

7

Team Ambition





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7.1 Professional development



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We hope to be a benchmark in infrastructure development and P3 management, thanks not only to our innovation-driven value proposition and commitment to the environment, but also to our focus on the professional and personal development of a diverse workforce.

At Sacyr, fostering talent is one of the main levers of our Strategic Plan. We want to be a benchmark

employer and attract top-performing professionals. We want to nurture in-house talent through the integrated personal and professional development of our people. Accordingly, we adapt to the current state and the future of work, adding diversity as a value and competitive advantage. To achieve this, the strategic plan devised by our People Department has the following goals.



Achieving Strategic Goals - Our Accomplishments in 2023

- Standardization and homogenization of policies and processes with a global and transparent approach.
- Implementation of solutions that boost our management efficiency, cutting costs and mitigating risks.
- Standardization and internationalization of the selection model to be able to attract top talent.
- Increase in the scope of our development model with a high degree of satisfaction among those taking part.
- Development of specific programs for our key roles, with the focus on their commitment.
- Launch of initiatives aimed at fostering care for our professionals.

At our core are the thousands of people whose talent contributes to the achievement of our goals; people to whom we offer safe and attractive jobs, great opportunities for development and training, by means of a Management Policy that places our people firmly at the center of our strategy.



Our Management Plan places people at the core of our strategy.

7.1.1 Description of the workforce

[2-7] [405-1]

In 2023, Sacyr's average headcount was 16,106 people (41,070 in 2022), which represents a 60.8% decrease on the previous year. Of this total, 12,093 are men (23,334 in 2022) and 4,013 are women (17,737 in 2022). The breakdown of our workforce by contractual modality reveals 12,534 open-ended contracts (29,802 in 2022) and 3,572 temporary contracts (11,268 in 2022).

The downsizing between 2022 and 2023 is due to the scaling following the divestment of the Services business unit this year, and is consistent with the company's new reality and activity. The gender breakdown is consistent with the activities carried out in the sectors in which the company operates, where men tend to be in the majority. As for the distribution of the workforce by employment contract type, the low level of temporality underpins the Group's commitment to stable recruitment in line with ESG goals, despite operating in industries in which projects tend to be of a fixed duration.

7.1.2 Talent acquisition, management and development

[3-3]

We invest in attracting top talent, developing these top professionals and training them continuously to ensure the short-, medium- and long-term success of our business endeavor in a changing and volatile environment.

7.1.2.1 Acquisition Strategy

Our Talent Acquisition policy is aimed at attracting and incorporating professionals who identify with our purpose. To screen this talent we have a rigorous and global selection procedure in the framework of our transversal management system by values/competencies, which in acquisition translates into the application of our own "SmartRec" methodology, aimed at guaranteeing objectivity, equal access to opportunities and diversity as key components of sustainable selection processes. This methodology establishes a standardized, common and transversal framework of reference across all the businesses and countries in which we operate and comprehensively covers all phases of the talent acquisition process, from curricular screening to the selection interview.

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2023 talent acquisition initiatives

- Agreements with universities and business schools
- Participation in employment forums
- Recruitment programs – Sacyr Construye Futuro
- Referral programs
- Employer Brand Positioning
- Value Proposition Enhancement



Onboarding process – Welcome on board

New recruits (with a corporate e-mail address) take part in an onboarding program that has recently been standardized and approved at the group level, to support them in their first few weeks and help them to swiftly and successfully integrate with the corporate values and culture, as well as the normal workings of their job.

To evidence the commitment to our people, it is worth highlighting that our new recruits rate us very highly when asked if they would recommend our company as a good place to work (NPS of 40).

Employer brand

In 2023 we built a unique and global brand to represent our Employee Value Proposition (EVP) at every level, that is present in all our processes and throughout our people’s life cycle: from the talent acquisition strategy, throughout their career, until they leave the company.

A brand designed to effectively convey our hallmark attributes as an employer, to help attract and keep the talent we need. **“SacyrOnCourse”**



7.1.2.2 Talent management and development

[3-3]

We are an international, diversified and multicultural group with a clear preference for In-House Talent to address the challenges the future will bring us. We nurture the development of each person, aiming to make them better professionals, more competitive and prepared. To do this, we have several talent management and development tools:

Our development model

Developing our teams is paramount for Sacyr. We see it as a continuous, global and universal process in which each person is the captain of their own personal and professional development.

In this context, there are three development principles:



Discover

From our professional goals to our strengths and areas of development.



Act

Defining specific and measurable actions to achieve our goals.



Impact

Fostering both professional growth and the achievement of Sacyr's objectives.

Using this framework, at Sacyr we have defined our Program Ecosystem, comprising:

Structural programs

Designed to reach everyone at the company in accordance with the group they belong to (new graduates, skilled posts, managers and senior management).

Contextual programs

Designed to support and accompany our people on professional milestones when they undertake substantial changes in their area of responsibility. We call these Transition Programs.

In 2023 we launched the first two editions of our **Programa Conecta** a voluntary program aimed at all the Group's mid-level permanent staff.

This program aims to hone and improve skills linked to the professional development of these profiles. More than 150 professionals from more than 10 countries took part in the 1st edition. 53% of the participants were women, their average age was 43 and their average seniority at the company was 11.8 years. The program was exceedingly well received and highly rated.

We also launched a number of **Transition Programs** aimed at people reaching a significant professional milestone such as a promotion to management or executive positions, international relocations to key posts (expatriations and repatriations) or experiencing a substantial change in their roles.

