulted on the website www.metroMadrid.es, where the latest report for 2021, among others, can also be consulted.

Metro de Madrid has analysed the materiality of the requirements of Act 11/2018, taking into account the opinion of the main stakeholders (See [Relationship with stakeholders and Annex I. Materiality analysis](#)). As shown in the Index of contents required by Act 11/2018 of 28 December, it has been prepared following the GRI standards selected for those requirements considered material for the business.

The non-financial information statement, which addresses all the points mentioned in the regulation, has been verified by KPMG.

Consolidation perimeter

The scope of the NFS considers the company Metro de Madrid S.A. The general information sections consider the companies in which Metro has holdings (TFM, MLM and Metrocall)⁷⁵ while in the other sections, which include detailed informa-

tion in response to the requirements of Act 11/2018 on Non-Financial Information, the level of detail depends on the level of operational control that Metro de Madrid has in each of them.

Consolidation perimeter of the non-financial information statement

General contents Act 11/2018	INVESTEES COMPANY		
	TFM (42.5%)	MLM (42.5%)	Metrocall (40%)
General information			
Environmental management	Only information regarding operational and maintenance staff, not management.		
Social and staff management	Only information regarding operational and maintenance staff, not management.		
Human rights			
Corruption and bribery			
Financial information			
Company		Only information regarding complaints and grievances.	

Contact

If you have any questions about this report, please contact memoriaanual@metromadrid.es and responsabilidad.corporativa@metromadrid.es.

[75] Metro de Madrid has holdings in the companies that make up the following consolidation perimeter:

- Metrocall Company, the purpose of which is to implement, manage and operate a public telecommunications network suitable for providing mobile telephone services in the Metro network and facilities. Metro has a 40% investment in this company, in which it has no assets.
- TFM, the concessionaire for the construction and operation of line 9 between Puerta de Arganda and Arganda del Rey. Metro de Madrid owns 42.5% of the share capital of this company and, by virtue of the operating contract with the company, it is responsible for the complete operation (operation and maintenance) of the entire line, assuming the cost of the operating and maintenance personnel and the supply costs.
- MLM, the concessionaire for the construction and operation of the ML1 Metro Ligero line. Metro owns 42.5% of the shares and, as part of its operating contract with the company, is responsible for the operation of the line, assuming the operating and maintenance costs and part of the supply costs.

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			GRI 2-21	Annual total compensation ratio	Working conditions: financial security and quality employment The ratio of the remuneration of the highest paid person in the organisation to the average annual remuneration of the entire workforce (excluding the highest paid person) is 331.5% (329.92% in 2021). In this calculation, the salary remuneration (without seniority) of the highest paid person has been considered against the certified wage bill for 2022, without considering social benefits and other social expenditure and the seniority of the equivalent average workforce in 2022.	85
POLICIES	Policies applied by the organisation	Policies applied by the group, which shall include the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts and verification and control, including what measures have been taken.	GRI 3-3		Ethics, integrity and transparency Commitment to the environment	53, 64, 69, 127
			GRI 2-22	Sustainable Development Strategy Statement	Responsible and sustainable management	62
			GRI 2-23	Commitments and policies	Ethics, integrity and transparency	70, 75, 134
			GRI 2-24	Including commitments and policies	Strategy: efficiency and sustainability Ethics, integrity and transparency	54, 70
			GRI 2-25	Processes to remedy negative impacts	Strategy: efficiency and sustainability	54
			GRI 2-26	Mechanisms for seeking advice and raising concerns	Strategy: efficiency and sustainability Ethics	72, 63
			GRI 2-27	Compliance with legislation and regulations	Ethics, integrity and transparency	72
			GRI 2-28	Membership of associations	Committed to the industry	125
			GRI 2-29	Approach to stakeholder participation	Relationship with stakeholders Employability: stability and career development	49, 50, 82

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RISKS	Main risks related to issues linked to the organisation's activities MATERIAL ISSUE: REGULATORY COMPLIANCE AND RISK MANAGEMENT	The main risks related to those issues that are linked to the group's activities including, where relevant and proportional, its trading relationships, products or services that may have an adverse effect on those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the national, European or international reference frameworks used for each issue. Information on the impacts identified should be included, providing a breakdown of these impacts, in particular on the main short, medium and long-term risks. Current and foreseeable effects of the company's activities on the environment and, where applicable, on health and safety.				
			GRI 201-2	Financial implications and other risks and opportunities due to climate change	Commitment to the environment	126

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		Environmental assessment or certification procedures Resources dedicated to the prevention of environmental risks	GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Governing and management bodies Stakeholder engagement	43, 44
INFORMATION ON ENVIRONMENTAL ISSUES	Pollution	Application of the precautionary principle			Environmental management	128
		Number of provisions and guarantees for environmental risks			Environmental management	128
		Measures to prevent, reduce or remedy CO2 emissions that seriously affect the environment	GRI 302-4	Reduction of energy consumption	Fighting climate change	129, 131
			GRI 302-5	Reduction in energy requirements of products and services	Fighting climate change	129
			GRI 305-5	Reduction of GHG emissions	Fighting climate change	129, 131
			GRI 305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions to the air	Occupational health and safety Fighting climate change	89, 92, 129
Measures to prevent, reduce or remedy emissions of any form of air pollution (including noise and light pollution)	GRI 416-1	Assessing the health and safety impacts of product and service categories	Safety and quality of service Light and noise pollution	34, 137		

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		Measures for waste prevention, recycling, reuse, other forms of recovery and disposal of waste.	GRI 301-1	Materials used by weight and volume	Responsible use of resources	133
			GRI 301-2	Recycled inputs used	Responsible use of resources	132, 133, 134
			GRI 301-3	Recovered products and packaging materials	Responsible use of resources	134
			GRI 303-3	Water withdrawal	Responsible use of resources	132
			GRI 306-1	Waste generation and significant waste-related impacts	Responsible use of resources	132, 134
			GRI 306-2	Management of significant waste-related impacts	Responsible use of resources	134
			GRI 306-3	Waste generated	Responsible use of resources	133
			GRI 306-4	Wastes not destined for disposal	Responsible use of resources	134
			GRI 306-5	Waste for disposal	Responsible use of resources	132
		Actions to combat food waste			NOT APPLICABLE Metro does not carry out actions to combat food waste, since food is not part of its activity.	NOT APPLICABLE

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	Sustainable use of resources MATERIAL TOPIC: SUSTAINABLE USE OF RESOURCES	Consumption and water supply in accordance with local constraints.	GRI 303-1	Interactions with water as a shared resource	Responsible use of resources	132
			GRI 303-2	Management of impacts related to water discharges	Responsible use of resources	132
			GRI 303-3	Water withdrawal	Responsible use of resources	132
			GRI 303-4	Water discharge	Responsible use of resources	132
			GRI 303-5	Water consumption	Responsible use of resources	132
		Consumption of raw materials and measures taken to improve the efficiency of their use	GRI 301-1	Materials used by weight and volume	Responsible use of resources	133
			GRI 301-2	Recycled inputs used	Responsible use of resources	132, 133, 134
			GRI 301-3	Recovered products and packaging materials	Responsible use of resources	134
		Direct and indirect consumption; Measures taken to improve energy efficiency and the use of renewable energies	GRI 302-1	Energy consumption within the organisation	Combating climate change Responsible use of resources	129, 133
			GRI 302-2	Energy consumption outside of the organisation	Fighting climate change	129
			GRI 302-3	Energy intensity	Fighting climate change	129
			GRI 302-4	Reduction of energy consumption	Fighting climate change	129, 131
			GRI 302-5	Reduction in energy requirements of products and services	Fighting climate change	129

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Climate change	MATERIAL TOPIC: ENERGY CONSUMPTION AND ENERGY EFFICIENCY	The major elements of greenhouse gas emissions generated as a result of the company's activities (including the goods and services it produces)	GRI 305-1	Direct GHG emissions (Scope 1)	Fighting climate change	129	
			GRI 305-2	Indirect (Scope 2) GHG emissions linked to energy	Fighting climate change	129	
			GRI 305-3	Other indirect (Scope 3) GHG emissions	Fighting climate change	129	
			GRI 305-4	Intensity of GHG emissions	Fighting climate change	129	
			GRI 305-6	Emissions of ozone-depleting substances (ODS)	Fighting climate change	129	
			GRI 305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions to the air	Fighting climate change	89, 92, 129	
					Fighting climate change	129	
		MATERIAL TOPIC: CARBON FOOTPRINT AND THE FIGHT AGAINST CLIMATE CHANGE	Measures taken to adapt to the consequences of climate change	GRI 201-2	Financial implications and other risks and opportunities due to climate change	Commitment to the environment	126
				GRI 305-5	Reduction of GHG emissions	Fighting climate change	129, 131
						Fighting climate change	129
	Protection of diversity	Measures taken to preserve or restore biodiversity	GRI 304-3	Habitats protected or restored	Responsible use of resources Protection of biodiversity	136	

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		Impacts caused by activities or operations in protected areas	GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protection of biodiversity	136
	GRI 304-2		Significant impacts of activities, products, and services on biodiversity	Protection of biodiversity	136	
	GRI 304-4		IUCN Red List species and national conservation list species with habitats in areas affected by operations.	Protection of biodiversity	136	
	GRI 308-2		Negative environmental impacts in the supply chain and actions taken	Supply chain	115, 119	
INFORMATION ON SOCIAL AND PERSONNEL ISSUES	Employment	Total number and distribution of employees by sex, age, country and professional classification	GRI 2-6	Activities, value chain and other business relationships	About Metro de Madrid A benchmark in transport Business model Increased transport capacity Supply chain	5, 20, 21, 104, 114
			GRI 2-7	Employees	Commitment to people Working conditions: financial security and quality employment Diversity Supply chain About Metro de Madrid	2-7 5, 80, 81, 94, 114
			GRI 405-1	Diversity of governance bodies and employees	Governing and management bodies With the people in the organisation Diversity	47, 80, 94
		Total number and distribution of employment contract modalities	GRI 2-7	Employees	About Metro de Madrid With the people in the organisation Diversity Supply chain	2-7 5, 80, 81, 94, 114
			GRI 2-8	Non-employee workers	Employability: stability and career development	67, 114

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			GRI 2-30	Collective bargaining agreements	Employability: stability and career development	82
		Average annual number of permanent, temporary and part-time contracts by gender, age and occupational classification	GRI 2-7	Employees	About Metro de Madrid With the people in the organisation Diversity Supply chain	2-7 5, 80, 81, 94, 114
		Number of dismissals by sex, age and professional classification	GRI 401-1	Recruitment of new employees and staff turnover	With the people in the organisation Employability: stability and career development	1 82
		Average salaries and their evolution broken down by sex, age and professional classification	GRI 405-2	Ratio between basic salary and remuneration of women and men	Working conditions: financial security and quality employment	85
		Wage gap	GRI 405-2		Working conditions: financial security and quality employment	85
		Remuneration for equal or average jobs in society	GRI 202-1	Ratios between the standard entry level wage by gender and the local minimum wage	NOT APPLICABLE	NOT APPLICABLE
			GRI 401-2	Provision provided to full-time employees that are not provided to temporary or part-time employees	Working conditions: financial security and quality employment	86
		Average remuneration of directors and executives (including variable remuneration, allowances, compensations, payments to long-term savings schemes and any other payments broken down by gender)	GRI 2-19	Remuneration policies	Governing and management bodies	48

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			GRI 2-20	Process for determining remuneration	Employability: stability and career development Working conditions: financial security and quality employment	83, 85		
			GRI 201-3	Defined benefit and other pension plan obligations	Working conditions: financial security and quality employment	86		
			GRI 404-3	Percentage of employees who receive regular performance and career development appraisals	Working conditions: financial security and quality employment	85		
				Implementation of work disengagement policies	GRI 402-1	Minimum notice periods regarding operational changes	Working conditions: financial security and quality employment	86, 87
				Employees with disabilities	GRI 405-1	Diversity of governance bodies and employees	Governing and management bodies With the people in the organisation Diversity	47, 80, 94
		Organisation of work		Organisation of working time	GRI 2-7	Employees	With the people in the organisation	2-7 5, 80, 81, 94, 114
				Number of hours of absence	GRI 403-9	Injuries due to accidents at work	Occupational health and safety	92
				Measures aimed at facilitating the enjoyment of conciliation and encouraging the co-responsible exercise of these by both parents	GRI 401-3	Parental leave	Working conditions: financial security and quality employment	88
				Health and safety conditions at work	GRI 403-1	Management system of health and safety at work	Occupational health and safety	89
					GRI 403-2	Hazard identification, risk assessment and incident investigation	Occupational health and safety	89, 92
GRI 403-6	Promoting workers' health				Occupational health and safety	89, 92		

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			GRI 403-3	Occupational health services	Occupational health and safety	89
			GRI 403-5	Employee's training on health and safety at work	Employability: stability and professional development Occupational health and safety	84, 91, 92
			GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked through business relationships	Occupational health and safety	89
			GRI 403-8	Coverage of the health and safety management system at work	Occupational health and safety	92
		Occupational accidents, in particular their frequency and severity, as well as occupational diseases; disaggregated by sex	GRI 403-9	Injuries due to accidents at work	Occupational health and safety	92
			GRI 403-10	Occupational diseases and illnesses	Occupational health and safety	92, 93
		Organisation of social dialogue, including procedures for informing, consulting and negotiating with staff				82
	Social relations	Percentage of employees covered by collective bargaining agreements by country	GRI 2-30	Collective bargaining agreements	Employability: stability and career development	82
		Assessment of collective bargaining agreements, particularly in the field of health and safety at work	GRI 403-1	Management system of health and safety at work	Occupational health and safety	89

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			GRI 403-4	Employee participation, consultation and communication on occupational health and safety at work	Occupational health and safety	89
		Mechanisms and procedures that the company has in place to promote the involvement of workers in the management of the company in terms of information, consultation and participation	GRI 2-30	Collective bargaining agreements	Employability: stability and career development	82
	Instructor	Training policies implemented	GRI 404-2	Programmes for upgrading employee skills and transition assistance programmes	Employability: stability and career development	84
		The total number of training hours by professional category	GRI 404-1	Average hours of training per year per employee	Employability: stability and career development	83
	Accessibility	Universal accessibility of people			Accessibility and inclusion in the Metro network	123
	MATERIAL TOPIC: NETWORK ACCESSIBILITY AND INCLUSION					
	Equality	Measures taken to promote equal treatment and opportunities between men and women			Diversity Equality between men and women	94

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		Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men)	GRI 401-3	Parental leave	Working conditions: financial security and quality employment	88	
			GRI 405-1	Diversity of governance bodies and employees	Governing and management bodies With the people in the organisation Diversity	47, 80, 94	
			GRI 405-2	Ratio between basic salary and remuneration of women and men	Working conditions: financial security and quality employment	85	
			Measures taken to promote employment	GRI 406-1	Incidents of discrimination and corrective actions taken	Respect for and promotion of human rights	79
			Policy against all forms of discrimination and, where appropriate, integration of protocols against sexual and gender-based harassment			Diversity Equality between men and women	94
			Protocols against all types of discrimination and, where appropriate, the management of diversity	GRI 406-1	Incidents of discrimination and corrective actions taken	Diversity Equality between men and women Respect for and promotion of human rights	94 79
INFORMATION ON RESPECT FOR HUMAN RIGHTS		Application of human rights due diligence procedures	GRI 414-2	Negative social impacts in the supply chain and actions taken	Responsible procurement and contracting	119	

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		Prevention of risks of human rights abuses and, where appropriate, measures to mitigate, manage and redress possible abuses committed	GRI 410-1	Security staff trained in human rights policies or procedures	Respect for and promotion of human rights Responsible procurement and contracting	79, 118
		Complaints about human rights violations	GRI 2-26	Mechanisms for seeking advice and raising concerns	Strategy: efficiency and sustainability Ethics, integrity and transparency	72, 63
			GRI 411-1	Cases of violations of indigenous peoples' rights	NOT APPLICABLE Non-material indicator	NOT APPLICABLE
		Promotion of and compliance with the provisions of the International Labour Organization's fundamental conventions relating to respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour			Respect for and promotion of human rights	78

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INFORMATION RELATING TO THE FIGHT AGAINST CORRUPTION AND BRIBERY		Measures taken to prevent corruption and bribery			Ethics, integrity and transparency	70
			GRI 205-1	Operations assessed for corruption-related risks	Ethics, integrity and transparency	70
			GRI 205-2	Communication and training about anti-corruption policies and procedures	Ethics, integrity and transparency	72
			GRI 205-3	Confirmed incidents of corruption and actions taken	Ethics, integrity and transparency	70
			GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Ethics, integrity and transparency	72
		Measures to combat money laundering	GRI 207-1	Tax approach	Strategy: efficiency and sustainability	58
			GRI 207-2	Tax governance, control and risk management	Ethics, integrity and transparency	75
			GRI 207-3	Stakeholder engagement and management of stakeholder concerns on tax issues	Stakeholder engagement Ethics, integrity and transparency	50, 74
			GRI 207-4	Country-by-country reporting	Not applicable Metro de Madrid operates exclusively in Spain, specifically in the Community of Madrid. It currently only carries out consultancy work in Lima, the information on which appears in the Company.	18
			GRI 201-1	Direct and generated economic value	Contribution to the development of society	59, 120, 121, 122
			GRI 203-2	Significant indirect economic impacts	Economic management	58
			GRI 415-1	Political contributions	Ethics, integrity and transparency	70

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COMPANY INFORMATION	MATERIAL TOPIC: ACCESSIBILITY AND INCLUSION IN THE METRO NETWORK	Impact of company's activity on employment and local development, towns and territory	GRI 203-1	Infrastructure investments and services supported	Upgrading and maintenance of facilities Accessibility and inclusion in the network	100, 123
			GRI 203-2	Significant indirect economic impacts		58
			GRI 204-1	Proportion of spending on local suppliers	Responsible procurement and contracting	116
			GRI 413-1	Operations with local community engagement programmes, impact assessments and development	Contribution to societal development Network accessibility and inclusion	120, 121, 124
			GRI 413-2	Operations with significant negative impacts –actual or potential– on local communities	Environmental management	128
		Relationships with local community actors and the forms of dialogue with them	GRI 2-28	Membership of associations	Committed to the industry	125
			GRI 413-1	Operations with local community engagement programmes, impact assessments and development	Contribution to the development of society	120, 121, 124
			GRI 2-28	Membership of associations	Committed to the industry	125
			GRI 203-1	Infrastructure investments and services supported	Network accessibility and inclusion	100, 123
			GRI 201-1	Direct and generated economic value	Contribution to the development of society	44, 102, 103 y 104
Subcontracting and suppliers	The inclusion of social, gender equality and environmental issues in procurement policy			Supply chain Responsible sourcing and procurement	116	

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		Consideration of their social and environmental responsibility in relations with suppliers and subcontractors	GRI 2-6	Activities, value chain and other business relationships	About Metro de Madrid A benchmark in transport Business model Increased transport capacity	5, 20, 21, 104, 114
			GRI 308-1	New suppliers that were screened using environmental criteria	Supply chain	114, 115
			GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Responsible procurement and contracting	34
			GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supply chain	114
			GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Supply chain	114
			GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Supply chain	114
			GRI 414-1	New suppliers that were screened using environmental criteria	Supply chain	115
			GRI 414-2	Negative social impacts in the supply chain and actions taken	Responsible procurement and contracting	119
		Supervision and audit systems and their resolution	GRI 308-1	New suppliers that were screened using environmental criteria	Supply chain	114, 115

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			GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Responsible procurement and contracting	34	
			GRI 414-2	Negative social impacts in the supply chain and actions taken	Supply chain	119	
	Consumers MATERIAL TOPIC: IMPROVEMENT AND MAINTENANCE OF FACILITIES.	Measures for the health and safety of consumers	GRI 416-1	Assessing the health and safety impacts of product and service categories	Safety and quality of service	34, 137	
			GRI 416-2	Cases of non-compliance regarding health and safety impacts of product and service categories	Safety and quality of service	34	
		Claims systems, complaints received and their resolution	GRI 417-1	Requirements for product information and labelling	Quality service	109	
			GRI 2-26	Mechanisms for seeking advice and raising concerns	Responsible and sustainable management Ethics, integrity and transparency	72, 63	
			GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality service	108	
			GRI 417-2	Incidents of non-compliance concerning product and service information and labelling	Quality service	110	
				GRI 417-3	Incidents of non-compliance concerning marketing communications	Quality service	112
		Tax information	Profits obtained by country	GRI 201-1	Direct and generated economic value	Contribution to the development of society	59, 120, 121, 122
	Taxes paid on profits		GRI 201-1	Direct and generated economic value	Contribution to the development of the company During the year 2022, the company has not accrued any amount for corporate revenue tax. (See Annual Accounts)	59, 120, 121, 122	
		Public subsidies received	GRI 201-4	Financial assistance received from government	The company	5	



ANNEX I. MATERIALITY ANALYSIS

The materiality analysis has been carried out using the following methodology:

> **Phase 1: Identification of material topics**

Five material categories were identified (Good governance and corporate culture, Transparency and communication, Commitment to people, Social commitment and Environmental commitment) consolidated into 33 topics.

