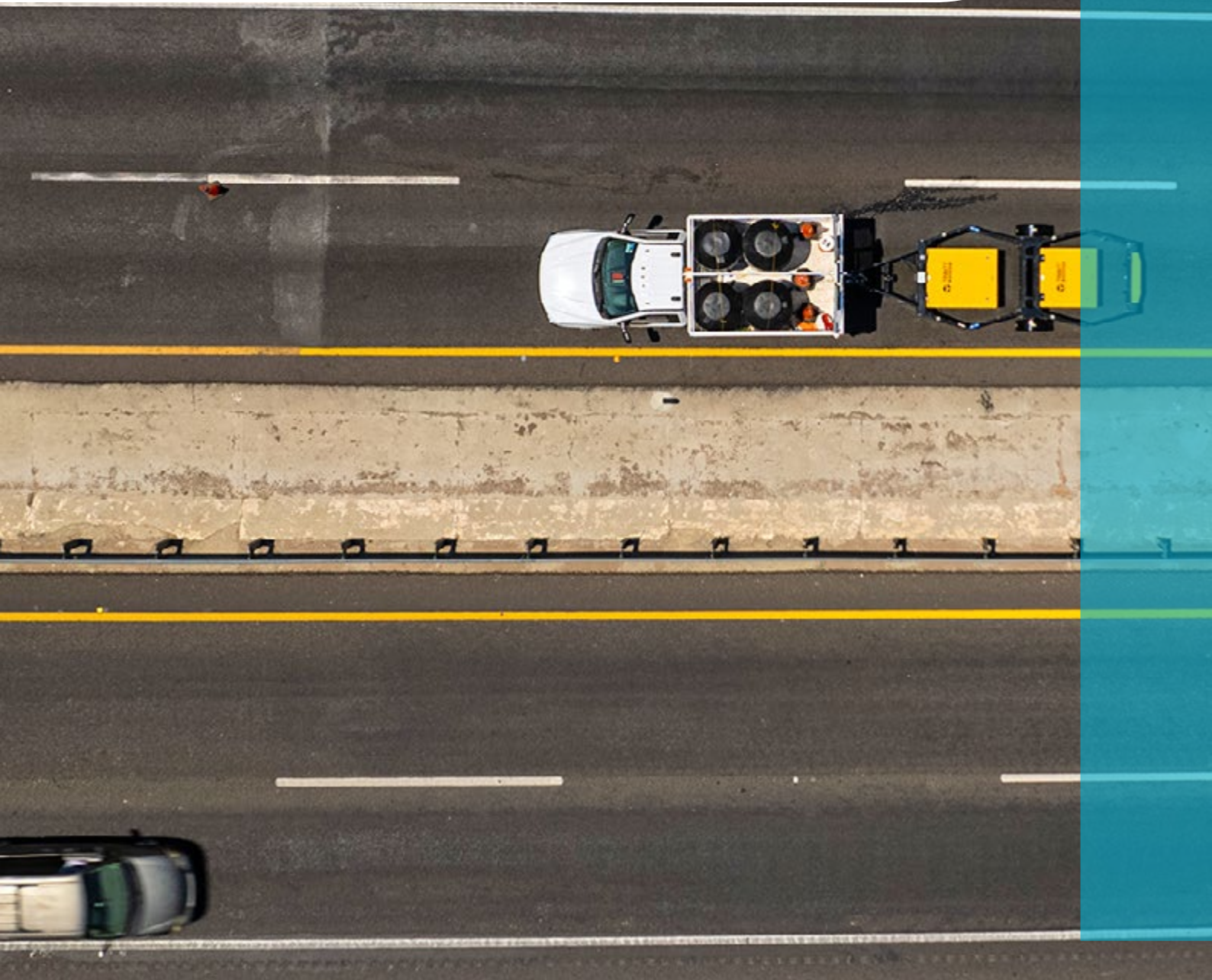