The main purpose is to fast-track their adaptation to their new role, smoothing the learning curve to optimal performance and providing them with the necessary tools and support. An edition of this program was held for 29 new Group managers from Spain, Chile, Colombia, United Kingdom and Peru.

From a methodological perspective, our programs combine methodologies and actions to ensure that the defined objectives are achieved, using the Individual Development Plan as a common thread throughout.

We include self-knowledge tools, training pills and various forms of support such as mentoring and coaching, at both the individual and group level.

Performance management

[404-3]

This annual process is aimed at obtaining updated, valid and reliable information on our teams. This allows us to proactively manage our internal talent, stay ahead of the game and reduce the Group's risks associated with future needs.

We have steadily introduced improvements in the process and we have broadened its scope among our professionals, making it more expedient and useful. It has now been digitalized through our FOCUS tool.

In 2023, 3,983 people underwent performance reviews (4,311 in 2022).

> Participation in the performance reviews by gender and group:

Gender	% Participation
Men	67.36%
Women	32.64%

Professional category	% Participation
Executives	1.53%
Managers	19.59%
Skilled staff	77.35%
Support	1.53%

For Sacyr it is vital to have the right person in the right place at the right time. To achieve this, the key dimensions we take into account are their performance and their potential, both of which constitute a meaningful tool that helps us identify and properly manage the talent we have.

Note that in parallel to this process we nurture a culture of continuous feedback to increase job satisfaction, productivity and engagement.



Target-based management

With the aim of promoting and aligning professionals' actions with the company's strategy, at Sacyr we have a **global Target-based management** model, based on market best practices.

This enables us to encourage people to become engaged in the achievement of the company's goals and directly involved in the results, increasing their commitment and loyalty in the long term.

All our employees are given Group goals that foster one of the premises of Sacyr's business model, namely to work in a single direction under the slogan "One Sacyr".

It is worth emphasizing that at Sacyr we work to achieve results, but not just anyhow. That is why we distinguish our goals (the 'what') and the way we want to achieve them (the 'how'). The latter is what we believe sets us apart and is a reflection of the guidelines in the Strategic Plan. We are referring to:

1

Talent-linked objectives, focusing on caring for our employees as the company's most valuable asset, making decisions based on merit, ensuring team sustainability by linking variable remuneration to the succession plans of all the company's managers and fostering diversity in our teams as a value proposition.

2

Another aspect of the 'how' is that our projects must also ensure **sustainability** and highlight the importance of ethical working and obliged compliance with the Code of Conduct worldwide.

3

The third axis is **innovation**. We consider innovation to be a part of our DNA and we encourage all our employees to pursue continuous improvement by quantitatively incorporating an innovation target.

Our management model establishes, monitors and assesses goals, linking the payment of variable remuneration to the achievement of those goals.

Furthermore, for some long-term incentive schemes, goals are linked to the company's share value, thereby aligning our management team's goals with those of our shareholders, thus making the company's value one of the remuneration goals.

Internal mobility

We facilitate mobility between companies and businesses, taking into account both the organization's needs and the skills and interests of each individual.

All Group vacancies are posted in house and are visible to all on the Intranet, allowing each candidate to apply if

they consider they match the profile and the vacancy is good for their professional development.

International mobility

We are an international group with a presence in more than 20 countries with highly diversified activities, allowing us to offer our teams the chance to develop their talent and their experience. We provide the opportunity, they set the limits. At the end of December there were more than 278 expat professionals.

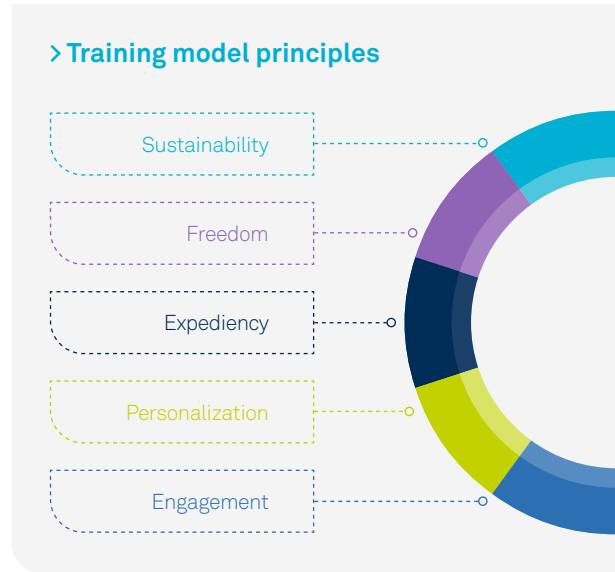
International mobility involves addressing a number of critical measures before, during and after expatriation. Moving means upheaval, which is why we take a global and centralized approach.

7.1.2.3 Training

[3-3]

In the current environment in which change is the only constant, the only way to ensure that our professionals are equipped with the knowledge and skills they need to perform is through continuous training.

Accordingly, the main objective of **our training model** is to nurture a culture of continuous learning in which each individual takes charge of their own development. We provide them with all the means and resources through our online training platform (**Explora**) for them to design their own training plan according to their interests and needs, and to decide quite freely what they want to do, when and how.



Our platform offers a range of training programs:



Through our training, we guarantee the permanent development of the people who make up Sacyr globally; aligning training with the needs generated in the business strategies.