> **Phase 2: Prioritisation of issues**

Over 1,300 consultations via an online form during September and October 2021 and in-depth interviews with external experts.

> **Phase 3: Elaboration of the materiality matrix**

The results of the consultations with different stakeholders and the analyses carried out build a Materiality Matrix on two axes of relevance:

V

**Stakeholder relevance axis:
Users (22.5%), Employees (22.5%),
Suppliers (15%), Social and sectoral entities (15%),
External stakeholder experts (10%), Media (5%)
and Administration (10%).**

V

**Axis of relevance to the business:
Executives (60%),
external business experts (20%)
and ESG analysts (20%).**

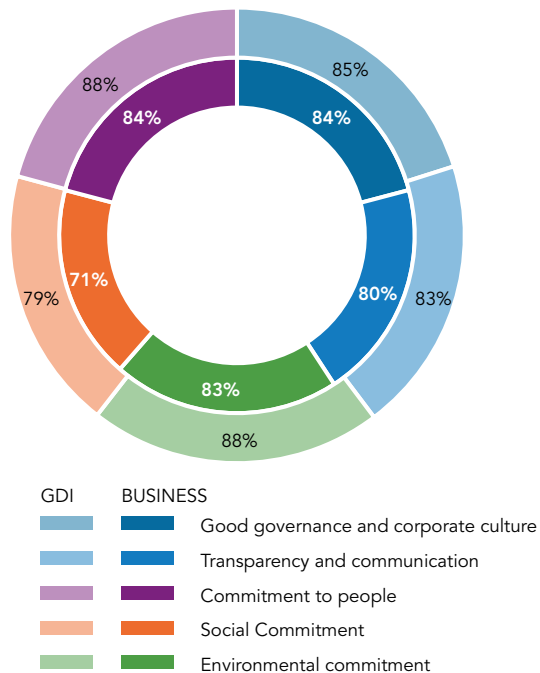
Materiality matrix

Good governance and corporate culture	
Efficiency and financial sustainability	84%
Good governance	87%
Ethics and integrity	90%
Regulatory compliance and risk management	87%
Fostering technological, organisational and process innovation	80%
Cybersecurity and digital transformation	82%
Responsible purchasing and supply chain management	81%
Respect for and promotion of human rights	85%
Transparency and communication	
Transparency	88%
Dialogue and communication with stakeholders	80%
Social relevance and reputation	81%
Associative presence and knowledge sharing	76%
Commitment to people	
Quality service and experience	84%
Availability and up-to-date information on the service	83%
Customer service and active listening	84%
Network accessibility and inclusion	86%

Improvement and maintenance of facilities	87%
Operational and customer health and safety	95%
Creation of stable and quality employment	84%
Professional development and commitment to training	82%
Equality and diversity of opportunities	83%
Occupational health and safety	92%
Employee wellbeing and engagement	84%
Reconciliation and flexibility	83%
Social Commitment	
Promoting sustainable mobility	85%
Contribution to the development of society	79%
Corporate volunteering	68%
Promotion of art and culture	67%
Environmental commitment	
Sustainable use of resources	88%
Waste management	86%
Energy consumption and energy efficiency	87%
Carbon footprint and the fight against climate change	87%
Protection of the environment and urban biodiversity	83%

Most relevant categories to the business and stakeholders

The results of the consultations showed a high degree of homogeneity between the business line and the stakeholders on the vast majority of issues, demonstrating a certain unanimity in their perception of the entity. The main differences in assessment between the two axes (business and stakeholders) are related to social issues.



Top issues for stakeholders

EXECUTIVES

- Ethics and integrity
- Operational and customer health and safety
- Occupational health and safety
- External experts (business)
- Regulatory compliance and risk management
- Operational and customer health and safety
- Cybersecurity and digital transformation
- ESG analysts (sam s&p and sasb)
- Good governance
- Transparency
- Operational and customer health and safety

EMPLOYEES

- Occupational health and safety
- Creation of stable and quality employment
- Reconciliation and flexibility

USERS

- Operational and customer health and safety
- Availability and up-to-date information on the service
- Network accessibility and inclusion

SUPPLIERS

- Ethics and integrity
- Respect for and promotion of human rights
- Equality and diversity of opportunities
- Social entities
- Respect for and promotion of human rights
- Carbon footprint and the fight against climate change
- Waste management

ADMINISTRATION

- Fostering technological, organisational and process innovation
- Social relevance and reputation
- Network accessibility and inclusion

EXTERNAL EXPERTS (GDI)

- Ethics and integrity
- Cybersecurity and digital transformation
- Equality and diversity of opportunities

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ANNEX II. DETAILS OF OPERATIONAL, ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTENT AND INDICATORS



TABLE 001. Main activity data

	2022	2021	2020	2019
Network kilometres	293.91	293.91	293.91	293.91
Number of stations	302	302	302	302
Park in operation	2,341	2,341	2,341	2,341
Cars x km (millions/year)	193.50	198.07	171.24	182.96
Total trips (millions)	571.7	442.3	349.8	677.4
Employees	7,189	7,219	7,260	7,146

Table 002. Main economic data (million euros)

	2022	2021	2020	2019	2018
Total revenue	1,150.58	1,026.29	1,022.14	1,054.61	1,035.62
Total expenditure	1,146.68	1,083.39	1,011.92	992.42	972.56
Profits	3.90	-57.10	10.22	62.19	63.06
Investments	348.41	114.28	134.89	96.60	87.90

Table 003. Annual evolution of supply vs. demand

	2022	2021	2020	2019	2018	2017	2016	2015	2014
Demand (no. of trips)	571,668,684	442,306,134	349,845,648	677,476,027	657,211,853	626,403,077	584,845,947	569,733,987	560,853,697
	29.25%	-34.71%	-48.36%	3.08%	4.92%	7.11%	2.65%	1.58%	0.53%
Supply (car-km)	193,501,738	198,071,037	171,235,130	182,958,870	189,023,124	192,365,416	180,022,966	171,427,995	170,180,988
	-2.31%	15.67%	-6.41%	-3.21%	-1.74%	6.86%	5.01%	0.73%	-0.87%

	2013	2012	2011	2010	2009	2008	2007	2006	2005
Demand (no. of trips)	557,893,585	602,649,929	634,851,894	627,099,957	649,977,853	685,542,642	687,705,476	657,439,341	644,048,916
	-7.43%	-5.07%	1.24%	-3.52%	-5.19%	-0.31%	4.60%	2.08%	4.63%
Supply (car-km)	171,678,173	193,777,241							
	-11.40%								

	2004	2003	2002	2001	2000	1999	1998	1997	1996
Demand (no. of trips)	615,533,167	601,804,790	565,010,627	543,915,197	525,033,638	480,001,287	437,006,928	422,712,653	407,977,217
	2.28%	6.51%	3.88%	3.60%	9.38%	9.84%	3.38%	3.61%	2.72%
Supply (car-km)									

	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986
	397,167,576	391,684,561	391,010,243	413,080,320	400,841,508	415,505,432	394,776,168	364,780,212	340,363,881	329,039,960
	1.40%	0.17%	-5.34%	3.05%	-3.53%	5.25%	8.22%	7.17%	3.44%	-

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Table 004. Number of trip by operator and percentage of total trips

	2022							
	Metro de Madrid	TFM	EMT	Road concessions *	Renfe Cercanías *	ML1	ML2 and M3	CAM Public Transport System
January	39,664,125	445,761	26,723,498		10,964,502	309,782	347,813	78,455,481
February	44,812,284	496,315	29,768,453		12,555,504	350,785	433,336	88,416,677
March	52,844,324	591,752	35,376,416		14,779,171	417,706	509,457	104,518,826
April	46,529,577	523,666	30,209,056		12,981,750	349,306	410,321	91,003,676
May	50,338,009	593,457	33,635,541		14,093,337	391,115	464,804	99,516,263
June	48,203,754	582,322	32,482,392		13,775,267	389,295	444,060	95,877,090
July	40,761,459	483,635	25,198,771		11,895,385	285,893	332,969	78,958,112
August	31,908,696	407,937	20,415,120		9,907,499	206,453	247,447	63,093,152
September	51,157,540	639,885	33,909,658		15,745,671	399,996	530,375	102,383,125
October	56,079,683	680,940	36,301,371		16,828,707	426,027	533,822	110,850,550
November	56,167,035	671,779	36,060,977			429,702	553,796	93,883,289
December	53,202,198	603,171	32,787,092			381,577	451,721	87,425,759
TOTAL 2021	571,668,684	6,720,620	372,868,345	231,729,173	164,798,979	4,337,637	5,259,921	1,357,383,359
	42.12%	0.50%	27.47%	17.07%	12.14%	0.32%	0.39%	100.00%
	2021							
	Metro de Madrid	TFM	EMT	Road concessions	Renfe Cercanías	Metros Ligeros	CAM Public Transport System	
January	29,268,423	340,871	14,358,384	8,980,337	7,898,175	717,539	61,563,729	
February	30,299,164	339,900	21,517,113	13,044,192	9,065,910	863,459	75,129,738	
March	35,044,130	413,987	25,213,324	15,382,025	10,712,774	1,003,533	87,769,773	
April	33,799,365	399,415	24,684,428	14,729,545	10,329,205	958,614	84,900,572	
May	36,111,492	425,418	26,207,773	15,702,350	10,953,355	1,008,114	90,408,502	
June	37,708,038	442,309	27,084,778	16,158,505	11,245,177	1,034,466	93,673,273	
July	34,041,714	392,278	23,576,697	14,247,477	9,750,480	732,760	82,741,406	
August	25,999,454	285,533	17,068,196	11,083,032	7,275,553	532,365	62,244,133	

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	2021						
	Metro de Madrid	TFM	EMT	Road concessions	Renfe Cercanías	Metros Ligeros	CAM Public Transport System
September	41,214,829	470,412	27,381,205	17,506,548	12,162,593	1,127,879	99,863,466
October	47,202,785	521,895	30,612,121	19,414,285	12,201,023	1,243,227	111,195,336
November	48,328,897	540,035	31,098,191	19,227,491	13,675,034	1,310,256	114,179,904
December	43,287,843	473,606	27,689,747	16,375,480	12,254,025	1,095,327	101,176,028
TOTAL 2021	442,306,134	5,045,659	296,491,957	181,851,267	127,523,304	11,627,539	1,064,845,860
	41.54%	0.47%	27.84%	17.08%	11.98%	1.09%	100.00%
	2020						
	Metro de Madrid	TFM	EMT	Road concessions	Renfe Cercanías	Metros Ligeros	CAM Public Transport System
January	59,604,596						59,604,596
February	60,409,710						60,409,710
March	26,416,220						26,416,220
April	4,865,215						4,865,215
May	9,644,087						9,644,087
June	21,778,145						21,778,145
July	27,065,995						27,065,995
August	20,707,210						20,707,210
September	27,861,396						27,861,396
October	30,066,965						30,066,965
November	30,493,406						30,493,406
December	30,932,702						30,932,702
TOTAL 2021	349,845,647	0	0	0	0	0	349,845,647
	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

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	2019						
	Metro de Madrid	TFM	EMT	Road concessions	Renfe Cercanías	Metros Ligeros	CAM Public Transport System
January	58,605,086						58,605,086
February	57,350,219						57,350,219
March	61,467,013						61,467,013
April	55,266,705						55,266,705
May	57,561,216						57,561,216
June	56,896,960						56,896,960
July	50,950,425						50,950,425
August	36,128,779						36,128,779
September	56,268,563						56,268,563
October	66,151,251						66,151,251
November	62,784,858						62,784,858
December	58,044,952						58,044,952
TOTAL 2021	677,476,027	0	0	0	0	0	677,476,027
	193.65%	0.00%	0.00%	0.00%	0.00%	0.00%	193.65%

Table 005. Average daily demand by type of day

Monthly average by type of day										
	2022	Diff. 22/21	% Diff. 22/21	2021	Diff. 21/20	% Diff. 21/20	2020	Diff. 20/19	% Diff. 20/19	2019
Weekdays	1,833,752	418,279	29.55%	1,415,473	343,095	31.99%	1,072,378	-1,138,061	-51.49%	2,210,439
Fridays	1,868,804	383,609	25.83%	1,485,195	347,543	30.55%	1,137,652	-1,132,029	-49.88%	2,269,682
Saturdays	1,217,722	274,186	29.06%	943,536	268,033	39.68%	675,503	-682,802	-50.27%	1,358,304
Sundays/Holidays	931,901	224,869	31.80%	707,032	211,578	42.70%	495,454	-512,635	-50.85%	1,008,089

	2022	Diff. 22/21	% Diff. 22/21
Weekdays	1,833,752	-376,687	82.96%
Fridays	1,868,804	-400,878	82.34%
Saturdays	1,217,722	-140,582	89.65%
Sundays/Holidays	931,901	-76,188	92.44%

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Table 006. Days of maximum and minimum demand

	2022	2021	2019
Maximum	Friday, 16/Dec/2022 2,381,518	Friday, 26/Nov/2021 2,093,606	Friday, 29/Nov/2019 2,747,473
Minimum	Saturday, 01/Jan/2022 462,810	Friday, 01/Jan/2021 313,191	Wednesday, 25/Dec/2019 638,256

Table 007. Demand by line

Lines	2022	Diff. 22-21	Diff. 22-19	2021	Diff. 21-19	2019
1	86,114,444	30.22%	-11.61%	66,130,963	-32.12%	97,425,512
2	35,438,310	25.64%	-15.67%	28,206,696	-32.88%	42,022,840
3	59,414,122	29.19%	-16.10%	45,991,229	-35.06%	70,818,209
4	31,893,267	30.52%	-26.75%	24,436,248	-43.88%	43,540,262
5	62,094,978	27.47%	-14.07%	48,713,647	-32.59%	72,264,390
6	94,083,615	24.74%	-15.78%	75,422,686	-32.49%	111,713,318
7	38,937,241	25.61%	-16.46%	30,999,562	-33.49%	46,608,443
8	13,782,749	37.01%	-30.21%	10,059,802	-49.06%	19,748,029
9	35,612,530	28.29%	-21.16%	27,758,674	-38.55%	45,170,827
10	65,625,994	36.22%	-16.67%	48,176,775	-38.83%	78,755,288
11	5,207,956	21.98%	-7.35%	4,269,540	-24.04%	5,620,922
12	36,738,320	35.77%	0.46%	27,058,280	-26.01%	36,570,957
BRANCH	3,474,929	21.16%	-47.23%	2,868,132	-56.44%	6,584,620
Passengers without a card	22,390	257.21%	-33.94%	6,268	-81.51%	33,894
Alternative service passengers	3,227,839	46.21%	439.31%	2,207,632	268.85%	598,516
TOTAL	571,668,684	29.25%	-15.62%	442,306,134	-34.71%	677,476,027

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Table 008. Distribution by transport ticket

Type of ticket	2022					2021			
	No. of trips	Total %	Difference	Variation	No. of trips	Total %	Difference	Variation	
Young *	163,581,274	29.1%	36,731,641	28.96%	126,849,633	29.2%	35,638,838	39.07%	
Normal *	212,612,971	37.8%	50,100,261	30.83%	162,512,710	37.4%	20,265,277	14.25%	
10 trips	114,661,683	20.4%	22,583,741	24.53%	92,077,942	21.2%	26,313,878	40.01%	
Senior citizens *	35,812,994	6.4%	12,104,293	51.05%	23,708,701	5.5%	5,200,814	28.10%	
Single ticket	20,743,499	3.7%	2,674,973	14.80%	18,068,526	4.2%	4,250,598	30.76%	
Blue Card *	7,535,560	1.3%	783,608	11.61%	6,751,952	1.6%	1,245,293	22.61%	
Children *	3,779,371	0.7%	80,935	2.19%	3,698,436	0.9%	677,172	22.41%	
Tourist *	3,040,256	0.5%	2,066,687	212.28%	973,569	0.2%	271,981	38.77%	
Family pass	310,522	0.1%	50,656	19.49%	259,866	0.1%	51,886	24.95%	
Total tickets	562,078,130	100.0%	127,176,795	29.24%	434,901,335	100.0%	93,915,737	27.54%	
Other (gate crossings, crowding, etc.)	6,340,325		1,149,426	22.14%	5,190,899		-776,511	-13.01%	
Passengers without a ticket	22,390		16,122	257.21%	6,268		-5,011	-44.43%	
Alternative service passengers	3,227,839		1,020,207	46.21%	2,207,632		-673,728	-23.38%	
Total trips	571,668,684		129,362,550	29.25%	442,306,134		92,460,487	26.43%	

* Transport passes

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Type of ticket	2020				2019	
	No. of trips	total %	Difference	Variation	No. of trips	total %
Young *	91,210,795	26.7%	-85,650,909	-48.43%	176,861,704	26.4%
Normal *	142,247,433	41.7%	-128,217,426	-47.41%	270,464,859	40.4%
10 trips	65,764,064	19.3%	-69,651,548	-51.44%	135,415,612	20.2%
Senior citizens *	18,507,887	5.4%	-23,624,684	-56.07%	42,132,571	6.3%
Single ticket	13,817,928	4.1%	-11,238,292	-44.85%	25,056,220	3.7%
Blue Card *	5,506,659	1.6%	-3,861,397	-41.22%	9,368,056	1.4%
Children *	3,021,264	0.9%	-1,647,870	-35.29%	4,669,134	0.7%
Tourist *	701,588	0.2%	-3,678,368	-83.98%	4,379,956	0.7%
Family pass	207,980	0.1%	-227,542	-52.25%	435,522	0.1%
Total tickets	340,985,598	100.0%	-327,798,036	-49.01%	668,783,634	100.0%
Other (gate crossings, crowding, etc.)	5,967,410		-2,092,573	-25.96%	8,059,983	
Passengers without a ticket	11,279		-22,615	-66.72%	33,894	
Alternative service passengers	2,881,360		2,282,844	381.42%	598,516	
Total trips	349,845,647		-327,630,380	-48.36%	677,476,027	

Table 009. Economic value generated and distributed

	2022	2021	2020	2019
A) Direct economic value (EVC)	1,145,160	1,021,384	1,015,616	1,052,702
B) Operational costs	619,154	550,723	479,003	474,138
C) Wages and social benefits	416,339	416,101	414,403	397,549
D) Payment to funders	7,266	5,497	7,418	7,066
E) Payment to governments	1,655	1,398	1,444	2,174
F) Investments in the community	41	32	57	234
Σ(B-F) Economic value distributed (EVD)	1,044,454	973,751	902,325	881,161
A-Σ(B-F) Economic value retained (EVR)	100,705	47,633	113,292	171,541

Table 010. Cost of Activities

	2022	2021	2020	2019
Operational costs	1,033,117,393	966,175,328	886,852,716	871,806,623
Recovered	101,833,757	108,950,867	104,222,776	110,606,924
Financial expenditure	7,266,274	5,170,194	7,114,341	6,205,364
Financial revenue *	-546,093			
Capital Subsidy *	-23,350,454			
Filomena revenue		-1,855,865		
COVID revenue		-26,752,178	-16,898,545	
MM Maintenance	-38,723,349	-36,074,461	-35,796,360	-35,817,128
COST OF ACTIVITIES	1,079,597,528	1,015,613,885	945,494,928	952,801,783

* In 2022, financial expenditure and capital grants are incorporated as a lower cost of activities

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Table 011. Train running cost / car-kilometre

	2022	2020	2019
Total	€601,165,409	€490,128,953	€504,674,507
Car-km	193,501,738	171,235,153	182,958,870
Cost/car-km	€3.1068	€2.8623	€2.7584

* In 2022, financial expenditure and capital grants are incorporated as a lower cost of activities

Table 012. Cost of station management/hours of station opening

	2022	2021	2020
Total	€306,879,007	€295,784,171	€285,190,451
Station opening hours	2,584,503	2,182,856	2,140,878

Cost/station opening hour: €118.74 / €135.50 / €133.21

Table 013. Administration cost/staff

	2022	2021	2020	2019
Total	€171,553,111	€174,427,748	€170,175,524	€167,953,405
Average staff	7,119	7,221	7,165	7,015
Administration cost/average staff	€24,097.64	€24,155.62	€23,750.95	€23,942.04

Table 014. Cost of activities / passenger

	2022	2021	2020	2019
Cost of Activities	€1,079,597,528	€1,015,613,885	€945,494,928	€952,801,784
TFM operating revenue	€-12,630,658	€-11,942,737	€-11,021,735	€-11,078,120
MLM operating revenue	€-9,065,721	€-8,068,855	€-7,654,449	€-7,566,826
Operalia revenue *	€-394,781			
Commission on the sale of tickets	€-15,275,124	€-14,309,355	€-12,652,540	€-24,110,018
Operating revenue (TFM, MLM, VTA, TIT)	€-37,366,284	€-34,320,947	€-31,328,724	€-42,754,964
Metro passenger cost	€1,042,231,244	€981,292,938	€914,166,204	€910,046,820
Passengers	571,668,684	442,306,134	349,845,647	677,476,027
COST PER PASSENGER	€1.8231	€2.2186	€2.6131	€1.3433

Table 015. Evolution of the presence of women in positions of responsibility

	2022	2021	2020	2019
Women	29%	29%	29%	23%
Men	71%	71%	71%	77%

* This table takes into account the following positions of responsibility within the company's management structure: CEO, directors, division, area and service managers.