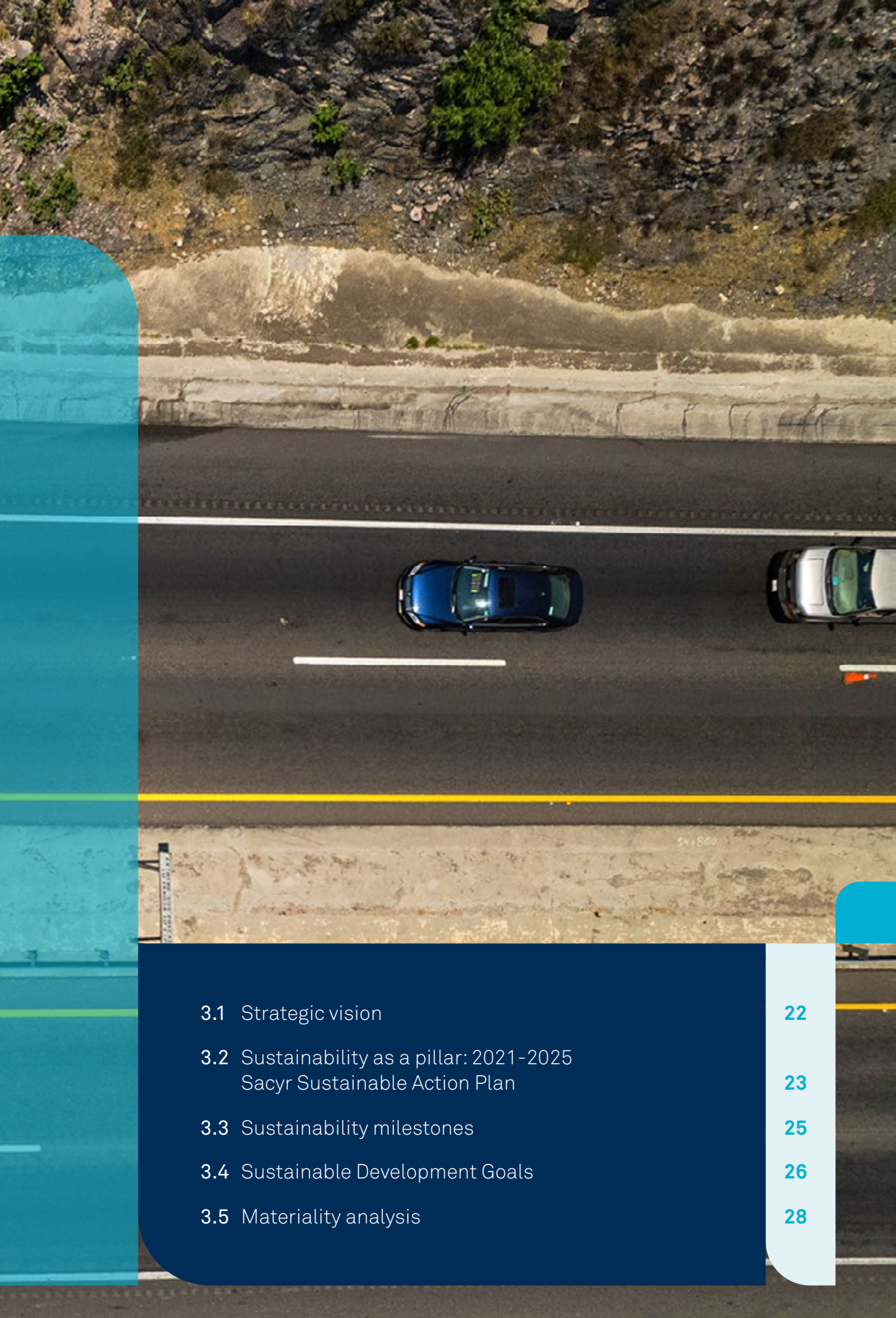