› Stand-out training initiatives in 2023

Training area	Notable actions
Languages	Adaptation of the training model to the 100%-digital environment, offering more freedom for self-management.
Information security	Awareness actions for the entire workforce on information security, the proper use of personal data, passwords, etc.
Sustainability	Awareness on sustainability, ESG concepts, etc.
Health and Safety	Awareness and educational measures to improve mental health, reduce stress and burnout, enhance sleep hygiene, etc.
Digital transformation	Expansion of the catalog of courses available to better adapt the workforce to the digital world.
IT tools	Live sessions with experts on specific actions to boost knowledge and efficiency in the use of the platforms.
Diversity	Diversity awareness for the entire workforce.
Skills development	Expansion of the catalog of available training, giving employees access to more courses to improve their skills.
Leadership	Expansion of the catalog of available training, giving employees access to more team management and leadership courses.

Our training in figures

[404-1] [404-2]

A total of 297,386.82 training hours were delivered in 2023, compared to 539,434 hours in 2022. In addition to the training coordinated by the People area, we provide training led by the Regulatory Compliance, Environment and Health and Safety departments, as outlined in the relevant sections.

› Training hours by gender and professional category

Professional category	Gender				Total	Total
	Men		Women			
	Hours	Percentage	Hours	Percentage		
Senior executives	1,744.75	0.87%	750.66	0.78%	2,495.41	0.84%
Management	19,455.42	9.66%	8,447.49	8.81%	27,902.92	9.38%
Skilled staff	77,528.17	38.48%	54,546.37	56.91%	132,092.54	44.42%
Support	102,772.16	51.00%	32,123.79	33.50%	134,895.95	45.36%
Total	201,500.50	100%	95,886.31	100%	297,386.82	100%

› Average training hours by gender

Gender	Average hours
Men	17.86
Women	22.57
Total	19.15

7.1.3 Listening to Employees / Employee Experience

One of the Strategic Plan goals for the People department is to improve the experience of each employee. Accordingly, we have endeavored to listen to them and gauge their experience.

It is paramount for us to understand how employees experience the most important junctures of their relationship with the company, in order to know them, understand them and obtain useful information for the departments that allow us to take measures for transformation and improvement.

Our model for analyzing commitment and satisfaction has changed. We previously conducted climate surveys that gave us a response to a specific circumstance but did not allow us to delve more deeply into what

employees find motivating or engaging, and were highly conditional upon the timing of the questions. Now, we continually keep our finger on the pulse to stay abreast of each collaborator's experience. This gives us a more global vision when trying to understand specific junctures in the relationship, showing us the collaborator's global experience, from when they join to when they leave. It also helps us to better understand what motivates and engages them, and gives us information on the specific levers improvement.

To stay in tune we have a tool we customized for this purpose, called Sacyr Te Escucha, through which not only can we conduct surveys but we can also harvest the findings to design lines of action.



Ruta de la Fruta. Chile

7.1.4 Remuneration and benefits

[201-3] [401-2]

Remuneration

Our main mission when it comes to remuneration is to design, implement and review our remuneration policies to achieve fairness, competitiveness and motivation for our workforce.

Our plan is aligned with our overall remuneration strategy and talent value proposition, which also helps attract, retain and engage employees by helping them to achieve personal and professional balance throughout their life cycle.

The company's remuneration structure comprises fixed remuneration, variable remuneration, social benefits, a pension plan, a long-term incentive plan and an international allowances policy.

Employee benefits

Sacyr offers a wide range of benefits that are segmented by groups, depending on the policies established in each country and according to the various market practices.

On the one hand, we offer benefits focused on **physical and mental well-being**, such as:

- Health insurance.
- Life insurance in case of death in service or disability.
- Office sports club (tournaments, yoga, pilates, boxing, mindfulness, swimming classes).
- Wellness applications (healthy cooking recipes, online fitness or mindfulness classes, talks on various well-being topics).
- Physiotherapist in some offices.
- Canteens with healthy food.
- Workshops to prevent psycho-social risks.
- Psychology service to treat certain conditions.

In addition, there are adequate benefits to ensure **financial well-being**:

- Flexible remuneration in Spain for eligible employees in accordance with the legislation. The flexible remuneration program allows employees to replace part of their monetary remuneration with remuneration in kind offering certain tax benefits.

The products offered under this program are: health insurance, meal vouchers, transit cards, childcare vouchers, job-related training, retirement savings insurance, car leasing and shares in Sacyr.

- Company discounts.
- Social benefit plan through various retirement savings schemes.

Employee Ownership Plan

Since the first Sacyr Employee Ownership Plan was launched in 2019, the number of people who have voluntarily taken part in the various schemes over the years has grown sharply, from 62 people in 2019, with an investment of €389,050, to 81 people and an investment of €438,543 in 2023. This plan grants them a dual benefit: on the one hand, they obtain tax savings and, on the other hand, as shareholders they are fully entitled to receive dividends. This shows how confident our teams are regarding the company's growth and creates a greater sense of ownership of the company's strategy.



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Día Sin Cole (DSC!)



Certification as a Family-Responsible Company (FRC)

Benefits usually vary according to the person's life cycle, their personal situation or professional status, and they help to manage remuneration, increasing their loyalty.

On the other hand, we have implemented a series of actions, policies and procedures to enable our people to **balance their family and personal lives** while developing their professional careers:

- **Sacyr Concilia** is an internal program to promote effective measures, most notably:
 - **Día Sin Cole (DSC!)**: activities are organized for children of staff on non-school working days. This year more than 193 children took part.
 - **Designing the work calendar to match the school calendar**: taking into account non-school days when drawing up the company's work calendar.
 - **Facilitating child care options**. Breastfeeding rooms in Peru, Uruguay and Paraguay, and day nurseries in Mexico and Chile.
- **Framework Policy Governing Working Hours**: establishes the general principles and guidelines regarding working hours that govern labor relations at Sacyr globally, and includes a commitment to ensuring that employees do not exceed the maximum working hours and are given at least the

minimum breaks established in the regulations of each country.