Table 016. Gender diversity in governing and management bodies and in Metro management

	2022				2021				2020				2019							
	Total	Women	Men		Total	Women	Men		Total	Women	Men		Total	Women	Men					
General Shareholders' Meeting	11	4	36%	7	64%	11	4	36%	7	64%	15	4	27%	11	73%	14	4	29%	10	71%
Board of Directors	11	2	18%	9	82%	10	2	20%	8	80%	10	4	40%	6	60%	10	4	40%	6	60%
Management Committee	7	1	14%	6	86%	7	1	14%	6	86%	8	2	25%	6	75%	15	4	27%	11	73%
Executive Committee	6	3	50%	3	50%	6	3	50%	3	50%	6	3	50%	3	50%	6	3	50%	3	50%

Table 017. Average remuneration of non collection bargaining agreement personnel by sex

		Basic Salary	Seniority	Pays	Wage Complements	Extra salary allowances	Average remuneration
		2022	Women				
	Men	€94,716.61			€3,694.19		€98,410.80
2021	Women	€87,807.35	-	€6,528.11			€94,335.46
	Men	€81,126.53	€3,310.32	€13,521.09			€97,957.94
2020	Women						
	Men						
2019	Women						
	Men						

Table 020. Internal control and management systems audits

Type of audits	2022			2021			2020		
Management system audits	Year		17	Year		15	Year		12
Internal control audits	Recurrent	13		Recurrent	12		Recurrent	9	
	Year	12	29	Year	8	27	Year	8	24
	Follow-up of previous audits	4		Follow-up of previous audits	7		Follow-up of previous audits	7	
TOTAL			46			42			36

Table 021. Breakdown of internal audits subject area

	2022	2021	2020	2019
Environment	2	2		
Economic	8	5		
Social / other	36	35		
Total	46	42		

Table 022. Safety in service

	2022	2021	2020	2019
Hours of surveillance on the network	2,257,873	2,254,297	2,254,297	2,254,297
Hours of surveillance in sites	537,674	502,910	476,279	422,793
Security and civil protection incidents	57,876	54,713	41,617	50,000
Requests for recordings	4,878	3,772	2,870	3,699

Table 023. Security actions

		2022	2021	2020	2019
Security Forces	National Police	5,202	4,668	4,348	8,121
	Local police	1,296	1,200	1,165	1,598
	Civil Guard	70	82	84	75
	Security guards	35,613	33,433	19,848	18,227
Health Resources	SAMUR	5,919	4,479	3,528	6,843
	112+SUMMA+Red Cross	509	356	306	562
	TAS 112	2,800	2,333	1,601	2,254
	Fire fighters	127	99	101	147

Table 024. Incidents affecting people using the service

	2022	2021	2020
Bumps or falls on trains and facilities	1,914	1,813	1,165
Assaults	296	73	179
Indispositions (health causes)	3,694	3,894	3,409
Overruns (due to recklessness or suicidal intentions)	23	19	10
Threats	0	3	13
Disoriented/lost people	55	168	134
Presence of people on the track	107	414	35

Table 025. Overall security rating in Metro de Madrid

2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
7.68	7.71	-	7.67	7.46	7.22	7.67	7.33	-	7.00
2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
7.07	7.63	7.23	-	6.29	-	6.31	6.15	6.16	6.01

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Table 026. Train fleet (no. of cars)

Series	2022	2021	2020	2019
2000	724	724	724	724
3000	500	500	500	500
5000	202	202	202	202
6000	46	46	46	46
7000	222	222	222	222
8000	389	389	389	389
9000	258	258	258	258
TOTAL	2,341	2,341	2,341	2,341

Table 027. Evolution of availability on working days at 7:30 am

Year	Availability %
2003	95.15%
2004	97.17%
2005	97.65%
2006	97.56%
2007	97.72%
2008	97.86%
2009	97.94%
2010	97.65%
2011	97.61%
2012	97.69%
2013	97.73%
2014	97.88%
2015	97.41%
2016	97.37%
2017	96.98%
2018	97.23%
2019	96.01%
2020	94.76%
2021	95.56%
2022	93.78%

* On weekdays, during rush hour (7:30 am).

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Table 028. Reliability

Kilometres	2022	Difference	2021	Difference	2020	Difference	2019	Difference	2018
Inter-failure reliability (MKBF)	31,233	-10.37%	34,847	-5.08%	36,713	2.49%	35,820	2.36%	34,995
Inter-disturbance reliability (MKBFP)	140,504	-8.06%	152,823	-4.94%	160,764	-16.90%	193,458	14.84%	168,461

Table 029. Revisions

	2022	2021	2020	2019
Short cycle reviews (no. of operations)	5,451	5,634	5,525	5,582
Long-cycle reviews (no. of operations)	199	250	238	292
Repaired elements	9,959	11,329	6,473	6,578
Corrective maintenance (no. of operations)	12,181	13,339	11,465	12,483

Table 030. Most relevant raw material consumption

Material	Quantity consumed (tonnes)			
	2022	2021	2020	2019
Oil	444	24.49	24.88	26.25
Fats	5.1	4.2	1.6	2.6
Biodegradable fats	7.2	12.6	7.2	7.83
Solvent	3.89	8.3	6.5	7.64
Paper	5.97	10.6	14.7	19.6

Table 031. Fuel consumption

	Litres			
	2022	2021	2020	2019
Petrol consumption *	3,148.06	3,156.26	2,553.83	4,266.32
Diesel A consumption *	111,235.73	146,592.22	141,449.99	152,153.19
AdBlue **	1,214.97			
Diesel B consumption ***	79,470	80,894	88,037	102,715

* Transport of products and materials and movement of Metro personnel.

** Used by some diesel vehicles according to EURO 6 standards.

*** Used by draisines (infrastructure maintenance vehicles such as track or catenary).

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Table 032. Metro de Madrid GHG emissions (tCO₂eq)

2022			
Category	Subcategory	Emissions	
Direct emissions	Mobile combustion	484.88	7.89%
	Stationary combustion	2,956.10	48.13%
	Fugitive emissions in anthropogenic systems *	2,700.86	43.97%
Indirect emissions	Imported electricity	0.00	0.00%
TOTAL		6,141.83	
Carbon Footprint (Scopes 1+2) (grCO₂eq/vkm)			1.54
Offer			193,501,738
Demand Metro de Madrid			571,668,684
Demand ML1			4,337,637
Demand TFM			6,720,620
Average trip			6.858
Travelling by Metro de Madrid instead of a private vehicle pollutes X times less			82.3
Private vehicle without fuel differentiation (DEFRA) - grCO ₂ e/km			170.67
Average private vehicle occupancy (EMT - Smart Mobility 2017) -passengers/car			1.35

* Provisional data, as of 23/03/2023, pending receipt of data on the recharging of air-conditioning units in rolling stock.

Table 033. Annual evolution of Metro de Madrid's emissions (tCO₂eq)

Scope	2021*		2020		2019		2018
1	6,846.09	-21.41%	8,710.62	62.78%	5,351.16	-14.96%	6,292.26
2	133,908.83	69.48%	79,009.75	-28.25%	110,121.91	-27.91%	152,763.28
3	31,606.14	617.85%	4,402.91	-51.15%	9,013.92	27.12%	7,090.96
Total	172,361.06	87.10%	92,123.28	-26.00%	124,486.99	-25.07%	166,146.50

* Data updated as of 31/12/2022 following the verification carried out by AENOR Internacional, S.A. in accordance with UNE-EN ISO 14064-1:2018.

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Table 034. Electricity consumption and traction energy efficiency

High Voltage electricity consumption (kWh)					
	TOTAL	Ancillary services	Traction	Production (car·km)	Traction energy efficiency (kWh/carriage·km)
2022	570,165,702	174,785,701	395,380,001	193,501,738	2.0433
	-0.19%	-0.31%	-0.14%	-2.31%	2.22%
2021	571,257,956	175,330,060	395,927,896	198,071,037	1.9989
	9.69%	2.21%	13.36%	15.67%	-2.00%
2020	520,796,431	171,536,909	349,259,522	171,235,153	2.0396
	-4.67%	0.82%	-7.15%	-6.41%	-0.80%
2019	546,304,874	170,135,316	376,169,558	182,958,870	2.0560
	-2.92%	-3.41%	-3.41%	-3.21%	-0.21%
2018	562,744,384	173,303,068	389,441,316	189,023,124	2.0603
	-6.29%	-13.61%	-2.61%	-1.74%	-0.89%
2017	600,486,367	200,604,565	399,881,802	192,365,416	2.0788
	1.83%	-5.93%	6.23%	6.86%	-0.58%
2016	589,678,296	213,256,182	376,422,114	180,022,966	2.0910
	1.32%	-2.27%	3.48%	5.01%	-1.46%
2015	581,991,186	218,219,890	363,771,296	171,427,995	2.1220
	-0.06%	-3.41%	-3.41%	0.73%	-0.10%
2014	582,321,835	220,848,289	361,473,546	170,180,988	2.1241
	-3.99%	-0.62%	-5.94%	-0.87%	-5.11%
2013	606,511,413	222,223,192	384,288,221	171,678,173	2.2384
	-14.96%	-9.84%	-17.67%	-11.40%	-7.07%
2012	713,218,827	246,468,940	466,749,887	193,777,241	2.4087
	-4.89%	-2.07%	-6.31%	-4.93%	-1.45%
2011	749,861,746	251,671,892	498,189,854	203,830,984	2.4441

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Table 035. Other energy consumption

Fuel	2022	2021 *	2020	2019
Natural gas for heating (kWh)	16,010,960	20,992,950	18,354,446	19,596,165
Heating Diesel C (litres)	12,053	14,563	40,450	45,000
Electricity AT (kWh)	570,165,702	571,257,956	520,796,431	546,304,874
Electricity BT (kWh)	5,935,262 ***	5,935,262 **	5,935,262	5,064,325

* Data for natural gas, diesel C and low voltage electricity updated as of 31/12/2022 following the verification carried out by AENOR Internacional, S.A. in accordance with UNE-EN ISO 14064-1:2018.

** Central Post Service estimate, pending receipt of low voltage electricity consumption invoicing for the year 2021.

*** Central Post Service estimate, pending receipt of low voltage electricity consumption invoicing for the year 2022.

Table 036. Renewable energies in the electricity mix contracted by Metro de Madrid

	2022	2021	2020	2019	2018
Renewable	100.00%	15.50%	43.00%	37.00%	37.80%
Non-renewable	0.00%	84.50%	57.00%	63.00%	62.20%

Table 037. Waste management

	2022	Diff.	2021	Diff.	2020	Diff.	2019
Hazardous waste (mt)	328.57	-15.97%	390.99	29.07%	302.93	41.64%	213.87
Elimination	3.93%		1.54%		2.66%		3.31%
Recycling	91.97%		94.21%		91.60%		62.62%
Energy recovery	4.10%		4.24%		5.74%		34.08%
Non-hazardous waste (mt)	1,547.87	-20.83%	1,955.09	10.05%	1,776.54	34.26%	1,323.16
Elimination	1.01%		0.15%		0.17%		0.23%
Recycling	91.82%		85.67%		87.73%		99.77%
Energy recovery	7.17%		14.18%		12.10%		0.00%

Table 038. Recovered packaging

	2022	2021	2020	2019
Recovered packaging	49.08%	58.88%	48.05%	54.51%

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Table 039. Monthly distribution of requests for access to public information

	2022	2021	2020	2019
Received	120	142	169	182
Withdrawn	2	1	1	5
Moved	2	2	1	3
Affected 14-18	8	11	9	11
Partially affected 14-18	13	3	26	3
Answered	95	125	132	160

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Table 040. Monthly distribution of accesses to the transparency portal

	January	February	March	April	May	June	July	August	September	October	November	December	Total
2022	1,885	2,288	2,705	2,138	2,060	1,979	1,831	1,905	2,227	2,580	2,666	2,138	26,402
2021	2,880	2,818	2,705	2,138	2,060	2,003	1,863	1,548	2,317	2,307	2,451	2,335	27,425
2020	4,250	4,186	5,201	3,521	3,121	1,876	1,987	1,690	2,427	1,934	2,682	1,950	34,825
2019	1,589	5,510	9,570	19,372	12,058	3,500	3,148	2,450	3,866	4,774	3,710	3,038	72,585

Table 041. Types of supplier companies

	2022		2021		2020		2019	
Types of supplier companies	Number	% of the total	Number	% of the total	Number	% of the total	Number	% of the total
SMEs	479	72.91%	532	75.68%	599	77.89%	609	79.09%
Companies of the Community of Madrid	432	65.75%	470	66.86%	517	67.23%	528	68.57

Table 042. Number of contracts signed, number of contractors and contract amounts

	2022	2021	2020	2019
Contracts concluded	1,905	2,105	2,238	2,505
Different contractors	657	703	769	770
Contract amounts	€560,395,145.16	€360,236,885.21	€230,135,419.48	€296,544,919.52

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Table 043. Contracts by type of contractor and amount

	2022		2021		2020		2019	
Contracts with SMEs	1,457	76.48%	1,670	79.33%	1,788	79.89%	2,017	80.52%
Amount of SME contracts	€63,460,724.76	11.00%	€108,422,378.90	30.10%	€64,293,400.62	27.94%	68039579.76	22.94%
C. Madrid Contracts	1,325	69.65%	1,482	70.40%	1,625	72.61%	1,885	75.25%
Amount of contracts with C. Madrid	€479,113,143.37	85.50%	€230,954,373.21	64.11%	€162,791,707.16	70.74%	180708424.09	60.94%

Table 044. Workforce - General data

	2022		2021		2020		2019	
Total workforce	7,189	-0.42%	7,219	-0.56%	7,260	1.60%	7,146	
Equivalent average workforce	6,506.89	-0.66%	6,550.07	0.69%	6,505.00	1.03%	6,438.52	
Equivalent total workforce	6,534.85	0.05%	6,531.58	-0.10%	6,538.38	0.48%	6,507.05	
% workforce of non-Spanish nationality	0.26%	0.01%	0.25%	0.08%	0.17%	-0.06%	0.23%	
No. of people with disabilities in the workforce	197.00	-1.99%	201	-1.95%	205	13.26%	181	
% of workforce with disabilities	2.74%	-0.04%	2.78%	-0.04%	2.82%	0.29%	2.53%	
Full-time permanent contracts	6,532	-0.18%	6,544	-0.49%	6,576	-0.06%	6,580	
Recruitment	245	0.82%	243	34.25%	181	-9.05%	199	
Derecognitions	289	-0.34%	290	286.67%	75	22.95%	61	
Retirements	243	2.10%	238	815.38%	26	18.18%	22	
Staff in partial retirement	656	-1.06%	663	-1.19%	671	40.38%	478	

Table 045. Staff distribution

		2022	2021	2020	2019
Core staff	CORE	74%	75%		
Managers and Technicians	MYT	13%	13%		
Unqualified technicians	TNT	8%	7%		
Middle Management	MM	5%	5%		

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Table 046. Gender distribution

	MEN			WOMEN		TOTAL	
2022	5,388	74.95%	1,801	25.05%	7,189		
Variation	13	0.49%	-43	-0.49%	-30	-0.42%	
2021	5,375	74.46%	1,844	25.54%	7,219		
Variation	-43	-0.17%	2	0.17%	-41	-0.56%	
2020	5,418	74.63%	1,842	25.37%	7,260		
Variation	102	0.24%	12	-0.24%	114	1.60%	
2019	5,316	74.39%	1,830	25.61%	7,146		

Table 047. Age distribution

	2022			2021			2020			2019		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Less than 30 years	102	18	120	106	29	135	129	33	162	146	36	182
Between 30 and 50 years	3,394	833	4,227	3,289	844	4,133	3,200	835	4,035	3,126	837	3,963
More than 50 years	1,892	950	2,842	1,980	971	2,951	2,089	974	3,063	2,044	957	3,001
TOTAL	5,388	1,801	7,189	5,375	1,844	7,219	5,418	1,842	7,260	5,316	1,830	7,146

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Table 048. Staff by activity, occupational classification, age and gender

2022										
Activity	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
CORPORATE ADMINISTRATION	Management (*)	0	4	1	5	0	1	0	1	6
	Employees	3	63	32	98	0	23	47	70	168
	Middle management	0	2	5	7	0	0	0	0	7
	Auxiliary staff	0	2	2	4	0	0	1	1	5
	Managers and technicians	0	106	73	179	2	112	71	185	364
	Trained unqualified technicians	0	44	37	81	0	19	19	38	119
MAINTENANCE	Employees	42	746	460	1,248	3	32	18	53	1,301
	Middle management	1	33	62	96	0	0	1	1	97
	Auxiliary staff	0	1	1	2	0	1	1	2	4
	Managers and technicians	1	213	147	361	0	83	23	106	467
	Trained unqualified technicians	1	128	154	283	0	1	5	6	289
OPERATION	Employees	49	1,782	746	2,577	11	512	719	1,242	3,819
	Middle management	1	162	85	248	2	11	14	27	275
	Auxiliary staff	0	1	2	3	0	0	11	11	14
	Managers and technicians	0	27	47	74	0	22	3	25	99
	Trained unqualified technicians	4	80	38	122	0	16	17	33	155
Grand total		102	3,394	1,892	5,388	18	833	950	1,801	7,189

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2021										
Activity	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
CORPORATE ADMINISTRATION	Management (*)	0	4	1	5	0	1	0	1	6
	Employees	0	58	33	91	2	25	53	80	171
	Middle management	0	3	6	9	0	0	0	0	9
	Auxiliary staff	0	0	3	3	0	0	1	1	4
	Managers and technicians	0	101	71	172	4	112	66	182	354
	Trained unqualified technicians	0	39	42	81	0	19	18	37	118
MAINTENANCE	Employees	18	621	475	1,114	0	23	18	41	1,155
	Middle management	1	31	73	105	0	0	1	1	106
	Auxiliary staff	0	1	1	2	0	0	1	1	3
	Managers and technicians	1	197	148	346	0	84	17	101	447
	Trained unqualified technicians	0	113	155	268	0	2	7	9	277
OPERATION	Employees	82	1,878	788	2,748	23	540	741	1,304	4,052
	Middle management	3	140	91	234	0	8	15	23	257
	Auxiliary staff	0	0	3	3	0	0	12	12	15
	Managers and technicians	0	26	50	76	0	20	3	23	99
	Trained unqualified technicians	1	77	40	118	0	10	18	28	146
Grand total		106	3,289	1,980	5,375	29	844	971	1,844	7,219

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2020										
Activity	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
CORPORATE ADMINISTRATION	Management (*)	0	3	1	4	0	2	0	2	6
	Employees	0	44	42	86	0	18	53	71	157
	Middle management	0	2	6	8	0	0	0	0	8
	Auxiliary staff	0	1	0	1	0	0	1	1	2
	Managers and technicians	0	100	80	180	2	107	67	176	356
	Trained unqualified technicians	0	37	45	82	0	21	16	37	119
MAINTENANCE	Employees	21	648	510	1,179	0	21	21	42	1,221
	Middle management	0	29	78	107	0	0	1	1	108
	Auxiliary staff	0	0	1	1	0	0	0	0	1
	Managers and technicians	1	188	149	338	0	81	17	98	436
	Trained unqualified technicians	0	93	156	249	0	1	9	10	259
OPERATION	Employees	84	1,812	853	2,749	26	532	763	1,321	4,070
	Middle management	1	139	101	241	0	7	15	22	263
	Auxiliary staff	0	0	9	9	0	1	11	12	21
	Managers and technicians	0	24	49	73	0	19	2	21	94
	Trained unqualified technicians	0	66	45	111	0	9	19	28	139
Grand total		107	3,186	2,125	5,418	28	819	995	1,842	7,260

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2019										
Activity	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
CORPORATE ADMINISTRATION	Management (*)	0	1	2	3	0	1	1	2	5
	Employees	1	47	39	87	2	23	53	78	165
	Middle management	0	2	6	8	0	0	0	0	8
	Auxiliary staff	0	1	1	2	0	0	1	1	3
	Managers and technicians	0	94	74	168	0	99	61	160	328
	Trained unqualified technicians	0	35	48	83	0	17	17	34	117
MAINTENANCE	Employees	27	687	507	1,221	0	19	21	40	1,261
	Middle management	1	36	76	113	0	0	1	1	114
	Auxiliary staff	0	0	1	1	0	0	2	2	3
	Managers and technicians	0	190	140	330	0	87	15	102	432
	Trained unqualified technicians	0	79	156	235	0	2	9	11	246
OPERATION	Employees	116	1,718	794	2,628	33	551	734	1,318	3,946
	Middle management	1	143	99	243	0	9	13	22	265
	Auxiliary staff	0	0	8	8	0	1	11	12	20
	Managers and technicians	0	24	47	71	1	17	2	20	91
	Trained unqualified technicians	0	69	46	115	0	11	16	27	142
Grand total		146	3,126	2,044	5,316	36	837	957	1,830	7,146

* This includes the CEO, general secretary, directors and deputy directors.