2025 Roadmap





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3 2025 Roadmap

3.1 Strategic vision

Three years ago, Sacyr entered a new era with our 2021-2025 Strategic Plan, reinforcing **our focus on the P3-driven business model**, hand in hand with a firm social and environmental commitment and making innovation the driving force for the transformation of our activity.

In this period, Sacyr has cemented its position as a solid and reliable company with a clear vision of the future that promotes best practices in the sector, responding to the needs and demands of our multiple stakeholders.

In fact, after just three years we have already achieved major milestones, such as entering the infrastructure market in Canada, winning our first P3 projects in the US, Brazil and the UK, as well

as strengthening our position in the US, UK, Italy, Chile, Colombia and Spain, balancing our portfolio geographically.

From the financial standpoint, the Sacyr Group has also managed to achieve its main goals for 2025 ahead of schedule, such as those relating to revenues and EBITDA, as well as maintaining an attractive dividend policy.

Moreover, one of the pillars of this Plan was to reduce recourse debt, significantly accelerating this process by divesting the environmental services and facility management subsidiaries.

Accordingly, Sacyr is now reflecting on its upcoming strategic lines and eyeing an even greater ambition for the 2024-2027 period.

100%

€734 M
(€420 M in equity)

Sale of Valoriza Servicios Medioambientales to Morgan Stanley Infrastructure Partners

100%

€90 M
(€90 M in equity)

Sale of Sacyr Facilities to Serveo



Jorge Chávez International Airport. Lima, Peru

3.2 Sustainability as a pillar: 2021-2025 Sacyr Sustainable Action Plan

At Sacyr, sustainability is at the core of our decisions, weaving an ESG perspective into our activities and focusing on spheres in which the company can generate the greatest impact. For this purpose, we have an extensive and robust collection of corporate policies, under our **Sustainability Policy Framework**, which sets out the general principles and basic tenets that guide our action on sustainability.

Furthermore, we have a sustainability strategy, our **Sacyr Sustainable Action Plan**, which is the roadmap for improving our ESG performance through 2025. Notably, this Plan and, in general, our sustainability commitments, have been validated by **SGE21 certification**, the leading European standard for auditing and certifying an ethically and socially responsible management system.

To guarantee the application of the policies and the fulfillment of the established goals, we set up the **Sustainability and Corporate Governance Committee**, a delegate committee of the Board of Directors, and the **Sustainability Committee**, which are the most senior bodies responsible for ESG-related matters.

The 2021-2025 Sacyr Sustainable Action Plan is structured around four ambitions (**Planet Ambition, Team Ambition, Positive Impact Ambition and Ambition at the Highest Level**), plus a fifth, cross-cutting ambition: **Sustainability Culture**. Each of these ambitions entails specific goals and, to achieve them, we have established a series of actions, each gauged by indicators, to perform a robust monitoring that can be compared over time.

Sustainability Action Plan



SUSTAINABILITY CULTURE

Over the course of this report, we provide details of the goals and actions of each ambition. With regard to Sustainability Culture, the goal is to convey, promote and disseminate sustainability as a part of the organization's hallmark of identity. We therefore provide our employees with a number of awareness and training actions.

The annual monitoring of the Sacyr Sustainable Action Plan is a key aspect for achieving our goals. Each

area involved reports the extent of their progress in each of the actions to the Strategy, Innovation and Sustainability Department, which in turn reports the global progress to the Sustainability Committee and the Sustainability and Corporate Governance Committee. In December 2023 the global progress was 75%, indicating that we are steadily moving towards the complete fulfillment of the Plan, scheduled for 2025.