- **Flex-Working Policy**, for the flexible organization of work hours and the possibility of working from home, in accordance with the Flex Office Program requirements.
- **Guide to Work-Life Balance Measures**, which sets out the kinds of leave employees may request and how, and which was updated this year.
- **Right to disconnect law**: launch of specific training and awareness globally, with more than 1,600 people trained.

These policies have earned us a number of recognitions, such as **Certification as a Family-Responsible Company (FRC)** in Spain, Colombia, Peru and Chile. We highlighted this commitment internally through two commemorative days:

- **Work-Life Balance and Co-responsibility Day** in Spain, March 23. This year we have shared and showcased our progress by renewing our FRC certification in Spain. We actually improved our score to “company proactive towards work-life balance”.

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7.1.5 Labor relations

[2-30] [3-3] [407-1]

Labor relations at Sacyr are carried out in accordance with the labor regulations and collective bargaining agreements in force in each country. Sacyr fully guarantees the rights to freedom of association, trade union representation and collective bargaining of all our employees, and we are in constant dialog and negotiation with the legal representative bodies of employees and unions, complying with the ethical and transparent principles that guide best practices in negotiations at the company.

We promote labor relations open to constant dialog with our workers and their representatives, taking them into account in the company's various processes. In 2014 Sacyr signed a Framework Agreement with the International Federation of Building and Wood Workers, Spanish trade union Comisiones Obreras (CC.OO.), and the Federation of Metal, Construction and Affiliated Workers of Spain's Unión General de Trabajadores (UGT-FICA), undertaking to respect and promote the principles defined in the Universal Declaration of Human Rights, the Tripartite Declaration of the International Labour Organization (ILO), the OECD Guidelines for Multinational

Enterprises, and the ten principles of the UN Global Compact. In February 2023, Sacyr Construction obtained SA8000 certification in recognition of our commitment to social responsibility and respect for human and labor rights in relation to workers, subcontractors, suppliers and society at large.

In Spain, the 142 (317 in 2022) Collective Bargaining Agreements, in various sectors and provinces, provide the working conditions for 100% (99.93% in 2022) of our workforce in 2023.

In other more representative countries in terms of workforce, such as Portugal, Chile, Brazil, Mexico and Uruguay (39.64% of the global workforce), we have 23 collective bargaining agreements in place¹. Of these 5 countries, 49.9% are covered (46% in 2022).

In the event of company restructuring, we draw up the relevant plans in which we take into account the employees' representation and the resources allocated.



¹ Only countries with collective bargaining agreements that are registered in the internal system are counted.

7.2 Diversity, Equity and Inclusion



[2-23] [3-3]

Diversity is one of the company’s strategic pillars for sustainable development and compliance with the 2030 Agenda. At Sacyr, we are committed to ensuring that our teams are made up of people with diverse profiles, free of preconditions or labels. This is grounded on the following main premises:

	<p>Gender diversity: promoting equal opportunities and fostering equity in respect of gender, sexual orientation and gender identity throughout the company.</p>		<p>People with disabilities: appreciating the unique potential of people with disabilities and harnessing their talents.</p>
	<p>Social and cultural diversity: respecting and harnessing social and cultural differences as a source of added value.</p>		<p>Generational diversity: helping different generations to work and live together.</p>
<p>Experience and cognitive diversity: nurturing an open corporate culture, as well as professional development and continuous training, as the drivers of invisible diversities (educational and professional experiences, leadership styles, critical thinking, personalities, traditions).</p>			

This commitment is enshrined in our **Diversity, Equality and Inclusion Policy** and implemented through the Diversity, Equity and Inclusion Plan. The main objective is to promote the creation of multidisciplinary, transversal and inclusive teams, ensuring equal opportunities and professional development for everyone working at Sacyr, and taking into account what each person needs. We foster inclusive work

environments in which our professionals are respected and can achieve their goals, developing professionally and personally, weaving in diversity and inclusion as a common thread throughout the company, including our value chain: customers, suppliers, shareholders, investors, and so on.

Outstanding partnerships



Consequently, we are the first company in Spain accrediting ISO 30415:2021 certification from AENOR for our Diversity and Inclusion Management. Additionally, in 2023 we were rated a **TOP 50 DIVERSITY COMPANY** in Spain in the Intrama Variable D'24 Report.



Our Protocol for Prevention and Action in Cases of Harassment and Discriminatory Acts evidences our commitment in this connection. We have an Ethics Channel as a corporate tool aimed at enabling people to securely and confidentially submit any query or complaint, and a specific committee for prevention and action in cases of harassment and discrimination. Furthermore, we have carried out various training actions at workplaces to prevent and identify harassment.

To monitor and measure the main diversity magnitudes, we have a **Global Diversity Map**, to which, this year, we added intersectionality in the various indicators to enhance our knowledge of our teams and the combination of variables that may impact on personal and professional experiences.

We see it as vital to involve our leaders and engage our teams in all initiatives that foster an inclusive culture. For this purpose we have a **Diversity and Work-Life Balance Channel** for our people to convey their suggestions, concerns, complaints, claims and proposals on this matter.