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Table 049. Staff average age

Year	Average age	Variation	Men	Variation	Women	Variation
2022	48.18	0.21%	47.29	0.00%	50.85	0.89%
2021	48.08	0.17%	47.29	-1.48%	50.40	-1.18%
2020	48.00		48.00		51.00	

Table 050. Average length of service

Year	Total	Variation	Men	Variation	Women	Variation
2022	19.34	-2.52%	18.63	-3.67%	21.47	0.94%
2021	19.84	-1.54%	19.34	-2.18%	21.27	0.05%
2020	20.15	2.08%	19.77		21.26	

Table 051. New contracts by professional group, sex and age

Professional classification	2022							2021						
	MEN			WOMEN			Grand total	MEN			WOMEN			Grand total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Employees	35	171	19	1	9	1	245	8	153	17	5	43	3	243
Managers and technicians	0	2	1	0	5	1		0	3	0	2	7	2	

Professional classification	2020							2019						
	MEN			WOMEN			Grand total	MEN			WOMEN			Grand total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Employees	14	121	13	5	25	1	181	31	121	6	6	32	1	199
Managers and technicians	0	1	0	0	1	0		0	1	0	0	1	0	

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Table 052. Re-employment by professional group, age and sex

2022							
Professional classification	MEN			WOMEN			Grand total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Employees	0	6	2	0	0	0	12
Trained unqualified technicians	0	1	0	0	0	0	
Managers and technicians	0	3	0	0	0	0	
2021							
Professional classification	MEN			WOMEN			Grand total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Employees	0	3	2	0	0	0	5
Trained unqualified technicians	0	0	0	0	0	0	
Managers and technicians	0	0	0	0	0	0	
2020							
Professional classification	MEN			WOMEN			Grand total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Employees	0	6	1	0	1	2	10
Trained unqualified technicians	0	0	0	0	0	0	
Managers and technicians	0	0	0	0	0	0	
2020							
Professional classification	MEN			WOMEN			Grand total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Employees	0	2	2	0	4	3	16
Trained unqualified technicians	0	0	0	0	0	0	
Managers and technicians	0	3	2	0	0	0	

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Table 053. Terminations by professional group, sex and age

2022								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Due to IPA	Employees		1	1			1	289
	Middle Management and Unqualified Technicians			1				
	Auxiliary staff							
Due to IPT	Managers and technicians							
	Employees		2	3			1	
	Middle Management and Unqualified Technicians							
Temporary leave previous year PAD leave current year	Auxiliary staff			1				
	Managers and technicians							
	Employees							
Temporary leave previous year Leave due to PTD current year	Employees							
	Middle Management and Unqualified Technicians			1				
	Auxiliary staff							
Voluntary leave	Managers and technicians							
	Employees						1	
	Middle Management and Unqualified Technicians							
Dismissal	Auxiliary staff							
	Managers and technicians					1		
	Employees		1					
Leave of absence due to incompatibility	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians		1					
Leave of absence due to incompatibility	Employees	1	4	1				
	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							

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2022								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Voluntary leave of absence	Employees	2	8			1	1	289
	Middle Management and Unqualified Technicians							
	Auxiliary staff							
Death *	Managers and technicians						1	
	Employees		1	7			2	
	Middle Management and Unqualified Technicians							
Retirement	Auxiliary staff							
	Managers and technicians							
	Employees			129			43	
	Middle Management and Unqualified Technicians			47			3	
	Auxiliary staff						1	
	Managers and technicians			14			6	

2021								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Due to IPA	Employees		1	2			1	290
	Middle Management and Unqualified Technicians							
	Auxiliary staff							
Due to IPT	Managers and technicians			1				
	Employees			7		2	3	
	Middle Management and Unqualified Technicians			2				
Temporary leave previous year PAD leave current year	Auxiliary staff							
	Managers and technicians							
	Employees							
	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							

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2021								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Temporary leave previous year Leave due to PTD current year	Employees		2	4			3	290
	Middle Management and Unqualified Technicians		1					
	Auxiliary staff							
Voluntary leave	Managers and technicians							
	Employees		2			1		
	Middle Management and Unqualified Technicians							
Dismissal	Auxiliary staff							
	Managers and technicians					1		
	Employees							
Leave of absence due to incompatibility	Middle Management and Unqualified Technicians		2					
	Auxiliary staff							
	Managers and technicians							
Voluntary leave of absence	Employees		4			3		
	Middle Management and Unqualified Technicians							
	Auxiliary staff							
Death *	Managers and technicians							
	Employees		2					
	Middle Management and Unqualified Technicians		1					
Retirement	Auxiliary staff							
	Managers and technicians							
	Employees			149			38	
	Middle Management and Unqualified Technicians			26			3	
	Auxiliary staff			4				
	Managers and technicians			14			4	

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2020								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Due to IPA	Employees		1	2		1	1	75
	Middle Management and Unqualified Technicians			1				
	Auxiliary staff						1	
Due to IPT	Managers and technicians					1		
	Employees		1	5			6	
	Middle Management and Unqualified Technicians							
Temporary leave previous year PAD leave current year	Auxiliary staff							
	Managers and technicians							
	Employees							
Temporary leave previous year Leave due to PTD current year	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							
Voluntary leave	Employees							
	Middle Management and Unqualified Technicians							
	Auxiliary staff							
Dismissal	Managers and technicians					1		
	Employees							
	Middle Management and Unqualified Technicians							
Leave of absence due to incompatibility	Auxiliary staff							
	Managers and technicians							
	Employees		2					
Voluntary leave of absence	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							
Voluntary leave of absence	Employees		7				2	
	Middle Management and Unqualified Technicians		1					

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2020								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Death *	Auxiliary staff							75
	Managers and technicians			1		1		
	Employees		1	8				
Retirement	Middle Management and Unqualified Technicians			2				
	Auxiliary staff							
	Managers and technicians			3				
	Employees			13			8	
	Middle Management and Unqualified Technicians			5				
	Auxiliary staff							
	Managers and technicians							

2019								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Due to IPA	Employees		1	2				61
	Middle Management and Unqualified Technicians			1				
	Auxiliary staff							
Due to IPT	Managers and technicians							
	Employees		3	7		1	1	
	Middle Management and Unqualified Technicians							
Temporary leave previous year PAD leave current year	Auxiliary staff							
	Managers and technicians							
	Employees		1			1		
Temporary leave previous year Leave due to PTD current year	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							
Temporary leave previous year Leave due to PTD current year	Employees		2	1				
	Middle Management and Unqualified Technicians							

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2019								
Reason	Group	MEN			WOMEN			Grand total
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Voluntary leave	Auxiliary staff							61
	Managers and technicians							
	Employees							
Dismissal	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							
Leave of absence due to incompatibility	Employees		1					
	Middle Management and Unqualified Technicians			2				
	Auxiliary staff							
Voluntary leave of absence	Managers and technicians							
	Employees	1	4			2		
	Middle Management and Unqualified Technicians							
Death *	Auxiliary staff							
	Managers and technicians			1				
	Employees			6				
Retirement	Middle Management and Unqualified Technicians							
	Auxiliary staff							
	Managers and technicians							
Retirement	Employees			13			2	
	Middle Management and Unqualified Technicians			3				
	Auxiliary staff			1				
Retirement	Managers and technicians			3				

* These are deaths due to natural causes, unrelated to work activity.

Table 054. Staff by type of contract, professional classification, gender and age

2022										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
100. Permanent. Full time. Ordinary	Management	0	4	1	5	0	1	0	1	6
	Employees	93	2,556	911	3560	14	561	622	1197	4757
	Middle management	2	196	101	299	2	11	10	23	322
	Auxiliary staff	0	1	2	3	0	1	10	11	14
	Managers and technicians	1	342	218	561	2	213	89	304	865
	Trained unqualified technicians	5	251	176	432	0	36	30	66	498
130. Permanent. Full time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	23	6	29	0	5	3	8	37
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
189. Permanent. Full time. Transformation temporary contract	Management	0	0	0	0	0	0	0	0	0
	Employees	0	1	4	5	0	0	0	0	5
	Middle management	0	0	1	1	0	0	0	0	1
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	1	4	5	0	4	0	4	9
	Trained unqualified technicians	0	0	1	1	0	0	0	0	1
200. Permanent. Part-time. Ordinary	Management	0	0	0	0	0	0	0	0	0
	Employees	1	8	1	10	0	1	0	1	11
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	3	0	3	0	0	0	0	3
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	1	1	1

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2022										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
230. Permanent. Part-time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	0	0	0	0	2	2	2
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
401. Fixed Duration. Full time. For works	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	0	0	0	0	0	0	0
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
540. Dur. Temp. Part T. Ret. Pre	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	318	318	0	0	157	157	475
	Middle management	0	0	51	51	0	0	5	5	56
	Auxiliary staff	0	0	3	3	0	0	3	3	6
	Managers and technicians	0	0	48	48	0	0	8	8	56
	Trained unqualified technicians	0	0	53	53	0	0	10	10	63
Grand total		102	3386	1900	5,388	18	833	950	1,801	7,189

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2021										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
100. Permanent. Full time. Ordinary	Management	0	4	1	5	0	1	0	1	6
	Employees	99	2,523	941	3563	25	581	672	1278	4841
	Middle management	4	173	116	293	0	8	11	19	312
	Auxiliary staff	0	1	4	5	0	0	11	11	16
	Managers and technicians	1	320	227	548	4	212	78	294	842
	Trained unqualified technicians	1	228	179	408	0	31	34	65	473
130. Permanent. Full time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	24	5	29	0	6	3	9	38
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
189. Permanent. Full time. Transformation temporary contract	Management	0	0	0	0				0	0
	Employees	0	4	1	5	0	0	0	0	5
	Middle management	0	1	0	1	0	0	0	0	1
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	4	1	5	0	4	0	4	9
	Trained unqualified technicians	0	1	0	1	0	0	0	0	1
200. Permanent. Part-time. Ordinary	Management	0	0	0	0	0	0	0	0	0
	Employees	1	6	1	8	0	1	0	1	9
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	1	1	1

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2021										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
230. Permanent. Part-time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	0	0	0	0	2	2	2
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
401. Fixed Duration. Full time. For works	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	0	0	0	0	0	0	0
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
540. Dur. Temp. Part T. Ret. Pre	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	348	348	0	0	135	135	483
	Middle management	0	0	54	54	0	0	5	5	59
	Auxiliary staff	0	0	3	3	0	0	3	3	6
	Managers and technicians	0	0	41	41	0	0	8	8	49
	Trained unqualified technicians	0	0	58	58	0	0	8	8	66
Grand total		106	3289	1980	5,375	29	844	971	1,844	7,219

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2020										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
100. Permanent. Full time. Ordinary	Management	0	3	1	4	0	2	0	2	6
	Employees	104	2,474	1,012	3590	26	564	719	1309	4899
	Middle management	1	169	131	301	0	7	12	19	320
	Auxiliary staff	0	1	5	6	0	1	11	12	18
	Managers and technicians	1	308	236	545	2	203	78	283	828
	Trained unqualified technicians	0	195	192	387	0	31	35	66	453
130. Permanent. Full time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	20	6	26	0	6	3	9	35
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	1	1	0	0	0	0	1
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
189. Permanent. Full time. Transformation temporary contract	Management	0	0	0	0	0	0	0	0	0
	Employees	0	4	1	5	0	0	0	0	5
	Middle management	0	1	0	1	0	0	0	0	1
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	4	1	5	0	4	0	4	9
	Trained unqualified technicians	0	1	0	1	0	0	0	0	1
200. Permanent. Part-time. Ordinary	Management	0	0	0	0	0	0	0	0	0
	Employees	1	6	1	8	0	1	1	2	10
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0

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2020										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
230. Permanent. Part-time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	1	1	0	0	2	2	3
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
401. Fixed Duration. Full time. For works	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	0	0	0	0	0	0	0
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
540. Dur. Temp. Part T. Ret. Pre	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	384	384	0	0	112	112	496
	Middle management	0	0	54	54	0	0	4	4	58
	Auxiliary staff	0	0	4	4	0	0	1	1	5
	Managers and technicians	0	0	41	41	0	0	8	8	49
	Trained unqualified technicians	0	0	54	54	0	0	9	9	63
Grand total		107	3,186	2,125	5,418	28	819	995	1,842	7,260

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2019

Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
100. Permanent. Full time. Ordinary	Management	0	1	2	3	0	1	1	2	5
	Employees	143	2,431	1,004	3578	35	590	719	1344	4922
	Middle management	2	180	140	322	0	9	12	21	343
	Auxiliary staff	0	1	6	7	0	1	12	13	20
	Managers and technicians	0	304	232	536	1	198	71	270	806
	Trained unqualified technicians	0	182	207	389	0	30	34	64	453
130. Permanent. Full time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	12	2	14	0	0	2	2	16
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
189. Permanent. Full time. Transformation temporary contract	Management	0	0	0	0	0	0	0	0	0
	Employees	0	4	0	4	0	0	0	0	4
	Middle management	0	1	0	1	0	0	0	0	1
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	4	1	5	0	4	0	4	9
	Trained unqualified technicians	0	1	0	1	0	0	0	0	1
200. Permanent. Part-time. Ordinary	Management	0	0	0	0	0	0	0	0	0
	Employees	1	5	1	7	0	3	0	3	10
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
230. Permanent. Part-time. People with disabilities	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	1	1	0	0	2	2	3
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0

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2019										
Contract Type	Professional classification	MEN				WOMEN				Grand total
		Under 30	Between 30 and 50	Over 50	Total men	Under 30	Between 30 and 50	Over 50	Total women	
401. Fixed Duration. Full time. For works	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	0	0	0	1	0	1	1
	Middle management	0	0	0	0	0	0	0	0	0
	Auxiliary staff	0	0	0	0	0	0	0	0	0
	Managers and technicians	0	0	0	0	0	0	0	0	0
	Trained unqualified technicians	0	0	0	0	0	0	0	0	0
540. Dur. Temp. Part T. Ret. Pre	Management	0	0	0	0	0	0	0	0	0
	Employees	0	0	332	332	0	0	85	85	417
	Middle management	0	0	41	41	0	0	2	2	43
	Auxiliary staff	0	0	4	4	0	0	2	2	6
	Managers and technicians	0	0	28	28	0	0	7	7	35
	Trained unqualified technicians	0	0	43	43	0	0	8	8	51
Grand total		146	3,126	2,044	5,316	36	837	957	1,830	7,146

Table 055. Average remuneration

SEX	2022	2021	2020	2019
Men	€42,056.17	49,780.88	€47,882.49	€46,842.00
Women	€40,893.64	48,590.33	€46,497.77	€45,419.00

* The weights included in previous years were due to the way the gap was calculated in those years.

** In this and subsequent years, we will apply the criterion for calculating the pay gap, which is not based on weightings but directly on averages (average for men - average for women / average for men).

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Table 056. Average remuneration by professional group, age and sex

	Professional classification	MEN			WOMEN		
		Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50
2022	Managers and technicians	46,515.17	55,417.34	58,113.49	46,983.25	54,546.56	56,936.08
	Middle management	52,428.83	48,095.90	36,044.61	45,167.65	44,362.90	35,963.47
	Trained unqualified technicians	47,076.08	49,510.02	41,173.54		44,647.24	38,396.98
	Employees	28,891.32	42,114.50	35,254.90	42,059.09	39,392.18	36,741.51
	Auxiliary staff		18,642.36	24,241.64		42,611.99	30,135.55
2021	Managers and technicians	49,952.86	64,732.18	82,569.50	50,787.76	65,827.44	74,079.05
	Middle management	48,099.99	51,956.78	56,543.96		49,716.78	54,513.81
	Trained unqualified technicians	48,526.95	51,523.42	56,413.09		50,176.71	52,598.70
	Employees	43,197.78	44,273.69	47,721.88	42,439.38	43,032.40	45,169.08
	Auxiliary staff		36,010.73	41,107.76			37,990.03
2020	Managers and technicians	45,484.83	57,793.36	72,424.56	45,313.35	58,677.06	66,392.91
	Middle management	47,056.60	49,689.24	54,748.26		48,568.17	52,921.94
	Trained unqualified technicians		50,170.97	54,491.23		47,871.30	51,569.51
	Employees	42,500.43	43,245.00	46,713.29	41,787.53	42,031.09	44,168.35
	Auxiliary staff		35,491.47	40,990.08		44,142.61	36,776.50
2019	Managers and technicians		77,198.76	79,113.76	42,390.48	75,080.81	76,236.34
	Middle management	44,090.51	50,172.56	47,578.29		42,374.33	45,334.07
	Trained unqualified technicians		48,660.71	51,696.01		41,765.78	42,424.22
	Employees	40,574.78	39,826.16	37,773.40	39,331.26	38,043.72	40,189.55
	Auxiliary staff		34,815.08	27,351.20		42,908.42	28,961.30

Table 057. Wage gap

2022	
Average salary for men	€42,056.17
Average salary for women	€40,893.64
Total gap	2.76%

Salary gap 2022 = Male average - female average / male average. Positive value is in favour of men.

* The weights included in previous years were due to the way the gap was calculated in those years.

** In this and subsequent years, we will apply the criterion for calculating the pay gap, which is not based on weightings but directly on averages (average for men - average for women / average for men).