Our goals

 <h3>Planet ambition</h3>	 <h3>Team ambition</h3>
<ol style="list-style-type: none"> 1 Align our climate goals with the Science Based Target initiative (SBTi): <ul style="list-style-type: none"> • Reduce absolute Scope 1 and 2 GHG emissions by 42% (vs. baseline year 2020). • Reduce absolute Scope 3 GHG emissions by 25% (vs. baseline year 2020). • Be carbon neutral by 2050. 2 Reduce our water footprint by at least 10% by 2025. 3 Include biodiversity conservation targets in 100% of new contracts. 4 Increase investment in environmental protection by 50% by 2025. 5 Sacyr Zero Waste Plan: increase waste reuse by 80% by 2025. 	<ol style="list-style-type: none"> 1 Increase the presence of women in leadership roles to attain 25% by 2025. 2 Foster diversity through a firm commitment to hiring a range of profiles and nurturing an inclusive and safe working environment. 3 Provide training to 100% of the workforce in connection with the environment, health and safety and innovation. 4 Minimize the accident rate.
 <h3>Positive impact ambition</h3> <ol style="list-style-type: none"> 1 Double the investment in social value projects by 2025. 2 Implement certified systems for measuring social impact in 100% of new P3 contracts. 	 <h3>Ambition at the highest level</h3> <ol style="list-style-type: none"> 1 Develop a corporate governance policy that is continuously updated in keeping with national and global best practices. 2 Detect, assess, treat and control ESG risks in all business units and key projects. 3 Double the investment in innovation by 2025, with a focus on sustainable projects. 4 Use novel financing instruments linked to sustainability goals. 5 Continuously adapt our regulatory compliance model to meet the highest standards of excellence in that sphere. 6 Guarantee fiscal transparency in all our businesses and activities.

3.3 Sustainability milestones



Ambition at the highest level

- We launched our Sustainable Financing Framework.
- MSCI awarded us an “A” rating thanks to our commitment to ESG criteria and enhancing governance.
- We entered the IBEX ESG index.
- The Annual General Meeting approved the separation of the positions of Chairman and Chief Executive Officer into two separate executive roles by 2025.
- Our compliance management system obtained ISO 37.301 certification and we were also certified to UNE 19.601 standard, which ratifies the company’s adoption of best practices in anti-bribery and criminal compliance management.
- We issued our social bond linked to an infrastructure project worth US\$400 million.



Planet ambition

- For the second consecutive year, we were the first company in the infrastructure sector to certify our water footprint to AENOR ISO 14.046 standard.
- We aligned with the TNFD (Taskforce on Nature-related Financial Disclosures) and we published our first Natural capital report.
- We were included in CDP’s climate “A List” for the second consecutive year, and we obtained a double “A” certification for our work against climate change and for water protection and security.
- We certified our BIM to ISO 19650-1 and ISO 19650-2 standards, underpinning project development and further enhancing the quality of our works and assets.
- We won a Sustainability Award from AEDyR (Asociación Española de Desalación y Reutilización).



Team ambition

- We were chosen as a TOP50 DIVERSITY COMPANY in Spain in the Variable D’24 report.
- We broadened the scope of the companies certified to ISO 45001 Occupational Health and Safety Management Systems standard.
- We launched Sacyr Women Community to foster and promote female talent and leadership.
- Sacyr Construction was certified to SA8000 standard, evidencing its commitment to implementing the best labor conditions.
- Sacyr Maintenance featured in the 5th Edition of the Occupational Risk Prevention Recognitions and Mentions for its prevention and best practices in connection with occupational road safety.
- In Colombia we increased our Equipares certification to silver level.



Positive impact ambition

- From the Sacyr Foundation we contributed more than €480,000 in social action through 70 collaboration agreements with third sector entities.
- We were recognized in the TOP 20 Hospitals Awards in Spain.
- We launched the 13th edition of the Sacyr Foundation Innovation Awards and the 6th edition of Sacyr iChallenges, focused on sustainability.
- We took part in the UN Global Compact Working Group on Human Rights.
- On October 26, the Madrid Food Bank Foundation recognized the Sacyr Foundation for our work with this NGO in the last few years.