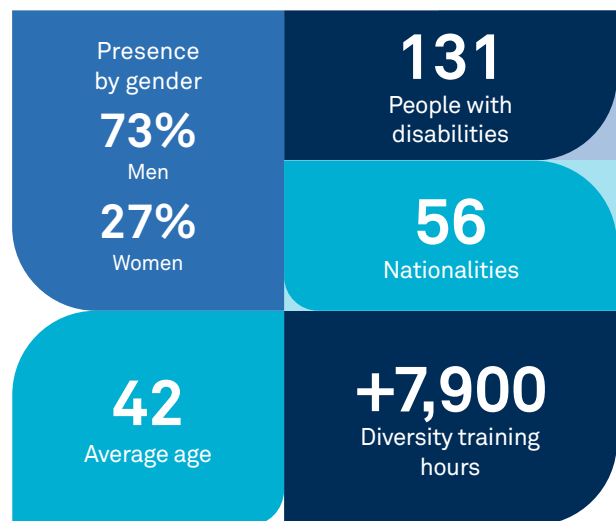
We involve our staff in our annual awareness and consciousness campaigns. This year, to mark European



Diversity Month, we launched the “**¿Te unes a la ruta de la Diversidad?**” (Are you on board for Diversity?) initiative, rolled out in all the countries where we operate, to disseminate and communicate our goals in this realm using various media (videos, posters, etc.). Additionally, in Chile we held a webinar titled “Together for Inclusion”.

We also periodically conduct training in this area, including this year's global training on Diversity, Equity and Inclusion, using our digital tool and delivered in person at workplaces.

We have a **Global Diversity, Equity and Inclusion Committee** involving representatives from the business units and countries, aimed at monitoring our goals and proposing and designing initiatives to help us achieve them. We also have the “**DiversityLabs**” involving groups of allied workers, as a forum for sharing developments and analyzing needs and new proposals.



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7.2.1 Gender diversity

At Sacyr we promote the incorporation of the most underrepresented gender in those positions where this situation might arise. Thus, our Strategic Plan encompasses various objectives:

- Increase the presence of women in leadership positions to 25% by 2025 (24% in 2023), promoting female talent through external and internal development programs such as “Mujeres Poderosas, Mujeres Sacyr” (Powerful Women, Sacyr Women) which held its 11th edition and involved 52 women this year.
- Ensure transparent and rigorous monitoring of the gender wage gap.
- Encourage women to choose STEM careers through different initiatives, such as the collaboration of 15 female engineers as volunteers in ASTI Foundation’s STEM Talent Girl Program.

In Spain we have Equality Plans consistent with the reality of each business, which are an internal benchmark for setting goals and implementing measures that help us advance in this area in the other countries where we are present, such as Colombia, where this year we improved our score to Silver.



Our teams are the main agents of change. That is why we asked for their collaboration in various awareness campaigns to mark special occasions this year:

International Women’s Day, March 8:

- Launch of **Why celebrate March 8? training**.
- Involvement in the **#EmbraceEquity** initiative alongside International Women’s Day.
- Streaming of a video **showcasing the talent of women role models at the company**.

International Women in Engineering Day, June 23:

- Videos of in-house role models **Why did you choose to study engineering?**
- Launch of a new **program called “Women Community”** aimed at creating a community to nurture talent and leadership of women professionals at Sacyr through a range of initiatives like development programs, activities tailored for women in STEM, talks, networking, etc. This year 205 women took part.



International LGTBIQ+ Pride Day, June 28:

- FELGTTBI+ training for teams and communication aimed at raising awareness and normalization on this topic.

7.2.2 People with disabilities

[405-1]

Day-in, day-out, we strive to promote the inclusion of this group in our teams by means of in-house, transversal and global programs:

- **Sacyr Suma:** establishes the lines of action to advance in hiring people with disabilities.
- **Muchas formas de ser únic@s:** strengthens our commitment to include people with disabilities, making it easier to obtain the disability certificate for all those people who have not previously completed the procedures.
- **Monitor@s de seguridad:** inclusion of victims of workplace accidents resulting in a disability, to help improve safety conditions in our workplaces and raise awareness among the rest of the workforce.
- **Sacyr de la Mano:** program for employees with children who have a disability or serious illness, who are offered a series of benefits (information and advice, work-life balance, etc.).
- **Talent Gourmet+:** a partnership between Sacyr and Envera Foundation to provide job opportunities for people with disabilities in the Cafestore catering subsidiary unit.
- **Pausa Activa:** consists of sessions for activation, recreational play and return to calm through physical exercise led by people with disabilities from Miradas Compartidas in Chile.

In Spain, 1.8% of our workforce has disabilities, and worldwide that figure is 0.9%.

To highlight our commitment to this community, we celebrated **the International Day of Persons with Disabilities**, on December 3, with “Disability Trivia”, an initiative to raise awareness among our employees regarding this reality through dynamics and games involving 136 people from various countries.

7.2.3 Social and cultural diversity

We nurture multiculturalism as a source of knowledge and talent in our teams.

As part of our commitment to internal mobility, we have a program that fosters synergies between different cultures and experiences, in addition to facilitating the adaptation and onboarding of people who are going to work in a country other than their country of origin, including Guides for Foreigners, an internal Expats Channel, an interactive map featuring country files and the most important cultural information.

To showcase multicultural wealth, on May 21, which is **International Cultural Diversity Day**, we streamed a video with expressions typical of some of the countries where we are present, with the tagline **#SacyrNosUne**. We currently employ almost 1,200 away from their countries of origin.

Furthermore, in the framework of the "Companies for a society free of gender violence" agreement in conjunction with the Spanish Ministry of Equality, this year we were one of the companies chosen to contribute to the handbook for integrating women victims of gender violence into the labor market.

We have worked with the Red Cross on a number of initiatives to improve job opportunities for people at risk of social exclusion through programs like Talento sin límites (Unfettered Talent), En clave de cambio (In the Spirit of Change) or our involvement in the 7th edition of the **Job Fair**.