Table 058. Accident rates

	2022				2021				2020				2019		
	Total	Variation	Men	Women	Total	Variation	Men	Women	Total	Variation	Men	Women	Total	Men	Women
Incidence rate	2.81	1.81%	3.09	1.98	2.76	12.20%	2.96	2.17	2.46	-33.69%	2.79	1.48	3.71	4.28	2.23
General Frequency Index	38.72	7.68%	40.77	32.8	35.96	4.29%	38.35	28.99	34.48	-32.15%	39.16	20.80	50.82	55.15	39.07
Frequency rate of accidents with sick leave	21.77	1.92%	23.99	15.33	21.36	7.72%	22.92	16.81	19.83	-29.15%	22.53	11.95	27.99	32.28	16.8
Severity Rate	0.60	0.00%	0.63	0.51	0.60	-18.92%	0.67	0.40	0.74	-6.33%	-	-	0.79	-	-
Average length of leave due to accident	27.72	-24.24%	26.42	33.57	36.59	-26.89%	37.11	34.53	50.05	29.73%	48.06	58.78	38.58	-	-
Influence of the accident rate on the accident severity rate *	0.27	-3.57%	0.29	0.25	0.28	-17.65%	0.3	0.21	0.34	-17.07%	0.37	0.24	0.41	-	-

* General Absenteeism Index (GAI).

Table 059. Accident rate by age and sex

SEX	AGE	2022			2021		
		Incidence rate*	Frequency rate General	Frequency rate Acc. with S/L	Incidence rate*	Frequency rate General	Frequency rate Acc. with S/L
MEN	Up to 30	36.14	74.72	46.70	21.00	21.67	16.26
	31-40	25.57	41.06	21.24	27.40	31.88	19.45
	41-50	21.96	40.10	23.08	29.00	42.62	24.72
	51-60	26.68	55.63	34.95	32.40	38.58	24.67
	Over 60	9.44	21.96	14.64	17.90	43.10	23.60
	Metro	30.95	40.77	23.99	29.60	38.35	22.92
WOMEN	Up to 30	47.62	36.92	36.92	23.80	36.90	18.45
	31-40	4.02	24.91	3.11	10.00	30.99	7.75
	41-50	16.79	28.93	13.02	9.40	16.05	7.30
	51-60	24.56	40.80	19.04	26.00	31.99	20.14
	Over 60	24.77	31.34	19.21	44.20	41.55	34.22
	Metro	19.78	32.80	15.33	21.70	28.99	16.81

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		2022			2021		
SEX	AGE	Incidence rate*	Frequency rate General	Frequency rate Acc. with S/L	Incidence rate*	Frequency rate General	Frequency rate Acc. with S/L
MEN	Up to 30	45.90	55.58	37.05	51.10	60.61	38.57
	31-40	27.40	38.96	22.10	51.60	59.20	39.96
	41-50	29.00	41.97	23.37	37.70	51.31	28.45
	51-60	32.40	45.76	26.15	41.00	58.70	30.98
	Over 60	17.90	22.61	14.47	36.60	46.72	27.61
	Metro	27.90	39.16	22.53	42.80	55.15	32.28
WOMEN	Up to 30	91.80	98.80	74.10	27.80	41.94	20.97
	31-40	10.60	17.09	8.54	20.30	40.81	15.30
	41-50	11.80	17.49	9.54	10.20	19.99	7.69
	51-60	19.50	25.48	15.77	29.60	51.54	22.23
	Over 60	6.00	12.04	4.82	26.40	36.58	19.95
	Metro	14.80	20.80	11.95	22.30	39.07	16.80

* Updated the methodology for calculating the "Incidence Index" and recalculation for 2021, 2020 and 2019.

Table 060. Accident rate indicators by groups and collectives

GROUP	COLLECTIVE	2022			2021			2020			2019		
		Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L	Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L	Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L	Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L
Managers and technicians	CEO	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Head of Area	0.00	0.00	0.00	0.00	22.79	0.00	0.00	19.21	0.00	0.00	35.11	0.00
	Head of Division	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Head of Service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Subdirector	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Deputy Head of Service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.50	54.70	10.94
	Mid-level Attached Technician (TAM)	2.95	11.43	2.29	3.20	4.90	2.45	3.50	5.72	2.86	3.80	17.35	2.89
	Senior Attached Technician (TAS)	0.00	2.53	0.00	3.30	7.57	2.52	0.00	2.64	0.00	3.10	14.24	2.37
Trained unqualified technicians	Technician Attached Technician (TAE)	8.20	25.42	6.35	8.20	6.35	6.35	0.00	7.36	0.00	9.60	7.26	7.26
	Command Post Inspector	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.10	0.00	11.00	16.59	8.30
	Training Instructor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38.50	87.11	29.04
	Freight Dispatch Operator	0.00	0.00	0.00	0.00	38.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Facilities operator Facilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Analyst Programmer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Analyst Operator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Rolling Stock Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	345.81	0.00	0.00	0.00	0.00
	Movement Specialist M.M.	32.61	42.13	25.28	21.50	16.66	16.66	26.70	21.52	21.52	0.00	22.88	0.00
Facility Explot. Techn.	15.38	11.93	11.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.58	0.00	
Assistant Technician	5.46	16.94	4.24	0.00	4.19	0.00	0.00	17.57	0.00	11.20	12.65	8.43	

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GROUP	COLLECTIVE	2022			2021			2020			2019		
		Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L	Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L	Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L	Incidence rate*	General Frequency Rate	Acc. Frequency Rate with S/L
Middle management	Head Inspector	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Line Manager	9.80	30.40	7.60	0.00	15.50	0.00	9.10	14.63	7.31	9.00	13.60	6.80
	Head of Business	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	D. C. Shift Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Master	28.04	21.74	21.74	27.80	35.87	51.52	8.90	7.20	7.20	52.20	54.08	39.39
Employees	Line Technician	0.00	17.23	0.00	7.80	12.01	6.01	8.20	13.19	6.60	8.00	24.16	6.04
	Aux. Movement Tech	0.00	55.37	0.00	22.20	17.22	17.22	0.00	0.00	0.00	0.00	0.00	0.00
	Technical Assistant	15.50	18.03	12.02	16.00	37.19	12.40	17.10	34.48	13.79	34.20	25.81	25.81
	Assistant	0.00	0.00	0.00	200.00	309.94	154.97	0.00	0.00	0.00	0.00	94.36	0.00
	Head of Ticket Hall	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	54.10	61.21	40.81
	Head of Sector	26.10	44.60	20.23	28.00	42.14	21.73	17.40	25.88	14.04	27.40	47.86	20.69
	Warehouse Manager	0.00	8.71	0.00	11.10	17.22	8.61	48.80	59.04	39.36	36.60	36.83	27.62
	Electric Traction Driver	22.24	25.87	17.24	21.50	25.80	16.70	32.80	43.64	26.45	36.30	39.89	24.41
	Of. administrator	0.00	0.00	0.00	0.00	5.91	0.00	0.00	2.24	0.00	975.20	1235.32	736.20
	Official	96.69	113.10	73.40	85.40	99.58	66.15	111.40	146.23	89.91	0.00	0.00	0.00
	Remote Facilities and Safety Control Operator	0.00	27.04	0.00	0.00	0.00	0.00	14.60	11.81	11.81	32.30	40.59	24.65
	Technical Delineation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Auxiliary staff	Ticketing Agent	0.00	0.00	0.00	76.90	119.21	59.60	0.00	0.00	0.00	0.00	0.00
Administrative assistant		0.00	0.00	0.00	0.00	193.71	59.60	0.00	242.07	0.00	0.00	0.00	0.00
Cleaner		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1509.83	0.00
Ordinance		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	754.92	0.00
Junior		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL		28.08	38.72	21.77	27.60	35.96	21.36	24.70	34.48	19.83	37.10	50.82	27.99

II= Accidents*1000/employees-
IF= Accidents*1000000/hours worked.
IG= Days lost*1000/hours worked.

* Updated the methodology for calculating the "Incidence Index" and recalculation for 2021, 2020 and 2019.

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Table 061. Professional development

	2022		2021		2020		2019	
TOTAL HOURS OF TRAINING	312,585.87	37.53%	227,291.00	35.95%	167,183.91	-28.42%	233,550.68	
Total hours of training (NEW RECRUITS)	85,478.74	6.66%	80,143.30	39.56%	57,425.90	-41.66%	98,437.17	
Total hours of training (NOT NEW RECRUITS)	227,107.13	54.34%	147,147.70	34.07%	109,758.01	-18.77%	135,113.51	
TOTAL PARTICIPANTS	39,729	84.14%	21,575	6.22%	20,312	0.47%	20,216	
Total new recruit participants	9,808	-	-	-	-	-	-	
Total not new recruit participants	29,921	-	-	-	-	-	-	

Table 069. Reduced working hours by type, age and sex

Type	Age	2022				2021			
		Total by type	Men	Women	By age and type	Total by type	Men	Women	By age and type
Legal guardian of minor	Under 30	425	1	0	1	321	1	0	1
	Between 30 and 50		210	186	396		154	147	301
	Over 50		16	12	28		7	12	19
Legal guardian for disability	Under 30	3	0	0	0	3	0	0	0
	Between 30 and 50		0	3	3		0	0	0
	Over 50		0	0	0		0	3	3
Legal guardian of family member	Under 30	76	0	0	0	61	0	0	0
	Between 30 and 50		12	12	24		8	5	13
	Over 50		4	48	52		4	44	48
Reduced working hours for minors with serious illness	Under 30	13	0	0	0	12	0	0	0
	Between 30 and 50		6	5	11		5	5	10
	Over 50		1	1	2		1	1	2
TOTAL		517	250	267	517	397	180	217	397

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		2020				2019			
Type	Age	Total by type	Men	Women	By age and type	Total by type	Men	Women	By age and type
Legal guardian of minor	Under 30	332	0	0	0	344	0	0	0
	Between 30 and 50		155	164	319		142	180	322
	Over 50		2	11	13		7	15	22
Legal guardian for disability	Under 30	4	0	0	0	3	0	0	0
	Between 30 and 50		0	1	1		1	1	2
	Over 50		0	3	3		0	1	1
Legal guardian of family member	Under 30	67	1	0	1	79	2	0	2
	Between 30 and 50		4	9	13		11	15	26
	Over 50		6	47	53		5	46	51
Reduced working hours for minors with serious illness	Under 30	13	0	0	0	10	0	0	0
	Between 30 and 50		5	7	12		3	6	9
	Over 50		1	0	1		1	0	1
TOTAL		416	174	242	416	436	172	264	436

Table 070. Maternity leave by occupational group, age and gender

Maternity	Age range	2022		2021		2020		2019	
		No. of people	Days	No. of people	Days	No. of people	Days	No. of people	Days
EMPLOYEES	BETWEEN 30 AND 50	24	1,556	25	1,509	33	2,420	27	2,212
	OVER 50	1	74						
MIDDLE MANAGEMENT	BETWEEN 30 AND 50	1	76	11	586	1	85		
MANAGERS AND TECHNICIANS	BETWEEN 30 AND 50	12	717						
	OVER 50	1	106	2	105	14	1,095	11	840
TRAINED UNQUALIFIED TECHNICIANS	BETWEEN 30 AND 50	4	222						
Grand total		43	2,751	38	2,200	48	3,600	38	3,052
Average days		63.98		57.89		75.00		80.32	

Table 071. Paternity leave by occupational group, age and gender

Paternity		2022		2021		2020		2019	
Professional group	Age range	No. of people	Days	No. of people	Days	No. of people	Days	No. of people	Days
EMPLOYEES	UNDER 30	2	127			1	70	5	145
	BETWEEN 30 AND 50	193	9,425	212	9,313	316	7,303	167	4,887
	OVER 50	2	114	3	130	2	58		
MIDDLE MANAGEMENT	BETWEEN 30 AND 50	15	886	10	557	27	760	15	497
	OVER 50	1	38						
MANAGERS AND TECHNICIANS	BETWEEN 30 AND 50	26	1,213	29	1,204	36	965	19	551
	OVER 50	-	-	1	76				
TRAINED UNQUALIFIED TECHNICIANS	UNDER 30	2	180						
	BETWEEN 30 AND 50	18	855	25	1,087	23	677	10	290
Grand total		259	12,838	280	12,367	405	9,833	216	6,370
Average days		49.57		44.17		24.28		29.49	

Table 072. Maternal and paternal leave by age

TYPE	2022			2021			2020			2019		
	Between 30 and 50		TOTAL	Between 30 and 50		TOTAL	Between 30 and 50		TOTAL	Between 30 and 50		TOTAL
	Women	Men		Women	Men		Women	Men		Women	Men	
Maternity	9		9	11	0	11	14	0	14	10	0	10
Paternity		10	10	0	13	13	7	0	7	1	10	11
TOTAL	9	10	19	11	13	24	21	0	21	11	10	21

TYPE	2022			2021			2020			2019		
	Over 50		TOTAL	Over 50		TOTAL	Over 50		TOTAL	Over 50		TOTAL
	Women	Men		Women	Men		Women	Men		Women	Men	
Maternity	9		9	11	0	11	14	0	14	10	0	10
Paternity		1	1	0	13	13	7	0	7	1	10	11
TOTAL	9	1	10	11	13	24	21	0	21	11	10	21

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Family care leave

TYPE	2022			2021			2020			2019		
	Between 30 and 50		TOTAL	Between 30 and 50		TOTAL	Between 30 and 50		TOTAL	Between 30 and 50		TOTAL
	Women	Men		Women	Men		Women	Men		Women	Men	
Family care		1	1			0			0			0
TOTAL	0	1	1	0	0	0	0	0	0	0	0	0

TYPE	2022			2021			2020			2019		
	Over 50		TOTAL	Over 50		TOTAL	Over 50		TOTAL	Over 50		TOTAL
	Women	Men		Women	Men		Women	Men		Women	Men	
Family care	1		1			0			0			0
TOTAL	1	0	1	0	0	0	0	0	0	0	0	0

Table 073. VPN connections for remote work

	January	February	March	April	May	June	July	August	September	October	November	December
2022	889	875	834	774	601	714	399	296	456	488	482	453
2021	1,196	1,157	1,131	1,144	1,131	1,040	858	572	988	936	910	806

* Maximum number of concurrent connections in each month (corresponds to a specific day and time).

	January	February	March	April	May	June	July	August	September	October	November	December
2022	1,267	1,237	1,259	1,283	1,267	1,262	1,216	1,183	1,236	1,258	1,273	1,264

* Total number of distinct users who connected at least once to the VPN during each month.

Table 074. Absenteeism (by type)

Reason	2022	2021	2020	2019
Common Disease	7.60%	7.00%	8.09%	7.40%
Coronavirus leave	0.84%	1.17%	4.37%	0.00%
Accident	0.52%	0.59%	0.60%	0.70%
Maternity/Paternity	1.25%	1.28%	1.08%	0.74%
Paid Leave	0.60%	0.50%	0.40%	0.67%
Unpaid Leave	0.32%	0.30%	0.24%	0.32%
Paid Leave Coronavirus	0.00%	0.00%	0.14%	0.00%
Unpaid Leave	0.14%	0.12%	0.21%	0.12%
Strike	0.05%	0.00%	0.01%	0.29%
Clinic Leave	0.02%	0.05%	0.03%	0.01%
Suspension of Employment	0.02%	0.01%	0.01%	0.02%
Unexcused Absence	0.00%	0.00%	0.01%	0.01%
Excused Absence	0.01%	0.00%	0.00%	0.00%

Table 075. Absenteeism (by hours)

	2022	2021	2020	2019
Absence hours	1,183,811.00	1,159,679.00	1,595,275.00	1,062,489.00

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Table 076. Hours of training by occupational group, gender and age

Professional group	2022				2021			
	Under 30	From 30 to 50	Over 50	Total hours	Under 30	From 30 to 50	Over 50	Total hours
Sex								
Employees	4,987.73	105,196.22	24,607.23	134,791.18	7,234.25	66,888.76	20,322.97	94,445.98
Men	894.50	16,348.16	5,349.08	22,591.74	1,781.80	10,543.81	7,644.72	19,970.33
Women	4,093.23	88,848.06	19,258.15	112,199.44	5,452.45	56,344.95	12,678.25	74,475.65
Middle management	1,071.07	24,772.24	2,865.75	28,709.06	3.25	11,698.02	3,694.25	15,395.52
Men	721.50	3,306.90	242.50	4,270.90	0.00	208.00	222.25	430.25
Women	349.57	21,465.34	2,623.25	24,438.16	3.25	11,490.02	3,472.00	14,965.27
Auxiliary staff	0.00	20.75	50.25	71.00	0.00	15.00	213.50	228.50
Men	0.00	1.00	45.50	46.50	0.00	0.00	208.00	208.00
Women	0.00	19.75	4.75	24.50	0.00	15.00	5.50	20.50
Managers and technicians	107.50	21,540.22	7,924.97	29,572.69	17.00	12,444.23	6,670.24	19,131.47
Men	9.00	7,062.47	1,919.25	8,990.72	10.50	5,280.37	1,461.66	6,752.53
Women	98.50	14,477.75	6,005.72	20,581.97	6.50	7,163.86	5,208.58	12,378.94
Trained unqualified technicians	2,198.90	24,419.40	7,344.90	33,963.20	9.75	11,932.75	6,003.73	17,946.23
Men	0.00	2,007.15	648.75	2,655.90	0.00	471.75	719.75	1,191.50
Women	2,198.90	22,412.25	6,696.15	31,307.30	9.75	11,461.00	5,283.98	16,754.73
Grand total	8,365.20	175,948.83	42,793.10	227,107.13	7,264.25	102,978.76	36,904.69	147,147.70

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Professional group	2020				2019			
	Under 30	From 30 to 50	Over 50	Total hours	Under 30	From 30 to 50	Over 50	Total hours
Sex								
Employees	3,275.00	47,916.30	18,261.40	69,453.17	451.00	6,096.00	4,238.00	102,266.44
Men	3,074.00	40,798.50	8,869.90	52,742.31	398.00	4,763.00	2,358.00	75,498.41
Women	202.00	7,117.80	9,391.60	16,710.86	53.00	1,333.00	1,880.00	26,768.03
Middle management	8.00	7,815.50	2,328.30	10,151.47	5.00	526.00	435.00	6,911.29
Men	8.00	7,093.00	2,071.00	9,171.72	5.00	489.00	403.00	6,319.29
Women	0.00	722.50	257.30	979.75	0.00	37.00	32.00	592.00
Auxiliary staff	0.00	0.00	5.00	5.00	0.00	4.00	10.00	84.97
Men	0.00	0.00	1.50	1.50	0.00	2.00	5.00	17.00
Women	0.00	0.00	3.50	3.50	0.00	2.00	5.00	67.97
Managers and technicians	10.00	15,034.40	6,843.70	21,888.04	4.00	1,301.00	642.00	13,786.95
Men	2.00	9,848.40	5,472.10	15,322.55	0.00	874.00	522.00	9,400.59
Women	8.00	5,185.90	1,371.60	6,565.49	4.00	427.00	120.00	4,386.36
Trained unqualified technicians	0.00	4,579.60	3,680.70	8,260.33	0.00	779.00	675.00	12,063.86
Men	0.00	3,949.70	3,076.50	7,026.16	0.00	714.00	612.00	11,218.91
Women	0.00	630.00	604.20	1,234.17	0.00	65.00	63.00	844.95
Grand total	3,293.00	75,346.00	31,119.00	109,758.00	460.00	8,706.00	6,000.00	135,114.00

* These data do not include the training of new recruits.