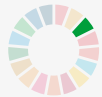
3.4 Sustainable Development Goals

We are aligned with the most ambitious global initiative for sustainable development, the United Nations 2030 Agenda, along with public and private entities, in pursuit of the same goal: to ensure sustainable development, leaving no one behind. All our actions are aimed at achieving the Sustainable

Development Goals (SDGs). Through our initiatives, we aim to achieve the targets established in the SDGs.

We have decided to focus mainly on seven of the 17 Goals included in the 2030 Agenda. However, as this report outlines, our actions are consistent with all of the SDGs.

SUSTAINABLE DEVELOPMENT GOALS



3 GOOD HEALTH AND WELL-BEING



- Sacyr Health program to foster employee well-being.
- Sacyr Sports Club.
- The “Health and Business” award from RRHH Digital, ranking Sacyr among the top 10 companies in terms of occupational health.
- Training of 19,577 workers in occupational health and safety, for a total of 61,761 training hours.
- Launch of the critical point auditing program.
- Launch of innovation projects for improving user safety in our project sites.



6 CLEAN WATER AND SANITATION



- For the second year in a row, we were the first company in the infrastructure sector to obtain AENOR certification of our Water Footprint to ISO 14,046 standard.
- Optimization of water resources through Sacyr Water, using desalination to produce fresh water in areas of high or extremely high water stress.
- Implementation of rainwater collection systems for subsequent use, using around 3,000 m³ of rainwater to water gardens in Carboneras (Almería).
- Use of recycled or re-used water, representing 44.18% of our own consumption, thereby avoiding the consumption of 1,101,441 m³ of drinking water.
- Development of a personalized water footprint calculator for our customers, subscribers, collaborators and employees.
- For the first time, we obtained a double “A” certification from CDP, thanks to our rigorous and responsible management of water resources.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE




- Use of various innovative technological solutions that contribute to the decarbonization of cities.
- Involvement in multi-business open innovation programs such as the European Commission's UELAC Digital Accelerator.
- Launch of Innovision to identify business opportunities around emerging technologies.
- Launch of InnoDay to create a learning space in which to enhance the development of innovation initiatives at the company itself.
- Sacyr iFridays, inspiration sessions in which companies from different sectors share how they apply innovation and sustainability to their activities.
- Development of 41 innovation projects, with the involvement of 367 employees.
- More than €12.8 million invested in R&D+i, corresponding to 8.4% of net profit attributable to business in 2023.
- 6th edition of the Sacyr iChallenges in which 205 proposals were received from 34 countries.
- 12th edition of Fundación Sacyr's Innovation Awards.



11 SUSTAINABLE CITIES AND COMMUNITIES

- 497 low-emissions vehicles in our fleet.
- Construction of 22 projects with sustainable certification in Spain, Canada, Chile and the United Kingdom.
- Inauguration of Plaza de la Sustentabilidad in Santiago de Chile, a green area measuring 16,800 m² with low water use tree and shrub species.
- We were recognized in the TOP 20 Hospital Awards in Spain.
- We certified our BIM to ISO 19650- 1 and ISO 19650-2 standards, underpinning project development and affording our works and assets greater quality.
- Participation in the Forética Sustainable Cities 2030 initiative whose focus in 2023 has been the energy transition in cities.




12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Use of excavated material for various purposes at the works site or for others such as structural backfill or production of aggregates.
- Use of sustainable concrete with a carbon footprint between 20-40% lower than a conventional product at the Hernani-Astigarraga Phase II and Elorrio joint ventures (Spain).
- Slope stabilization by using around 3,600 kg of used tires in Concesionaria Vial Sierra Norte and Gestora de Servicios Viales (Peru).
- Sacyr Zero Waste Plan, aiming to increase waste reuse by 80% by 2025.
- In 2023, recycled materials represented 19.04% of the total material consumed.
- 97% of construction and demolition waste recovered.
- 97% of waste recycled, reused and recovered.