This year we were recognized by the Integra Foundation for hiring people from this community.



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Additionally, to mark **International Day for the Elimination of Violence Against Women**, on November 25, along with Integra Foundation, we thanked more than 70 people who took part in the School of Empowerment, imparting employability workshops to more than 360 people at risk of social exclusion, with a focus on women victims of gender violence.



7.2.4 Generational diversity

[404-2]

Our goal is to help different generations work and live together, ensuring that their talents and their different paths are properly managed and harnessed. We have several programs in place to foster synergies between generations:

- **#SeniorTalent:** where in-house role models aged over 50 are chosen to participate in a series of interviews about their career paths, experience and their “legacy” for upcoming talent.
- **Café con el CEO and Genera Café:** periodic meetings with senior executives and talent from all generations to inquire about each person’s interests from a generational standpoint.
- **Young engineers:** 5-year development program aimed at supporting them as their careers gain traction, with a particular focus on their international career.

- **Next Generation:** focusing on ensuring generational handover of managers through specific career plan centered on mentoring, as well as recruitment, training and remuneration initiatives.

To celebrate **Senior Talent Day**, on April 30, we launched “¿Se comunican igual las 4 generaciones de Sacyr?” (Do all 4 generations at Sacyr communicate the same way?), to show the linguistic differences between generations through conversations between more junior and more senior people.



7.3 Safety, health and well-being



[3-3] [403-1]

At Sacyr we are committed to the safety and well-being of our employees. Indeed this is a pillar of our strategic plan and to achieve it we have an **Health and Safety in the Workplace Policy**, reviewed in 2023, and aimed at improving working conditions and the levels of protection, safety and health of our employees, contractors and collaborators, as well as our end users.

Sacyr's Management believes knowledge of its **Health and Safety Policy** at all levels is essential and must underpin the performance of all company activities. All our employees know the Policy, to which they have access via our intranet and notice boards and in their contracts, and it is also available to all our stakeholders on our website and attached to our industrial and supplier contracts.

We consider it a priority objective that all Group activities incorporate, from their planning and throughout their execution, all the necessary measures to avoid risks emerging at the outset and during the deployment of such activities and, in those risks considered inevitable, that all the required health and protection measures are implemented to prevent damage and protect the health of our workers and collaborators. For this purpose, as well as achieving an accident-free environment (0 Accidents Plan) at Sacyr there are other **established and quantifiable objectives** for all the Group companies, with internal health and safety status KPIs of our contracts.

In fact, we go one step further and integrate safety, health and well-being into our business strategy. We are not content with having safe and protected workers; we include the promotion of health in the workplace to ensure our workers are happy at a healthy company with which they can identify. Accordingly, in 2023 an area of psycho-social risks has been established in the Health and Safety Department to promote the psychological and emotional health of our employees, contractors and collaborators.

We are thus striving to build a **distinct culture of prevention**, enabling us to achieve the highest safety

standards by engaging the entire organization, our suppliers and contractors and our partner companies in all of our activities and in every country where we operate.



We focus on reducing accidents throughout our value chain. We aspire to build a differential preventive culture that enables us to achieve the highest safety standards in all our activities.

Through the Sustainability and Corporate Governance Committee, delegated to the Board of Directors, and the Sustainability Committee, which are the most senior bodies responsible for sustainability matters, we review, analyze and approve matters relating to the health and safety of our employees and collaborators to ensure they are locked in and applied to our business operations, and that the health and safety objectives associated with each pillar of this dimension are fulfilled.

In compliance with the legal requirements on Health and Safety in the Workplace, Sacyr's prevention is structured through its own resources and others arranged with an external prevention service.

- Health and Safety Department.
- Prevention officers assigned to the centers.
- Support structure.
- External Prevention Service.

7.3.1 Occupational Health and Safety Management System

[403-1]

In addition to complying with all legal requirements, at Sacyr we are implementing occupational health and safety management systems certified to **ISO 45001**, the leading international benchmark for occupational health and safety, valid through 2025.

As well as ISO 45001, Sacyr has also implemented and certified **ISO 39001 for Road Safety Management Systems** valid through 2024 at 10 of our companies in Spain, having met its goal in 2023 to continue expanding certification to all P3 companies in Spain linked to road traffic, and 1 company in Mexico (+37% of the total). Hence, in 2022 Sacyr revised the **Road Safety Policy**, and the entire Management System.

The internal requirements arising from this System exceed those legally stipulated in the countries in which the company is present, and from the activities performed. **A Health and Safety Department with more than 219 professionals** has therefore been put into place for the management and continuous improvement of the System through the processes of monitoring and control, internal audit, management review or change management.

Accordingly, in 2023 we reviewed the System again, adapting it to the Group's new requirements in each country, making it an international procedure protocol. As a result of this work, we have successfully passed ISO 45001 legal and compliance audits on the occupational health and safety management system implemented at Sacyr group companies' work centers.

Furthermore, both the Occupational Health and Safety Management System Manual and the General Procedures are accessible to all employees via the Sacyr Portal on the Health and Safety channel. Employees can also use this channel to consult technical guides, prevention documentation and technical notes aimed at occupational risk prevention.

The aim of the Occupational Health and Safety Management System is to ensure that all our activities are carried out on the basis of a strict initial analysis of the work and its associated risks, and that preventive measures are implemented to eliminate or reduce those risks.