Table 077. Average training hours

Hours/student	2022	Variation	2021	Variation	2020	Variation	2019	Variation
Women	7.22	11.11%	7.5	11.11%	6.75	-43.61%	11.97	-18.01%
Men	7.97	-0.46%	8.7	-0.46%	8.74	-18.70%	10.75	-31.53%
TOTAL	7.86	2.43%	8.43	2.43%	8.23	-28.74%	11.55	-25.44%

Table 078. Hours of training per group

Collective	2022			2021			2020			2019		
	Total hours	Shares	Average	Total hours	Shares	Average	Total hours	Shares	Average	Total hours	Shares	Average
Ticketing Agent	1411.75	98.00	14.41	205.50	55.00	3.74	3	6	0.50	86	12	7.17
Administrative assistant	209.75	55.00	3.81	19.50	5.00	3.90	2	1	2.00			
Aux. Movement Tech	4638.79	732.00	6.34	743.50	182.00	4.09	133.5	46	2.90	222	46	4.83
Technical Assistant	37.75	14.00	2.70	2892.49	433.00	6.68	2,341.79	476	4.92	2,385	334	7.14
Assistant	1148.75	182.00	6.31	29.50	3.00	9.83	3	2	1.50	5,302	254	20.87
CEO	163.00	59.00	2.76	21.00	2.00	10.50				60	1	60.00
Supervisor	2,395.97	590	4.06				7.2	3	2.40			
Director	85745.17	9296.00	9.22	6.50	7.00	0.93	19.5	9	2.17	25	1	25.00
Station Manager	0.00	0.00	0.00	4.00	4.00	1.00	18	7	2.57	39	10	3.90
Head Inspector	2572.47	300.00	8.57	576.75	125.00	4.61	541	60	9.02	1,373	96	14.30
Command Post Inspector	19472.89	3946.00	4.93	3582.75	1063.00	3.37	1,692.63	196	8.64	4,339	346	12.54
Training Instructor	763.25	133.00	5.74	162.25	58.00	2.80	1,819.75	269	6.76	1,151	105	10.96
Head of Ticket Hall	3528.20	348.00	10.14	218.50	73.00	2.99	3	6	0.50	1,859	112	16.60
Head of Sector	1922.00	264.00	7.28	19797.96	4309.00	4.59	24,854.25	4,334	5.73	97,038	7,480	12.97
Head of Area	1.00	1.00	1.00	1517.19	152.00	9.98	821.65	181	4.54	827	97	8.53
Warehouse Manager	0.00	0.00	0.00	1828.91	210.00	8.71	227.25	129	1.76	940	259	3.63
Head of Division	13.00	11.00	1.18	180.97	45.00	4.02	151.2	60	2.52	172	20	8.60
Line Manager	623.00	80.00	7.79	2048.00	339.00	6.04	2,222.47	453	4.91	2,892	326	8.87
Head of Business	3.50	2.00	1.75	10.50	8.00	1.31	23.5	20	1.18	43	12	3.58
Head of Service	0.00	0.00	0.00	1870.32	153.00	12.22	1,039.70	168	6.19	2,522	112	22.52
D. C. Shift Manager	2645.22	396.00	6.68	414.50	91.00	4.55	152	53	2.87	59	21	2.81
Master	13.00	10.00	1.30	3255.50	490.00	6.64	970.75	425	2.28	1,894	366	5.17
Electric Traction Driver	12794.25	2103.00	6.08	48111.96	3798.00	12.67	81,891.86	4,499	18.20	52,407	2,927	17.90

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Collective	2022			2021			2020			2019		
	Total hours	Shares	Average	Total hours	Shares	Average	Total hours	Shares	Average	Total hours	Shares	Average
Cleaner	9,458.47	1,744.00	5.42							4	1	4.00
Of. administrator	8052.26	775.00	10.39	2565.97	191.00	13.43	985.94	261	3.78	308	96	3.21
Official	2459.25	600.00	4.10	17394.54	3644.00	4.77	15,610.98	2,949	5.29	28,344	3,556	7.97
Freight Dispatch Operator	2914.22	439.00	6.64	493.50	236.00	2.09	153	85	1.80	434	28	15.50
Remote Facilities and Safety Control Operator	57.50	5.00	11.50	735.65	215.00	3.42	671	138	4.86	1,316	318	4.14
Facilities operator Facilities	4721.72	937.00	5.04	514.75	169.00	3.05	330.75	135	2.45	549	113	4.86
Ordinance	19,006.90	1,669.00	11.39							3	2	1.50
Labourer												
Analyst Programmer	13.00	11.00	1.18	18.00	3.00	6.00	9	7	1.29	1	1	1.00
Analyst Operator	623.00	80.00	7.79	56.00	41.00	1.37	19.5	23	0.85	7	9	0.78
Junior	3.50	2.00	1.75	3.50	3.00	1.17						
Subdirector							6.7	2	3.35	134	5	26.80
Deputy Head of Service	2643.22	394.00	6.71	1560.29	273.00	5.72	1,859.70	300	6.20	2,838	201	14.12
Rolling Stock Supervisor	13.00	10.00	1.30	3.50	3.00	1.17	4	4	1.00	13	8	1.63
Mid-level Attached Technician (TAM)	12784.25	2093.00	6.11	6423.68	1049.00	6.12	7,966.69	1,223	6.51	6,817	790	8.63
Senior Attached Technician (TAS)	9449.47	1735.00	5.45	5719.08	1053.00	5.43	7,382.93	1,409	5.24	7,757	803	9.66
Movement Specialist M.M.	8039.26	762.00	10.55	6521.50	632.00	10.32	863.25	292	2.96	3,239	379	8.55
Technician Attached Technician (TAE)	2449.25	590.00	4.15	1832.44	356.00	5.15	2,632.77	505	5.21	2,066	226	9.14
Facility Explot. Techn.	2914.22	439.00	6.64	3707.23	555.00	6.68	936	302	3.10	1,623	202	8.03
Technical Delineation	57.50	5.00	11.50	123.00	14.00	8.79	138.5	18	7.69	346	16	21.63
Assistant Technician	4717.72	933.00	5.06	2886.75	603.00	4.79	2,432.45	699	3.48	1,265	340	3.72
Line Technician	19006.90	1669.00	11.39	9090.27	930.00	9.77	6,241.75	557	11.21	855	185	4.62
TOTALS	227107.13	29921.00	7.59	147147.70	21575.00	6.82	167,183.91	20,312	8.23	233,551	20,216	11.55

Table 079. Evolution of the overall assessment of the service provided by ICSC

2022	2021	2020	2019
8.86	8.83	8.83	8.73

Table 080. Evolution of the number of complaints

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Claims (per million trips)	19.47	15.09	28.36	31.43	25.09	24.08	19.14	29.72	30.86	42.34	30.36

* As at 31 December 2022.

Table 081. Evolution of volunteering at Metro

	2022	2021	2020	2019
Shares	14	21	13	20
Hours	168	173	109	1,489
Volunteers	84	80	64	230
Voluntary group *	451	437	386	352

* Metro's group of volunteers is made up of employees who, since the programme's creation, have registered as volunteers and have offered to volunteer.

Table 082. Metro Museum Visits (Former Andén Cero)

	2022	2021	2020	2019			
January	6,482	363.99%	1,397	-88.89%	12,577	19.43%	10,531
February	6,837	333.27%	1,578	-88.00%	13,149	27.02%	10,352
March	9,559	300.29%	2,388	-30.05%	3,414	-72.43%	12,382
April	12,651	380.11%	2,635	-	0	-	9,705
May	7,152	210.42%	2,304	-	0	-	8,293
June	6,909	276.92%	1,833	-	0	-	8,483
July	7,193	326.13%	1,688	-	0	-	3,842
August	0	-	1,709	-	0	-	0
September	7,308	306.90%	1,796	-	0	-	3,420
October	9,416	71.64%	5,486	-	0	-	8,650
November	8,224	35.02%	6,091	-	0	-	10,645
December	13,331	61.29%	8,265	479.59%	1,426	-88.88%	12,824
TOTALS	95,062	155.75%	37,170	21.61%	30,566	-69.16%	99,127

	2022	2021		
Virtual tours	7,500	33.81%	5,605	-

Table 083. Causes of complaints (per million passengers)

Reason	2015	2016	2017	2018	2019	2020	2021	2022
Train frequency	52.190	14.109	19.168	56.734	199.129	148.120	28.039	30.346
Complementary Services Offer	2.063	1.663	1.977	2.406	1.995	1.593	1.592	20.701
Train temperature	6.971	6.787	9.136	16.321	36.115	5.871	3.763	15.772
Operation of sales equipment	29.821	18.084	20.451	15.688	11.124	13.468	12.903	14.212
Acquisition of external Metro tickets	53.517	8.944	25.616	26.298	11.972	76.511	13.969	13.404
Interventions and surcharges	22.870	11.331	8.922	11.252	13.480	7.352	6.654	12.596
Electronic payment	7.117	6.529	18.132	23.307	13.557	14.564	13.096	11.087
Own service incidents	22.288	11.989	21.432	24.038	28.746	14.872	9.226	9.920
Agent's service	13.740	9.902	11.158	11.312	10.752	12.016	9.822	9.578
Operation - Manoeuvres	6.291	6.925	10.170	9.387	15.640	12.064	7.595	7.120
Operation of escalators	13.794	5.404	5.077	12.046	10.713	10.595	6.003	6.710
Scheduled suspension	4.557	9.089	14.019	14.656	0.680	4.461	6.591	6.097
Financial compensation	1.147	3.168	1.707	1.239	9.388	3.560	3.290	5.394
Security staff service	3.075	3.952	5.089	3.981	4.321	8.353	4.846	5.157
Lift operation	10.418	13.949	10.400	14.478	12.355	5.220	3.348	4.661
Public safety	4.266	6.353	5.386	5.392	5.024	10.121	3.926	4.530
Noise pollution	2.062	2.269	1.904	2.315	1.545	8.722	4.009	3.910
Accidents	5.771	4.980	4.609	7.309	6.825	4.227	3.489	3.414
Staff availability	9.247	7.587	8.877	5.839	7.265	5.358	2.203	3.249
Operation of turnstiles	7.852	4.803	7.727	9.842	5.896	2.187	2.168	3.109
Fares	5.786	2.722	4.409	5.537	4.164	4.481	2.853	3.099
Other Service Offered	1.862	3.075	2.632	4.452	4.422	6.197	3.998	2.944
Management of Lost Property	2.712	3.366	2.932	2.375	2.938	2.517	1.898	2.717
Operation of information equipment	1.616	1.241	2.048	2.090	2.846	2.538	2.634	2.513
Not from Metro	1.795	1.756	1.192	2.622	2.168	5.216	5.146	2.264
PRM accessibility	1.889	1.745	2.861	2.955	3.541	2.309	2.568	2.196
Issuance of service supporting documents	0.614	0.797	1.775	1.933	2.879	1.335	1.397	2.075
Access with Animals and Objects	1.189	6.939	2.485	2.432	2.087	3.855	2.102	1.921
Accessibility	2.089	3.982	3.126	1.710	1.430	2.967	2.499	1.668
Information to Follow the Route	0.734	0.906	0.835	0.990	0.952	0.862	1.315	1.615
Incident Information	1.336	0.980	1.324	2.729	4.780	2.292	1.255	1.522
External service incidents	1.059	0.907	1.073	0.766	6.682	1.055	1.967	1.485
Station cleaning	2.663	2.371	2.859	2.490	2.408	3.401	2.525	1.414
Correspondence between trains	2.524	1.265	0.968	1.871	2.092	1.762	0.805	1.409
Fun. offer Sales equipment	3.772	3.613	9.816	2.041	1.277	0.714	1.191	1.404
Station Ventilation	1.543	0.385	1.552	0.988	1.724	0.457	0.275	1.364

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Reason	2015	2016	2017	2018	2019	2020	2021	2022
Station upkeep	1.667	2.037	1.242	2.120	2.377	2.404	1.984	1.124
Other Information	0.500	0.250	0.986	0.623	0.746	3.633	0.858	1.095
Other Accessibility	0.334	0.159	6.709	0.398	0.219	11.075	3.296	1.089
Nuisance Activities of Other Customers	1.021	1.895	2.590	1.635	1.743	1.912	0.866	1.038
Service Hours	0.829	1.225	2.530	1.726	0.929	1.423	0.872	0.975
Response to Complaints	2.976	1.579	1.685	1.892	1.342	1.186	0.429	0.821
Station Temperature	0.579	0.281	0.550	1.651	1.821	0.480	0.227	0.736
Other Comfort	0.476	0.450	0.553	1.238	1.551	2.397	1.096	0.613
Train cleaning	0.509	0.442	0.482	0.534	0.597	1.842	0.788	0.581
Remote indicator information	1.095	0.794	0.878	0.895	2.630	1.615	0.588	0.562
Noise & Vibration	0.394	0.450	0.479	0.463	0.680	0.382	0.454	0.501
Train Conservation	0.732	0.606	0.645	0.774	1.224	0.252	0.682	0.499
General network information	0.779	0.851	1.197	0.761	0.792	0.789	0.352	0.488
Coverage	0.281	6.115	0.621	0.541	0.263	0.388	0.138	0.478
Availability and Web/App Information	0.501	0.756	0.906	1.526	1.886	1.256	0.741	0.477
Issuing Receipts	15.287	2.360	1.556	1.180	0.673	0.713	0.261	0.442
Station Lighting	0.674	0.098	0.361	2.510	0.978	0.911	0.843	0.433
Recruited staff service	4.008	0.311	0.352	0.473	0.431	0.253	0.712	0.428
Other Customer Service	0.823	0.538	0.643	1.108	1.222	2.031	1.148	0.412
Train Ventilation	0.104	0.063	0.200	0.264	0.545	1.358	0.961	0.329
Other Operation	0.018		0.037	0.242	0.028	0.212	0.237	0.205
Other Environment	0.262	0.375	0.246	0.408	1.753	26.502	0.523	0.188
Nuisance Activities Due To Works And Network Works	0.196	0.065	0.171	0.226	0.378	0.766	0.481	0.168
Fraud	8.240	2.955	1.697	0.359	0.137	0.221	0.111	0.123
Number of sales equipment	0.539	0.389	0.614	0.476	0.533	0.176		0.111
Intercom operation	0.311	0.175	0.274	0.098	0.085		0.038	0.099
Train lighting	0.096	0.019	0.080	0.033	0.273		0.085	0.062
Strike	0.075	4.212	2.414	2.101	4.462	0.273	0.057	0.043
Fare changes	0.020		0.036					
Change of defective tickets	25.958	23.084	20.529	0.743				
Station Service Hours	2.733	1.089	0.037	0.034		10.898	0.137	
Null	0.104	0.250	0.095	0.018	0.017	0.104		
Other Safety	0.376	0.120	0.717	0.053	0.174	0.066	0.118	
Strike Minimum Services			0.019		0.051			
Unspecified	0.020							

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Table 084. Distribution of energy consumption according to the SGen (ISO 50001)

kWh									
	HV Electricity (Traction)	HV Electricity (AS)	HV Electricity (Total)	Natural gas	Petrol	Diesel	Diesel B	Diesel C	LV Electricity
2019	376,169,558	170,135,320	546,304,878	19,596,165	39,071	1,521,464	1,027,100	449,978	5,935,262
2020	349,259,522	171,536,909	520,796,431	17,923,634	24,159	1,496,541	931,431	404,480	5,935,262
2021	395,927,895	175,330,060	571,257,955	20,996,116	28,905	1,465,851	811,301	145,623	5,935,262
2022	395,380,001	174,785,701	570,165,702	16,010,960	28,830	1,112,304	823,660	120,524	5,935,262

%							
	HV Electricity (Total)	Natural gas	Petrol	Diesel	Diesel B	Diesel C	LV Electricity
2019	95.030%	3.409%	0.007%	0.265%	0.179%	0.078%	1.032%
2020	95.121%	3.274%	0.004%	0.273%	0.170%	0.074%	1.084%
2021	95.108%	3.496%	0.005%	0.244%	0.135%	0.024%	0.988%
2022	95.956%	2.695%	0.005%	0.187%	0.139%	0.020%	0.999%

Conversion factors
Petrol 9.1581252 kWh/litre.
Diesel 9.9995168 kWh/litre.

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Table N001. Media space assignments

CAMPAIGN	BODY	NUMBER OF POSTERS / DIGITAL MEDIA	ECONOMIC VALUE
IT'S WORTH IT	INTERNATIONAL COOPERATION	170 jets	€34,850
DALÍ	REINA SOFIA FOUNDATION	Institutional supports	€2,400
PINK IS MORE THAN JUST A COLOUR	AECC	Institutional supports	€3,250
AUTISM	PLENA INCLUSIÓN	Institutional supports	€4,800
CANCER RESEARCH	CRIS CONTRA EL CÁNCER	Institutional supports	€1,550
YOU ARE ONE METRO AWAY FROM SAVING MANY LIVES	RED CROSS	Institutional supports	€2,400
DOMUND	PONTIFICAL MISSIONARY WORKS	Institutional supports	€2,400
GREAT COLLECTION	FOOD BANK	Institutional supports	€3,250
SOLIDARITY MONOLOGUES	PLENA INCLUSIÓN	Institutional supports	€2,400
CANCER RESEARCH	CRIS CONTRA EL CÁNCER	Videowall, Gran Vía LED screen and Gran Vía digital billboards	€18,328
FOUNDATION 360	FAMMA	DS Twin Sol and Callao and Gran Vía billboards and LEDs	€53,579
BLOOD DONATION	RED CROSS-METRO	DS Twin Sol and Callao and Gran Vía billboards and LEDs	€87,971
PLAYTHERAPY_SIBLINGS_SICK_CANCER	PLAYTHERAPY	Digital	€37,896
WORLD MISSION 2022	DOMUND	DS Twins Sol and Callo, video walls, Gran Vía and Nuevos Ministerios LED billboards	€79,472
WORLD BREAST CANCER DAY	AECC	DS Twins Sol and Callo, video walls, Gran Vía and Nuevos Ministerios LED billboards	€29,371
MORE THAN A MOBILE PHONE	AEPD	LED Gran Vía	€4,830
DISABILITY DAY	EUROFIRMS FOUNDATION	Gran Vía digital media and screen	€9,420
BLOOD DONATION	RED CROSS	LED Gran Vía	€9,660
FIRE PREVENTION	MAPFRE FOUNDATION	Gran Vía Screen	€9,660
		TOTAL	€397,487

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Table N002. The programme-contract with the CRTM

		Design parameters		Interval (minutes)		Density
		Maximum values		Centre	Outskirts	(passengers/m ²)
WEEKDAYS	MPT	7:30 to 9:30 am (5 in V3 and V4)		4.5	6	4
	APT	2:00 to 4:00 pm	(Fridays)	5	7.5	3.5
		6:00 to 8:00 pm	(Mondays to Thursdays)	(5.5 in V4)		
	OPT	Other times (6.5 in V3 - 7 in V4)		6	7.5	
	NT	10:00 to 11:00 pm		10	10	
11:00 pm to closure		15	15			
SDF	OPT	6:00 to 10:00 pm		7.5	7.5	
	NT	10:00 to 11:00 pm		10	10	
		11:00 pm to closure		15	15	

MPT: Morning rush hour.**APT:** Late rush hour.**OPT:** Off-peak time.**NT:** Night time.**Centre/District:** Lines 1, 2, 3, 4, 5, 6.1, 6.2, 7, 8, 9 and 10.**Outskirts:** Lines 7b, 10b, 11, 12.1 and 12.2.**Branch:** Special conditions apply due to technical constraints

Table N003. Top 10 stations 2022

Station	2022	2021	Difference 2022-2021	%	2019	Difference 2022-2019	%
Sol	17,646,754	14,128,807	3,517,947	24.90%	24,376,939	-6,730,185	-27.61%
Moncloa	17,604,142	14,036,338	3,567,804	25.42%	20,457,083	-2,852,941	-13.95%
Príncipe Pío	14,015,423	11,110,977	2,904,446	26.14%	16,977,528	-2,962,105	-17.45%
Nuevos Ministerios	12,503,902	9,651,401	2,852,501	29.56%	17,509,048	-5,005,146	-28.59%
Plaza de Castilla	11,881,680	9,361,919	2,519,761	26.92%	13,943,274	-2,061,594	-14.79%
Avenida de América	10,037,506	7,793,667	2,243,839	28.79%	12,906,469	-2,868,963	-22.23%
Atocha	7,687,788	5,670,449	2,017,339	35.58%	9,289,442	-1,601,654	-17.24%
Plaza de España	7,665,070	4,165,514	3,499,556	84.01%	8,926,880	-1,261,810	-14.13%
Argüelles	7,021,569	5,496,691	1,524,878	27.74%	8,730,601	-1,709,032	-19.58%
Plaza Elíptica	6,772,477	5,475,515	1,296,962	23.69%	6,857,683	-85,206	-1.24%

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Table N004. Dialogue with stakeholders

	EMPLOYEES	CUSTOMERS	SUPPLIERS *	SHAREHOLDERS	COMPANY	ADMINISTRATIONS
Partnerships with social entities					X	
Central platform	X					
Metro App		X				
Complaint mailbox	X		X			
Customer Service Centres (ICSC and CSC)		X				
Works Council	X					
Health and Safety Committee	X					
Official committees	X					
Formal and informal communications				X		
Community of Madrid						X
CEO of Metro de Madrid						X
Regional Transport Consortium						X
Collective bargaining agreement	X					
Opinion polls	X	X			X	
Annual Corporate Report	X	X	X	X	X	
Media		X		X	X	
Netro, the employee app	X					
Employee service office	X					
Social worker's office	X					
Governing bodies of the company				X		
Information elements of the network (screens, remote indicators, loudspeakers and signage)		X				
Communication and direct service at stations (intercoms and passenger service staff)		X				
Participation in conferences, forums, events and working groups					X	X
Transparency portal.		X			X	
"Together We Add" volunteer programme	X					
Publications specific to the Operations Directorate	X					
Social media: Facebook, Twitter, Instagram, Youtube	X	X	X	X	X	
Coordination and follow-up meetings			X			
Face-to-face meetings						
Specific contact telephone number		X	X	X		
Corporate website www.metromadrid.es	X	X	X	X	X	

* Metro's relationship with its suppliers is carried out through the very process of contracting services, supplies and works.