13 CLIMATE ACTION

- First-time ISO 50.001 certification at water desalination plants internationally.
- Installing 929 solar panels in Rota de Santa Maria (Brazil) that supply 100% of the consumption of the toll booths and public lighting.
- Developing a proprietary methodology for the assessment of climate risks and opportunities, and their financial impact on the company.
- Promoting carpooling at our headquarters.
- Staging events with sustainability criteria throughout the value chain.
- Decarbonization Plan, comprising more than 300 Sacyr projects worldwide.
- €376,465 in R&D+i climate change-fighting projects.
- 15.29% reduction of Scope 1 + 2 emissions.
- 32% electricity consumed from renewable sources.
- We featured on CDP's "A List" for the second year in a row in the climate category, obtaining a double "A" rating for our work against climate change and for water protection and safety.



17 PARTNERSHIPS FOR THE GOALS

- In 2023, we established more than 70 collaboration agreements with third sector entities.
- We are in the main industry associations and we have strategic partnerships with universities, public administrations, intergovernmental organizations, NGOs and other companies that share our vision focusing on people and the planet.
- We foster the development of public policies, especially in the environmental sphere, for example, by actively participating in COP28, collaborating in the European Commission's Environmental Policy Programme (2024-2029) or supporting the materialization of the Peruvian Pact for a Circular Economy.



3.5 Materiality analysis

[2-14] [2-29] [3-1] [3-2]

To pinpoint the contents of this report, Sacyr starts with the most relevant sustainability topics resulting from a materiality analysis. This exercise was carried out from a dual perspective, taking an internal or financial approach (gauging how the environment affects our business) and an external or impact approach (gauging how our business affects the environment).

Methodology

1

Identification of potential material topics

Based on the initial list of potential topics identified through the analysis of various information sources, notably including international opinion leaders of reference, reporting frameworks, analysts, ESG agencies and vendors, as well as regulatory requirements in this area, a review of topics was carried out in 2023, incorporating those aspects that affect the company's broad context, such as macro trends and relevant geopolitical issues.



2

Issue prioritization

In the prioritization phase, all the topics identified were assessed, in accordance with the following approaches:

- **Internal assessment – Financial angle:** The topics were prioritized on the basis of two assessment sources:
 - **Internal working group**, made up of the main areas of the company, which discussed the importance of each topic.
 - A **literature review of future and emerging risks**, and of the **trends identified in 2023**.
- **External assessment – Impact angle:** In this case the assessment sources were:
 - **Interviews with various stakeholders** who shared their views through an independent consultant, in order to obtain an objective result.
 - **Bibliographic and media presence analysis**.

As a result, a materiality matrix was obtained with a prioritized list of the main material topics for the company.

3

Validation

Lastly, the resulting materiality matrix was validated by the main areas linked to sustainability and approved by the Sustainability Operating Committee.

Materiality matrix

In 2023, the “Climate change and energy efficiency” topic is still the most important aspect, along with “Ethics, compliance and integrity in business” and “Safety, health and well-being at work”.



Priority material topics



- | | |
|---|--|
| 1 Climate change and energy efficiency | 12 Equity, inclusion and diversity among employees |
| 2 Ethics, compliance and integrity in business | 13 Management of water resources |
| 3 Safety, health and well-being at work | 14 Relations with local communities |
| 4 Relations with analysts, investors and regulators | 15 Contribution to social development |
| 5 Responsible and sustainable supply chain | 16 Customer satisfaction and safety, and quality products and services |
| 6 Good corporate governance | 17 ESG financing |
| 7 Talent development | 18 Natural capital and biodiversity |
| 8 Management of risks and opportunities | 19 Environmental management |
| 9 Sustainable and resilient infrastructure | 20 Sustainable innovation and digitalization |
| 10 Circular economy and efficient use of resources | 21 Cybersecurity and data protection |
| 11 Human and labor rights | |