Americo Vespucio toll road. Chile

7.3.2 Identification of hazards, risk assessment and incident investigation

[403-2]

This Occupational Health and Safety Management System aims to contribute to correctly identify, review, manage and improve the control of the occupational risks to which Group company employees are exposed. This ensures that all our activities are performed in line with a strict initial analysis of the work and its associated risks, together with the implementation of preventive measures to eliminate or mitigate them.

At Sacyr, the right to halt work in the event of encountering hazards or dangerous situations is provided in the company's **Health and Safety Policy**. Any of the mechanisms described in the Health and Safety Management System participation and consultation procedure may be used to file an anonymous or named report of this circumstance, as well as being able to use the complaint lines of the **Ethics Channel**.

All our management systems have a procedure for hazard identification and risk and opportunities assessment that is adapted to the legal requirements of the place of implementation, assessing daily and

non-daily work, planning the preventive measures derived from this assessment and assigning those responsible for their implementation.

Similarly, Sacyr has a procedure in place in all countries to investigate all manner of incidents that may arise in any of our contracts in accordance with each country's legislation, and we have also opted to **catalog accidents under the U.S. OSHA standard**, which enables both the internal standardization of information and comparison with top-tier competitors.

In accident investigations, information is first gathered on the basic aspects of the accident, analyzing whether the risks and preventive measures were included in the risk assessment of the task being performed at the time of the accident, and re-assessing the risk if necessary. After preventive measures are adopted, the effectiveness of those measures is monitored in case it is necessary to take any action to avoid their recurrence.



Jorge Chávez International Airport. Peru



At Sacyr we extend our health and safety commitment to our **users** by improving our infrastructure. We therefore launched two innovation projects in 2023 that will consist of installing devices at critical points on the road that detect vehicles and warn them by means of light signals of hazards ahead, such as pedestrian, vehicle or animal encroachment, and we will also use smart monitoring for early detection of dangerous situations and early road status forecasting.

7.3.3 Occupational health services

[403-3]

At Sacyr we ensure that we protect our employees' health by hiring competent professionals with widely-acknowledged qualifications and accreditations that comply with the legal requirements and relevant standards/guidelines. While scrupulously respecting the privacy and custody of their medical data, the latter are used to improve workers' health, eliminating those occupational risks that may worsen their state of health and, if this is not possible, adapting their post.

For this purpose, after analyzing workplace risk, medical protocols are established which, by means of a series of tests, establish workers' aptitude for the performance of their tasks, or whether any aspect must be taken into account so that the work does not have adverse consequences for those performing it. A post may be adapted or a worker may even be relocated to another, risk-free workplace.

7.3.4 Employee engagement and consultation and communication regarding occupational health and safety

[403-4]

At Sacyr, 62.4% of all workers are represented by Health and Safety Committees (66% in 2022). These committees meet quarterly and are tasked, among other things, with improving occupational health and safety performance, updating risk assessments, introducing new hazards and establishing controls.

There are also official agreements with trade unions that include health and safety clauses for construction projects in Spain. These agreements contain specific stipulations, articles, chapters and titles regarding occupational health and safety, and are compiled with the assistance of 535 prevention officers (786 in 2022) in countries with a large number of employees on the payroll.

Our Management System has a procedure for communication, participation and consultation with workers that establishes the parameters for holding Health and Safety Committee meetings. Furthermore, at Sacyr we have other channels for participation such as a thematic channel for prevention on the Intranet, internal communications via e-mail and on-site notice boards.

7.3.5 Employee training regarding occupational health and safety

[403-5]

To guarantee and reinforce our preventive culture, Sacyr periodically runs training courses to enhance our employees' learning and awareness on aspects of health and safety. In 2023, the Health and Safety Department's training team oversaw a total of 61,761 training hours. This implied an investment of € 283,975 in Spain (-31.66%), of which €145,295.95 were subsidized (-56.63%).

In addition, Sacyr provided a total of 4,292 training hours to 4,067 workers from collaborating companies.

7.3.6 Promoting employee health

[403-6]

Sacyr focuses on nurturing the health of its workers at all levels. For this purpose, in coordination with various departments, initiatives are rolled out to improve psychological well-being and promote emotional well-being, good nutrition and physical activity through our Sacyr Health program. In 2023 we included financial well-being as one of the pillars of this program.



Jorge Chávez Airport Terminal. Peru

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7.3.7 Prevention and mitigation of the impacts on employee health and safety directly linked to commercial relations

[403-7]

Sacyr also takes the necessary measures to ensure that employees, contractors, suppliers and collaborators constitute an active part of our **Health and Safety Policy**. Accordingly, we have a specific procedure, **“Procurement and contracting management”** the main objectives of which are as follows:

- Assess contractors and suppliers in the pre-contract phases to ensure that they comply with the standards set by the Health and Safety Department.
- Ensure that subcontracted workers are fully informed about the risks to which they are exposed in their respective jobs and about the applicable protective and preventative measures.
- Ensure that subcontractors effectively shoulder their responsibilities, taking all necessary measures and providing their employees with the appropriate means to guarantee their safety.
- Assess contractors and suppliers in the final project phases to gauge their health and safety and health performance.

7.3.8 Coverage of the occupational health and safety management system

[403-8] [CRE6]

The management system is implemented and certified to ISO 45001 under UKAS accreditation in 88 Group companies (15 more than in 2022), representing more than 64.76% of the Group based on the total headcount (70.7% in 2022). This percentage increases to 79.14% based on the total volume by revenues.

Based on the figures for contractor workers, 59.15% of them are hired by companies holding this certification (95% in 2022). These figures are lower due to the company's divestment process in 2023.