Table N005. PESTEL Matrix

Political	
P1	An industry that is sensitive to changes in taxes and regulations
P2	Lack of regulatory framework in the field of urban rail transport at regional level
P3	The political landscape is a key decision-maker in the Operator's strategy and management
Economic	
E1	The prospect of a global economic slowdown and its correlation with macroeconomic variables could lead to a decline in demand
E2	Changes in interest rates have a direct impact on issues such as debt and financial leverage
E3	Enabling Recovery and Resilience Funds (RRF) for economic recovery, due to the global health crisis
E4	Direct dependence on public spending
Socio-cultural	
S1	Demographics: The ageing of the population maximises the importance of this target group of users
S2	Changes in employment and training due to the pandemic, accelerating the remote option, coupled with the relocation of large companies to the outskirts
S3	Changes in social behaviour and new transport models present challenges for Metro as the backbone of mobility
S4	The rise of intermodal travel and its relationship to passenger experience. Mobility as a Service (MaaS).
S5	Increasing shift towards the outskirts. It will influence future mobility needs
Technological	
T1	Key enabling technologies and their impact on Industry 4.0 enable higher value-added products and services, more efficient production processes and new business models
T2	Highly demanding, hyper-connected and informed users:
	- Ongoing data exchange and exploitation
	- Real-time communications
T3	- Intermodality leveraged on omnichannel
	5G connectivity, faster speeds and more content
Environmental	
EC1	Attention to climate uncertainty
EC2	Circular economy. New growth and development model based on comprehensive sustainability
EC3	Energy transition towards the decarbonisation of the economy and promotion of renewable energies
Legal	
L1	Promoting sustainable mobility.
L2	Inclusive and accessible urban mobility.
L3	Security in the case of critical infrastructure.
L4	New technologies advance faster than existing legislation
L5	Importance of compliance systems

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Table N006. Stations that have exceeded demand in 2019

Station	2022	2019	Difference 2021-2019	%
Arroyofresno	227,830	104,878	122,952	117.2%
Sevilla	1,262,676	753,522	509,154	67.6%
Banco de España	2,627,453	2,285,268	342,185	15.0%
Parque Oeste	1,042,208	938,625	103,583	11.0%
El Bercial	689,201	624,257	64,944	10.4%
El Casar	1,674,371	1,572,679	101,692	6.5%
Alcorcón Central	1,945,489	1,858,728	86,761	4.7%
La Almudena	1,122,196	1,080,832	41,364	3.8%
Leganés Central	1,947,851	1,876,105	71,746	3.8%
Lago	1,161,768	1,123,056	38,712	3.4%
Julian Besteiro	1,298,734	1,258,792	39,942	3.2%
San Nicasio	1,201,135	1,181,820	19,315	1.6%
Retiro	2,482,053	2,446,350	35,703	1.5%
Parque Lisboa	1,086,323	1,071,422	14,901	1.4%
Casa del Reloj	1,214,758	1,198,377	16,381	1.4%
Arroyo Culebro	350,611	346,146	4,465	1.3%
Parque de los Estados	1,234,566	1,218,976	15,590	1.3%
Alonso de Mendoza	975,796	964,716	11,080	1.1%
Rivas Futura	554,912	549,406	5,506	1.0%
Manuela Malasaña	877,041	868,447	8,594	1.0%
Rey Juan Carlos University	1,321,182	1,308,268	12,914	1.0%
San Cipriano	765,062	759,552	5,510	0.7%

Table N007. Consolidation perimeter

General contents Act 11/2018	INVESTEES COMPANY		
	TFM (42.5%)	MLM (42.5%)	Metrocall (40%)
General information			
Environmental management	Only information regarding operational and maintenance staff, not management.		
Social and staff management	Only information regarding operational and maintenance staff, not management.		
Human rights			
Corruption and bribery			
Financial information			
Company		Only information regarding complaints and grievances.	

Table N008. Breakdown of equivalent social investment by type of action

Type of collaboration	Equivalent investment
Transfer of media and space	€498,845
Other actions	€41,369

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Table N009. List of affiliations

TYPE ENTITY	ENTITY	2022 FEES
INTERNATIONAL	ALAMYS (Latin American Association of Metros and Subways)	€4,000.00
	CoMET (Imperial College London)	€45,283.87
	Spain Network Global Compact	€7,024.28
	UITP (International Union of Public Transport)	€35,792.13
	UNIFE (European RAI Industry)	€9,000.00
	TOTAL	€101,100.28
INDUSTRY AND BUSINESS	AED (Spanish Association of Directors)	€9,500.00
	AEDIPE (Association Centre for HR Management)	€600.00
	AEM (Spanish Maintenance Association)	€522.88
	AET (Spanish Transport Association)	€400.00
	AMRE (Association of Renowned Spanish Brands)	€4,000.00
	APD (Association for the Advancement of Management)	€1,853.55
	ATUC (Association of Urban Transport Management Companies)	€12,344.00
	BCAIA (Business Council Alliance for Ibero-America)	€5,000.00
	SSUBC (Security and Service Users' Business Confederation)	€1,000.00
	CEIM	€12,000.00
	Spanish Energy Club	€1,612.96
	Management Excellence Club	€8,000.00
	DEC (Customer Experience Development Association)	€3,500.00
	Foretics	€5,430.00
	Spanish Railway Foundation	€10,500.00
	GRAN CEES (Large Energy Consumers)	€7,714.29
	IE CLUB BENCHMARKING (Business Institute)	€2,100.00
Madrid Subterra	€14,000.00	
TOTAL	€100,077.68	

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TYPE ENTITY	ENTITY	2022 FEES
PROFESSIONALS	SACOC (Spanish Association of Commercial Coding)	€1,575.00
	AERCE (Spanish Association of Purchasing, Contracting and Supply Professionals)	€850.00
	AGERS (Spanish Association of Risk Management and Insurance)	€897.65
	ASCOM (experts in Compliance)	€1,020.00
	SPANISH ASSOCIATION OF INTERNAL AUDITORS	€385.00
	AUSAPE (Association of SAP Users in Spain)	€750.00
	AUTELSI (Spanish Association of Telecommunications and Information Society Users)	€2,450.00
	ICC (Centre for Industrial Cybersecurity)	€400.00
	CEL Logistics	€750.00
	College of Road, Canal and Port Engineers	€1,284.80
	COMPLEN (Association of Compliance Professionals)	€350.00
	DIRSE (Spanish Association of Social Responsibility Managers)	€100.00
	Communication Study (Internal Communication Forum)	€970.00
	IFMA (Spanish Society of Facility Management)	€525.00
ISMS (Association for the Promotion of Information Security)	€550.00	
ORP INNOVATION	€880.00	
	TOTAL	€13,737.45
	TOTAL	€214,915.41

Table N0010. Average age of train fleet

Series	Average age (31 December 2022)	TOTAL Average age (31 December 2022)
2000A	32.8	22.04
2000B	23.6	
3000	15.06	
5000	36.56	
6000	21.02	
7000	19.63	
8000	14.4	
9000	15.47	

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Table N011. Waste generated by Metro de Madrid
Hazardous waste

Type of waste	Tons	Destination
Contaminated absorbers	13.36	Valuation
Oil	27.11	Recycling
PCB isolation oil	0.63	Disposal - Incineration
Aerosols	8.01	Recycling
Varnish / Solid paints	0.61	Recycling
Nickel-Cadmium Batteries	3.75	Recycling
Lead batteries	10.71	Recycling
Cells and batteries	0.10	Recycling
Empty drums	3.25	Recycling
Activated carbon	1.06	Disposal - Landfill
Non-halogenated solvent	0.21	Recycling
Non-halogenated solvent	0.10	Valuation
Contaminated empty packaging	5.40	Recycling
Oil filters	1.24	Recycling
Solid plant protection products	0.16	Disposal - Landfill
Fluorescent	3.55	Recycling
Fluorinated gases	0.27	Recycling
Fats	4.67	Recycling
Sewage sludge	0.60	Recycling
Sewage sludge	1.22	Disposal - Landfill
Sludge separators	126.12	Recycling
Sludge separators	9.74	Disposal - Landfill
PCB contaminated material	5.22	Recycling
Shot blasting powder	0.05	Disposal - Landfill
End-of-life chemicals	1.62	Recycling
WEEE (hazardous)	99.75	Recycling
Biohazardous waste	0.05	Disposal - Landfill
	328.56	

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Type of waste	Tons	Destination
Aluminium	4.00	Recycling
Similar to urban	43.14	Recycling
Similar to urban	81.56	Valuation
Similar to urban	15.57	Disposal - Landfill
Rubber	32.12	Recycling
Rubber	29.46	Valuation
Iron scrap	958.12	Recycling
Copper	2.22	Recycling
DVDs and CDs	0.18	Recycling
Debris	21.18	Recycling
Moons	6.56	Recycling
Wood	95.20	Recycling
Paper and cardboard	78.10	Recycling
Batteries	0.33	Recycling
Plastic	12.90	Recycling
WEEE (non-hazardous)	29.90	Recycling
Remains from pruning	136.99	Recycling
Toner	0.34	Recycling
	1,547.87	

Table N012. Economic value generated and distributed (thousands of euros)

	2022	2021
A) Direct economic value (EVC)	1,145,160	1,021,384
B) Operational costs	619,154	550,723
C) Wages and social benefits	416,339	416,101
D) Payment to funders	7,266	5,497
E) Payment to governments	1,655	1,398
F) Investments in the community	41	32
Σ(B-F) ECONOMIC VALUE DISTRIBUTED (EVD)	1,044,454	973,751
A-Σ(B-F) Economic value retained (EVR)	100,705	47,633

Table N013. Global Compliance with Corporate Objectives

Cod.	Objective	Indicator	Sub-indicator
OCOR 1	ENSURING THE RELIABILITY OF THE TRIP	Platform waiting time	N/A
		Disturbances > 20'	N/A
OCOR2	ENSURING ECONOMIC-FINANCIAL SUSTAINABILITY	DEBT/EBITDA	N/A
		Cost per passenger (€)	N/A
OCOR 3	MAINTAINING CUSTOMER CONFIDENCE	Demand	N/A
		Perceived Quality Index (PQI) * last wave	N/A
OCOR 4	FOSTERING PEOPLE'S COMMITMENT	Time available for work - Absenteeism rate	N/A
		Compulsory training - Compliance with ORP and PAU Training Plans	ORP PAU
OCOR 5	ADVANCE TRANSFORMATION	Construction of the new DPC	Civil works and facilities
			Organisation plan DPC Management
		Contracting process for tolling and vending systems Station 4.0	Publication of short-term E4.0 toll specifications
			Publication of short-term E4.0 sale specifications
			Publication of long-term E4.0 toll specifications
			Publication of long-term E4.0 sales specifications
		EMV payment - Procurement process for EMV validation system	Tender authorisation documentation
			Publication of tender documents
		Digital Train	Public L3 digital train sheet
			Creation Specifications Digital Train
Cybersecurity	Approved Directorate Metro information media		
	Inclusion Plat. Privileged account management		
	Inclusion study COCF		

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Reference	Target	Weights	Value	Compl. Sub-indicator	Compl. Indicator	Compl. objective
90.00%	95.50%	50%	94.81%	N/A	87.45%	83.73%
400	370	50%	376	N/A	80.00%	
20.16	11.49	50%	11.15	N/A	106.01%	100.00%
€1.73	€1.64	50%	€1.64	N/A	97.89%	
500	574	50%	572	N/A	96.85%	100.00%
7.11	7.50	50%	7.82	N/A	125.00%	
91.12%	92.00%	50%	91.34%	N/A	25.00%	75.00%
50.00%	80% (3,324 modules)	50%	95.14%	125.00%	125.00%	
50.00%	90% (335 workers)		103.23%	125.00%		
N/A	31 December 2022	20%	31 December 2022	100.00%	100%	80.00%
N/A	31 December 2022		31 December 2022	100.00%		
N/A	31 December 2022	20%	31 December 2022	100.00%	50.00%	
N/A	31 December 2022		31 December 2022	100.00%		
N/A	31 December 2022		---	0.00%		
N/A	31 December 2022	20%	---	0.00%	50.00%	
N/A	31 March 2022		31 March 2022	100.00%		
N/A	31 December 2022	20%	---	0.00%	100.00%	
N/A	15 October 2022		15 October 2022	100.00%		
N/A	31 December 2022		31 December 2022	100.00%		
N/A	31 July 2022	20%	31 July 2022	100.00%	100.00%	
N/A	31 October 2022		31 October 2022	100.00%		
N/A	31 December 2022		31 December 2022	100%		

Table N014. Station Modernisation Plan

	ACCESSIBILITY AND INCLUSION PLAN 2021- 2028 (as of 31/12/2022)	ACCESSIBILITY AND INCLUSION PLAN 2016- 2020 (as of 31/12/2022)	MODERNISATION PLAN 2017-2021 (as of 27/01/2022)
Completed	0.00%	63.16%	55.56%
In drafting or tendering process	33.33%	10.53%	13.89%
In progress	4.17%	26.32%	8.33%
Pending start	62.50%	0.00%	22.22%
	100.00%	100.01%	100.00%

Table N015. Financial aid and subsidies (thousands of euros)

Item	2021	2022
Capital grants (CRTM and ERDF)	5,808	1,035
Capital Grants (Recovery and Resilience)	662	2,914
Capital Subsidies Other Bodies *	423	427
Operating grants	905	1,248
TOTAL	7,798	5,625

*Long-term loans charged without interest.

Table N016. Operating subsidies (thousands of euros)

Item	2021	2022
Recruitment grants	5	17
Training grants	701	1,067
R&D grants	200	150
Diesel subsidies	-	15
TOTAL	905	1,248

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Table N017. Monthly distribution by transport ticket

	January	February	March	April	May
Single	3.9%	3.6%	3.5%	4.1%	4.0%
Children (free)	0.7%	0.7%	0.7%	0.7%	0.7%
10 trips	20.4%	20.0%	20.1%	21.7%	21.0%
30-day passes	71.9%	72.5%	72.3%	69.9%	70.5%
Annual pass	2.8%	2.9%	3.1%	2.9%	3.0%
Tourist	0.3%	0.3%	0.4%	0.8%	0.7%
Compensation ticket	0.0%	0.0%	0.0%	0.0%	0.0%

	June	July	August	September	October	November	December
Single	4.2%	4.8%	5.9%	3.1%	2.8%	2.5%	2.9%
Children (free)	0.7%	0.8%	0.9%	0.6%	0.5%	0.5%	0.6%
10 trips	21.4%	22.8%	23.8%	18.3%	17.9%	17.0%	20.3%
30-day passes	70.0%	68.1%	65.9%	74.8%	75.5%	76.7%	73.1%
Annual pass	3.0%	2.7%	2.6%	2.8%	2.7%	2.8%	2.7%
Tourist	0.6%	0.7%	0.8%	0.5%	0.5%	0.4%	0.4%
Compensation ticket	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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Table N018.
Contributions undertaken by not-for-profit organisations

Entity	Contributions
DOCTORS WITHOUT BORDERS	11
ACNUR	11
WORLD VISION	8
AYUDA EN ACCIÓN	11
ACTION AGAINST HUNGER	9
CHILDREN'S VILLAGES	6
ALLIANCE FOR SOLIDARITY	3
SAVE THE CHILDREN	11
DOCTORS OF THE WORLD	9
OXFAM	10
ANESVAD	10
INTERNATIONAL PLAN	9
GREENPEACE	7
RED CROSS	4
AMNESTY INTERNATIONAL	2
VICENTE FERRER FOUNDATION	1
Total	122

Table N019.
Voluntary activities

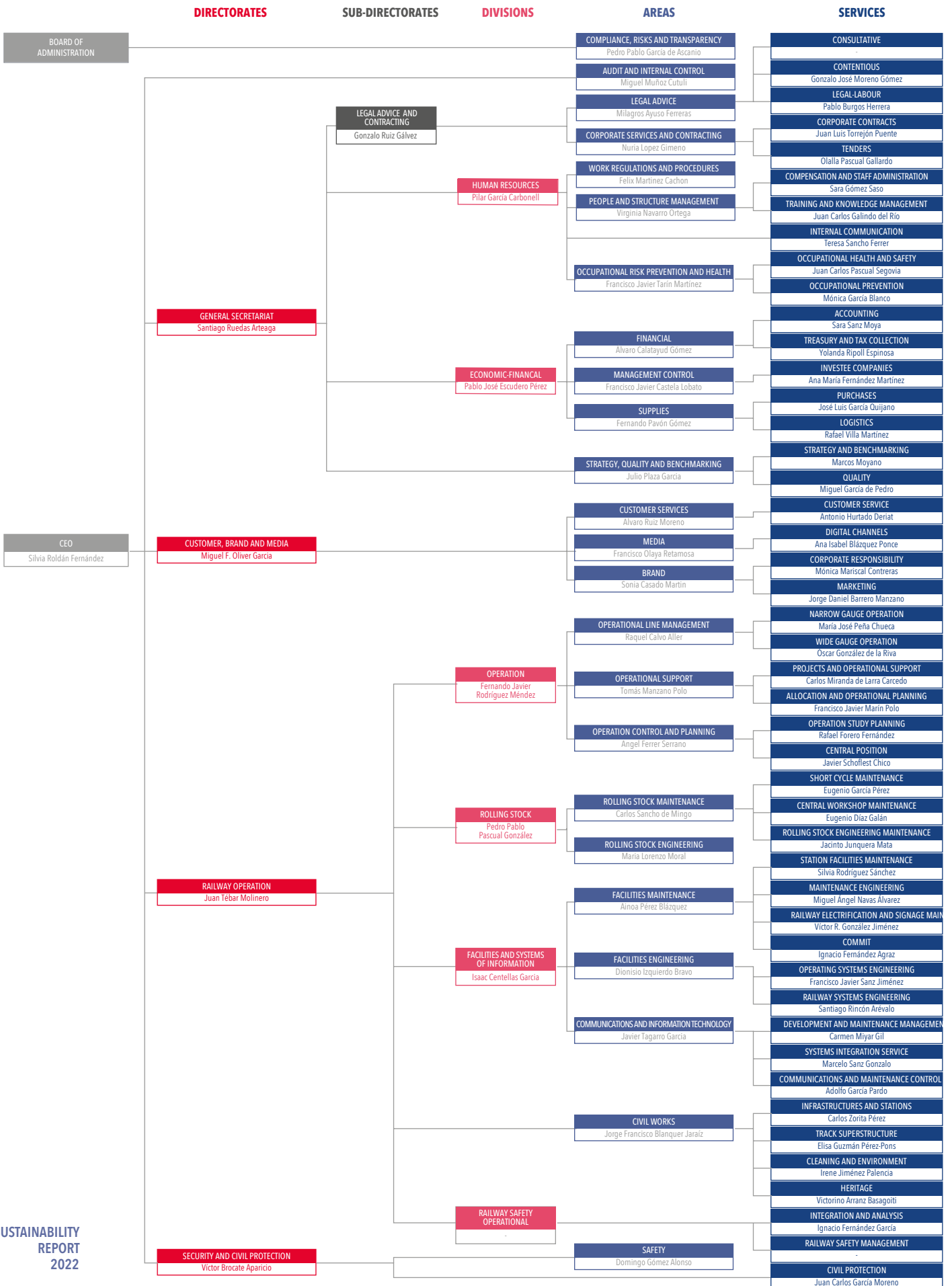
Entity	Type	Voluntary
ASTOR - Torrejón	Tour of Chamartín	8
AFAEMO	Gymkhana	10
Down Madrid	Tour of Chamberí	3
"Yes I can" Association	Gymkhana	4
Esfera Foundation	Tour of Chamartín	5
Alcobendas Day Control	Tour of Chamartín	7
Small Desire	Special tours of Canillejas	8
CEE	Special tours of Canillejas	9
Claret School	Tour of Chamartín	5
Manantial Foundation	DSE - Barajas Forest	6
Manantial Foundation	DSE - Urban Garden	8
CDM Nicanor Barroso	Tour of Chamberí	4
CDM Nicanor Barroso	Tour of the Engine Shed	3
Afanias Plegart	Tour of the Engine Shed	1
San Miguel Centre	Tour of Chamberí	3

Table N020. Redundancies by group, collective and age

GROUP	COLLECTIVE	Age
Managers and technicians	Mid-level Attached Technician (TAM)	46
Employees	Head of Sector	35



Organisational chart of Metro de Madrid on 31 December 2022



Fulfilment of goals

Objective	Indicator	Sub-indicator	Reference	Target	Weights	Value	Compl. Sub-indicator	Compl. Indicator	Compl. objective
ENSURING THE RELIABILITY OF THE TRIP	Platform waiting time	N/A	90.00%	95.50%	50%	94.81%	N/A	87.45%	83.73%
	Disturbances > 20'	N/A	400	370	50%	376	N/A	80.00%	
ENSURING ECONOMIC-FINANCIAL SUSTAINABILITY	DEBT/EBITDA	N/A	20.16	11.49	50%	11.15	N/A	106.01%	100.00%
	Cost per passenger (€)	N/A	€1.73	€1.64	50%	€1.64	N/A	97.89%	
MAINTAINING CUSTOMER CONFIDENCE	Demand	N/A	500	574	50%	571.67	N/A	96.85%	100.00%
	Perceived Quality Index (PQI) * last wave	N/A	7.11	7.50	50%	7.82	N/A	125.00%	
FOSTERING PEOPLE'S COMMITMENT	Time available for work - Absenteeism rate	N/A	91.12%	92.00%	50%	91.34%	N/A	25.00%	75.00%
	Compulsory training - Compliance with ORP and PAU Training Plans	ORP	50.00%	80% (3,324 modules)	50%	95.14%	125.00%	125.00%	
		PAU	50.00%	90% (335 workers)		103.23%	125.00%		
ADVANCE TRANSFORMATION	Construction of the new DPC	Civil works and facilities	N/A	31 December 2022	20%	31 December 2022	100.00%	100%	80.00%
		Organisation plan DPC Management	N/A	31 December 2022		31 December 2022	100.00%		
	Contracting process for tolling and vending systems Station 4.0	Publication of short-term E4.0 toll specifications	N/A	31 December 2022	20%	31 December 2022	100.00%	50.00%	
		Publication of short-term E4.0 sale specifications	N/A	31 December 2022		31 December 2022	100.00%		
		Publication of long-term E4.0 toll specifications	N/A	31 December 2022		---	0.00%		
		Publication of long-term E4.0 sales specifications	N/A	31 December 2022		---	0.00%		
		EMV payment - Procurement process for EMV validation system	Tender authorisation documentation	N/A	31 March 2022	20%	31 March 2022	100.00%	
		Publication of tender documents	N/A	31 December 2022		---	0.00%		
	Digital Train	Public L3 digital train sheet	N/A	15 October 2022	20%	15 October 2022	100.00%	100.00%	
		Creation Specifications Digital Train	N/A	31 December 2022		31 December 2022	100.00%		
	Cybersecurity	Approved Directorate Metro information media	N/A	31 July 2022	20%	31 July 2022	100.00%	100.00%	
		Inclusion Plat. Privileged account management	N/A	31 October 2022		31 October 2022	100.00%		
		Inclusion study COCF	N/A	31 December 2022		31 December 2022	100%		
OVERALL COMPLIANCE									87.75%

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Monitoring of the charter of services 2022

SERVICE CHARTER - COMMITMENTS	1Q 2022	2Q 2022	3Q 2022	4Q 2022	Global 2022
Train occupancy. We are committed to ensuring that at least 95% of our customers travelling with an occupancy density below the density limit set by the CRTM for the different days and timetable slots.	99.66%	99.12%	99.11%	98.49%	99.10%
Accessibility. We are committed to maintaining the facilities that allow for accessibility in the best conditions to ensure that at least 95% our customers find them available for use.	98.54%	98.65%	98.30%	97.77%	98.32%
Network information. Customers will be provided at stations with the required information on the basic service offerings: network maps, timetables, intervals, etc. and will be updated on an ongoing basis so that quality standards are rated 8 or higher (on a scale of 0 to 10). 100% stations have this information.	9.79	9.42	9.50	9.66	9.59
Incident Information. We are committed to ensuring that at least 95% of our customers have up-to-date information, both on trains and in stations, when possible incidents affecting trains occur, so that they can be properly informed and thus be able to assess other transport alternatives.	97.85%	97.31%	96.18%	96.58%	96.98%
Waiting time. We are committed to ensuring that at least 95% of our customers wait on the platform for less time than the maximum interval offered.	95.63% ⁽⁵⁾	95.90%	94.23%	93.76%	94.81%
Customer service at ICSC and CSC. We are committed to ensuring that customers who require assistance at the Customer Care Centres and the Interactive Customer Care Centre (C.I.A.C.) are treated well so that quality standards are rated at 8.5 or more (on a scale of 0 to 10).	9.87	9.51	9.50	9.61	9.62
Attention to complaints. We undertake that at least 95% customers who make a complaint will get a personalised response to customer complaint within a period of no more than 13 working days.	99.81%	99.79%	99.65%	99.73%	99.78%
Cleaning of trains and stations. We are committed to ensuring that our customers find trains and stations that are clean so that quality standards are rated at 7 or more (on a scale of 0 to 10).	8.87	9.00	8.73	8.49	8.77
Circulation safety. We are committed to ensuring that 100% trains are equipped with automatic protection systems in operation.	100%	100%	100%	100%	100%
Public safety. We are committed to ensuring that more than 99.99% of our customers make their trip in conditions that protect them against possible aggressions, seeking their maximum satisfaction and peace of mind.	99.99%	99.99%	99.99%	99.99%	99.99%
Video cameras. We are committed to keeping the video cameras to monitor the facilities and security of our customers in the stations in the best conditions to ensure that at least 99% of them are always operational.	Metro keeps at least 99% of its video cameras operational at all times to guarantee the security of its customers in all its facilities.				
Customer service at stations. We are committed to ensuring that customers requesting station assistance from our agents receive excellent treatment so that quality standards are rated at 8 or more (on a scale of 0 to 10).	8.36	9.26	8.17	8.19	8.50
Lost and found. We are committed to facilitating the recovery of lost objects for our customers by requesting them on the Metro de Madrid website, guaranteeing, if located and after the appropriate verifications, the correct delivery to their owner.	Metro facilitates the recovery of lost objects on its website, guaranteeing, if located and verified, the correct delivery to their owner.				
Railway safety. We are committed to ensuring the protection of people on trains by means of a certified Rail Safety Management System.	Metro guarantees the protection of people in train traffic by means of a certified Railway Safety Management System.				
Environmental impact. We are committed to minimising the environmental impact of our activity, applying energy efficiency policies to reduce the energy consumption of our trains and facilities, not exceeding 3.8 kWh/car-km travelled.	2.81	2.97	3.22	2.82	2.96

Contracting authorities according to amount

Estimated contract value (*)	Contracting authority		Replacement of the contracting authority
<p>Supplies, services and other legal transactions: less than €15,000.</p> <p>Works: less than €40,000.</p>	Responsible for the area related to the object of the contract		<p>Manager.</p> <p>In the absence or impossibility of the latter, any of the Heads of Division, Deputy Directors, Directors and, in any case, the Chief Executive Officer.</p>
<p>Supplies, services and other legal transactions: equal to or greater than €15,000 and less than €35,000.</p> <p>Works: equal to or greater than €40,000 and less than €80,000.</p>	The most senior manager in the area related to the subject matter of the contract, as appropriate:	Area managers reporting directly to the Board of Directors or the CEO	<p>CEO.</p> <p>In the absence or impossibility of the latter, any of the Heads of Division, Subdirectors or Directors.</p>
		Head of Division	<p>Manager.</p> <p>In the absence or impossibility of the latter, any of the Heads of Division, Subdirectors or Directors and, in any case, the Chief Executive Officer.</p>
		Director or Subdirector related to the purpose of the contract	<p>CEO.</p> <p>In the absence or impossibility of the latter, any Director or Subdirector.</p>
<p>Supplies, services and other legal transactions: equal to or greater than €35,000 and less than €3,000,000.</p> <p>Works: equal to or greater than €80,000 and less than €3,000,000.</p>	Metro CEO		<p>Directors, Subdirectors or Heads of Division, any two of them acting jointly.</p>
<p>Supplies, services and other legal transactions: €3,000,000 or more.</p> <p>Works: greater than or equal to €3,000,000.</p>	<p>Metro Board of Directors</p> <p>The board may act in this matter through the executive contracting committee to be created within it.</p>		-

Fare tables in 2022

Applying the temporary discount from 1/09/2022 to 31/12/2022

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Annexes

SUSTAINABILITY REPORT 2022

MULTI CARD			€2.50
Tickets	Scope of validity (for sale on the METRO Network)		Price (€)
Single	Metro Zone A	Metro network stations belonging to fare zone A (including ML1)	1.50 - 2.00 (*)
	T.F.M.	TFM network. Line 9 stations, section: Puerta de Arganda - Arganda del Rey (Zones B1, B2 and B3)	2.00
	MetroNorte	Line 10 stations, section: La Granja - Hospital Infanta Sofía (Zone B1)	1.50
	MetroEste	Line 7 stations, section: Barrio del Puerto - Hospital del Henares (Zone B1)	
	MetroSur	Line 12 and Joaquín Vilumbrales and Puerta del Sur stations on Line 10 (Zones B1 and B2)	
Combo Ticket		Metro and MetroLigero stations: ML1, ML2 and ML3	3.00
10 trips	METROBUS	Metro network stations belonging to fare zone A (including ML1) and EMT	8.50
	T.F.M.	TFM network. Line 9 stations, section: Puerta de Arganda - Arganda del Rey (Zones B1, B2 and B3)	8.50
	MetroNorte	Line 10 stations, section: La Granja - Hospital Infanta Sofía (Zone B1)	7.80
	MetroEste	Line 7 stations, section: Barrio del Puerto - Hospital del Henares (Zone B1)	
	MetroSur	Line 12 and Joaquín Vilumbrales and Puerta del Sur stations on Line 10 (Zones B1 and B2)	
Combo 10 trips		Metro and MetroLigero stations: ML1, ML2 and ML3	12.80
AIRPORT	Single Metro Zone A + AIRPORT Supplement	Metro network stations belonging to fare zone A (including ML1) and entry and exit at Airport T1-T2-T3 and Airport T4 stations	4.50 - 5.00 (**)
	Combined Single + AIRPORT Supplement	Metro and MetroLigero stations: ML1, ML2 and ML3 and entry and exit at Airport T1-T2-T3 and Airport T4 stations	6.00
	AIRPORT Supplement	For entry and exit at Airport T1-T2-T3 and Airport T4 stations together with a Single Metro Ticket Zone A or Combined Ticket (Single or 10 trips) or METROBUS	3.00

TOURIST TICKET (€) On sale on the Metro network, in certain tobacconists, newsagents and tourist attractions						
Zone A						
	1 day	2 days	3 days	4 days	5 days	7 days
Normal	8.40	14.20	18.40	22.60	26.80	35.40
Children	50% discount only for children under 11					
Zone T						
Normal	17.00	28.40	35.40	43.00	50.80	70.80
Children	50% discount only for children under 11					

SPECIAL DISCOUNTS Apply to personal TTP only	
20%	Large family general category or persons with disabilities of 65% or more
50%	Large family special category
40%	Large family general category + persons with disabilities of 65% or more
70%	Large family special category + persons with disabilities of 65% or more

(*) Minimum price €1,50 for up to 5 stations; €0,10 for each additional station, up to €2.00 for trips of more than 9 stations.

(**) A supplement of €3 will be added to the price of the Single Metro Ticket Zone A resulting from the route taken.

CHILDREN UNDER 4 YEARS OF AGE DO NOT NEED A TICKET.

30-DAY TRANSPORT PASSES (€)														
	A	B1	B2	B3	C1	C2	B1 - B2 B2 - B3 B3 - C1 C1 - C2 C2 - E1	B1 - B3 B2 - C1 B3 - C2 C1 - E1 C2 - E2	B1 - C1 B2 - C2 B3 - E1 C1 - E2	B1 - C2 B2 - E1 B3 - E2	B1 - E1 B2 - E2	B1 - E2	E1	E2
Normal	54.60	63.70	72.00	82.00	89.50	99.30	47.90	54.60	63.70	72.00	82.00	89.50	110.60	131.80
Young	20.00													
Senior citizens	6.30													
Blue Card	6.20													
Children's card	Free of charge													

ANNEX III. UPDATING OF INFORMATION



Calculation of the carbon footprint

Following the audit carried out by AENOR, the emissions reported in the 2021 Statement of Non-Financial Information are updated with the following evolution:

Scope	2021		2020		2019
1	6,846.09	-21.41%	8,710.62	62.78%	5,351.16
2	133,908.83	69.48%	79,009.75	-28.25%	110,121.91
3	31,605.64	617.84%	4,402.91	-51.15%	9,013.92
Total	172,360.55	87.10%	92,123.28	-26.00%	124,486.99

Until the current electricity supply contract with Iberdrola Clientes, S.A.U. came into force on 1 January 2022, the percentage of electricity consumed by Metro from renewable sources depended on the electricity mix of the suppliers responsible for the high-voltage supply.

As a result of Memorandum 2/2021, of 10 February, of the National Commission for Markets and Competition, on the methodology and conditions of electricity labelling, and according to article 3.h) thereof, the labelling of electricity remaining from the supply company is established, once the redemptions of guarantees of origin made to its customers have been subtracted. This reduction means that the share of renewables in the electricity mix supplied to companies that do not have a Remaining Supplier Mix (RMS), as was the case for Metro de Madrid in 2021, fell from 43.0% to 15.5%.

The emission factor associated with this mix, in the case of Iberdrola Clientes, S.A.U., is equivalent to 0.232 kg of CO₂e/kWh, almost 55% higher than in 2020. If the increase was not higher, it is due, among other things, to the higher proportion of nuclear energy used in the mix, which, although clean in terms of emissions, generates radioactive waste that also has a negative impact on the environment.

This, together with the entry into force of the update of the ISO 14064-1 standard compared to previous years (which has led to the inclusion of new emission sources, such as those related to the supply chain), has resulted in a disproportionate increase in the total inventory, which has led to an update of the base year of the calculation.

ANNEX IV. VERIFICATION



KPMG Asesores, S.L.
P.º de la Castellana, 259 C
28046 Madrid

Independent Assurance Report on the Non-Financial Information Statement of Metro de Madrid, S.A. for financial year 2022

For the shareholders for Metro de Madrid S.A.

In accordance with Article 49 of the Spanish Commercial Code, we have audited, on a limited assurance basis, the Non-Financial Information Statement (hereinafter NFIS) for the year ended 31 December 2022 of Metro de Madrid, S.A. (hereinafter the Company), which forms part of the 2022 Directors' Report of Metro de Madrid, S.A.

The content of the NFIS includes additional information to that required by current commercial regulations on non-financial information which has not been the subject of our verification work. In this regard, our work has been limited exclusively to the verification of the information identified in the table "table of contents of Act 11/2018 and GRI indicators" included in the attached NFIS.

Directors' duties

It is the duty of the Company's directors to create the Non-financial Information Statement included in the Management Report of Metro de Madrid, S.A., as well as its content. The NFIS has been prepared in accordance with the contents set out in the current mercantile regulations and following the criteria of the *Sustainability Reporting Standards* of the Global Reporting Initiative (GRI standards) selected in accordance with what is mentioned for each subject in the table "index of Contents of Act 11/2018 and GRI indicators" that appears in the aforementioned NFIS.

This responsibility also includes the design, implementation and maintenance of such internal control as is considered necessary to enable the NFIS to be free from material misstatement, whether due to fraud or error.

The Company's directors are also liable for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFIS is obtained.

KPMG Asesores S.L., a Spanish limited liability company and member firm of KPMG's global organisation of independent member firms affiliated with KPMG International Limited, a UK company limited by guarantee, Plazuela de la Castellana, 259 C - Torre de Cristal - 28046 Madrid

Mercantile Register of Madrid, T. 14.972, F. 53, Sec. 8, H.M. - 249.480, Inscrit. 1.º
TAX ID no. B-82498650



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Our independence and quality control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including the International Standards of Independence) issued by the International Ethics Standards Board for Professional Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, professional competence, diligence, confidentiality and professionalism.

Our firm applies the International Quality Management Standard 1 (IQMS 1) which requires the design, implementation and operation of a quality management system that includes policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory provisions.

The working team was made up of professionals with expertise in Non-Financial Information reviews and, specifically, in economic, social and environmental performance information.

Our liability

Our liability is to express our conclusions in an independent limited safety verification report based on the work we have done.

We conducted our review work in accordance with the requirements of the current revised International Standard on Assurance Engagements 3000 "Assurance Engagements Other than Audits and Reviews of Historical Financial Information" (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with the Performance Guidance on Assurance Engagements on Non-Financial Reporting issued by the Spanish Institute of Chartered Accountants.

In limited assurance work, the procedures carried out vary in nature and timing, and are of a lesser extent than those carried out in reasonable assurance work and, therefore, the assurance obtained is substantially less.

Our work consisted of asking questions of management and the various responsible units and areas of the Company involved in the preparation of the NFIS, reviewing the processes for compiling and validating the information presented in the NFIS, and applying certain analytical procedures and sample review tests described below:

- Meetings with the Company's staff to learn about the business model, the policies and management approaches applied, the main risks related to these topics and to obtain the necessary information for the external review.
- Analysis of the scope, relevance and completeness of the contents included in the FY2022 NFIS based on the materiality analysis performed by the Company and described in the "Materiality Analysis" section, considering the contents required by current commercial regulations.
- Analysis of the processes for collecting and validating the data submitted in the FY2022 NFIS.



- Review of the information on risks, policies and management approaches applied in relation to the material aspects presented in the 2022 NFIS.
- Verification, on the basis of a sample selection, of the information related to the content included in the NFIS for 2022 and its proper compilation from the data provided by the information sources.
- Obtaining a letter of representation from the directors and management.

Conclusion

Based on the procedures carried out in our verification and the evidence we have obtained, no aspect has come to our attention that leads us to believe that Metro de Madrid S.A.'s NFIS for the year ended 31 December 2022 has not been prepared, in all its significant aspects, in accordance with the contents set out in current commercial regulations and following the criteria of the selected GRI standards and in accordance with what is mentioned for each subject in the table "Index of Contents of Act 11/2018 and GRI indicators" of the aforementioned NFIS.

Use and distribution

This report has been prepared in response to the requirements of Spanish corporate law and therefore, may not be suitable for other purposes and jurisdictions.

KPMG Asesores, S.L.

Marta Contreras Hernandez
09/05/2023

INSTITUTE OF
CHARTERED
ACCOUNTANTS OF
SPAIN

KPMG

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CORPORATE SEAL

.....
Hallmark of other actions
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