A total of 92 work centers involving 4,442 workers were internally audited, which means that 20.78% of the total workforce was sampled, while 52 work centers involving 2,368 workers (11.08%) were sampled for the external audit.

With regard to subcontracted workers, 16.26% of the total workforce (2,929) was sampled, while 52 workplaces were sampled for the external audit, implying 969 workers (5.38%).



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7.3.9 Occupational accident injuries and occupational illnesses and diseases

[403-9] [403-10]

Sacyr's efforts in the field of Occupational Health and Safety have led to significant progress in workplace quality, based on an internal scoring system that serves as an indicator to verify the status of each work center with respect to the fulfillment of our prevention obligations.

Thanks to the involvement and commitment of Senior Management and the active engagement of employees, suppliers, contractors and collaborating companies, Sacyr manages to reinforce the safety culture needed to provide healthy and safe working conditions in our business. This is evidenced by the downward trend in accident rates over the past few years, a reflection of the fact that our **Health and Safety Policy** is wholly

implemented. The result is that our accident frequency rate per 1,000,000 working hours of our own workers and collaborators has fallen to 8.27, a reduction of 37.8% with respect to 2022. We have also reduced the serious accident frequency rate per 1,000,000 working hours of our own employees by 25% compared to 2022.

With regard to the serious accident rate of our subcontractors, there has been a slight increase in the frequency rate per 1,000,000 working hours, to 7.61, i.e. 1.5% higher than in 2022, there having been one fatality at one of our subcontractors. Sacyr conducted the usual accident investigations in response to these cases, analyzed the causes and took the necessary measures to prevent any recurrences.

Accordingly, in 2022 Sacyr implemented an action plan to reduce and control serious and fatal incidents called "0 Accidents", consisting of:



CHALLENGES

Short term

- Maintain the company's position with respect to its competitors and in the various sustainability and rating indices, through the continuous improvement of processes, compliance standards and the various certifications.
- Adapt our occupational health and safety management system to a gender perspective.
- Adapt and improve KPI reporting in accordance with the requirements of the various auditors, and with the needs of the company's various departments.
- Continue guaranteeing confidentiality in the management of individual health data.
- Continue improving the **health and safety culture**.

Medium term

- Improve the **Sacyr Health program**, with new initiatives more suited to the employees' needs and interests.
- Introduce occupational health and safety training and awareness plans in employee training itineraries that improve the preventive culture, not only for new recruits but also for existing employees.
- Implement global health and well-being plans linked to SDG 3, identifying specific goals and monitoring them.
- Join new programs or initiatives that evidence the company's commitment to health and well-being.
- Improve the value chain by integrating safety in all company processes (design, offer, execution, and conservation and operation).
- Design strategies aimed at improving road safety, not only of employees, but of the infrastructure we manage.
- Measure the social impact of health and safety projects.
- Incorporate new technologies through innovation projects to address the security challenges we face daily in our businesses.
- Incorporate new technologies through innovation projects to improve the safety of the end users of our infrastructure.

Long term

- **A 10% increase** in the number of our own employees working at companies certified in our Occupational Health and Safety Management System.
- Continue obtaining recognition from external entities for the **Sacyr Health program**.
- Lead our value chain in promoting health and well-being through the involvement and engagement of our contractors in the initiatives conducted by Sacyr in this sphere.
- **Achieve a 0 incident rate**, prioritizing eliminating those classified as serious or fatal.

ACCOMPLISHMENTS IN 2023

- Extension of the **Certification to ISO 45001 standard** at the aforementioned companies (15 more than in 2022), which represents a 20.55% increase in the number of companies certified in our Occupational Health and Safety Management Systems, reaching 79.14% of revenues covered by this certification.
- Increase the scope and tools of the **SMART**, occupational health and safety management system software, developing new functionalities and adapting it to the new Occupational Health and Safety Management System.
- Implementation of a New preliminary contractor approval and assessment system (**Agora@**).
- Improvement of the **Sacyr Health Program**. A program implementing activities that promote the well-being of employees within the company, covering a range of areas such as sports, food and emotional well-being. This program included **initiatives** such as:
 - Varying audiovisual content and in-person activities related to nutrition.
 - Relaxation and stress management workshops, as well as a range of audiovisual content on bullying, digital disconnection, relaxation and psychosocial risks and emotional well-being.
 - Sports challenges and the second virtual race for Sacyr employees.
 - Increase in the number of sports activities offered at the **Sports Club**.
 - Physiotherapy and Back School at all centers.
- Collaboration with **third sector entities** and organizations that work with key topics (CNC Sílice Cristalina, Aspanovas Foundation, etc.)
- Improve the company's **health and safety culture** through the following actions:
 - Monthly health and safety campaigns on various topics.
 - Reward program for the contract with the best preventive culture.
 - Reward program for the individual with the best preventive culture.
 - Adherence to the Luxembourg Declaration, reinforcing Sacyr's commitment to well-being.
 - Medical service.
- Continue implementing new projects in the **"Safety Monitors"** program in cooperation with third-sector entities and other organizations working on key issues.
- Improve **KPI reporting**.
- Reduce the **Accident Frequency Rate**.
- Launch the **critical point auditing program**.
- Increase senior management **leadership visits**.

RECOGNITIONS

- **Intrama Human Digital Health Awards** – Recognized as one of the TOP30 companies in Spain in terms of corporate well-being and emotional health best practices.

Human Digital Health
TOP 30 COMPANY

- **Madrid Regional Government Awards** - for the promotion of sport by private enterprise.



- **Health and Business Award** – Ranking Sacyr among the top 10 companies with the best initiatives in the field of occupational health, awarded by HR Digital.

