



Positive Impact Ambition





1
Chairman's
letter

2
About
us

3
2025
Roadmap

4
Performance
in 2023

5
Ambition at
the highest
level

6
Planet
ambition

7
Team
ambition

8
**Positive
impact
ambition**

9
Appendices

8.1 Social value

232

8.2 Sacyr social footprint

238

8.3 Stakeholders

242

8 Positive impact ambition



Positive impact-oriented governance



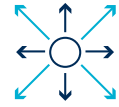
Positive impacts are generated through three areas of action





Strategy aimed at generating positive impacts

From Sacyr's general strategy to our 21-25 Sacyr Sustainable Action Plan, above and beyond compliance.



Businesses aimed at generating positive impacts



Global sustainable impact: P3 activity with a diversified backlog of transportation, social and green business infrastructure: 69 assets in more than 20 countries with €18 Bn of investments under management.



Long-term impact: young backlog with a remaining lifetime of 26 years.



Vertical impact: specialist in greenfield projects that intervenes throughout the entire infrastructure value chain.



Future impact: high growth potential and scope for increasing valuation.



Impact on the development of **cities** and **regions** through projects for: civil engineering works, building, turnkey/EPC energy.



Impact on the **supply chain:** high percentage of local suppliers. Promoters of the 1st edition of the UN Global Compact "Training program: Sustainable suppliers" in Spain.

8.1 Social value

Sacyr helps improve the quality of life of the people in the communities where we are present by conducting our activities. This allows us to play a pivotal role in building a fairer and more sustainable and equal society.

We are in an unmatched position to generate a **meaningful contribution to economic and social development** in the countries where we operate.

To design our social responsibility and community relations plans, we open a **dialog with our stakeholders** concerning the most important topics that must inform our strategy and decisions. This helps us to identify our potential impacts, both positive and negative, and chart the role we want to play as social and economic actors.

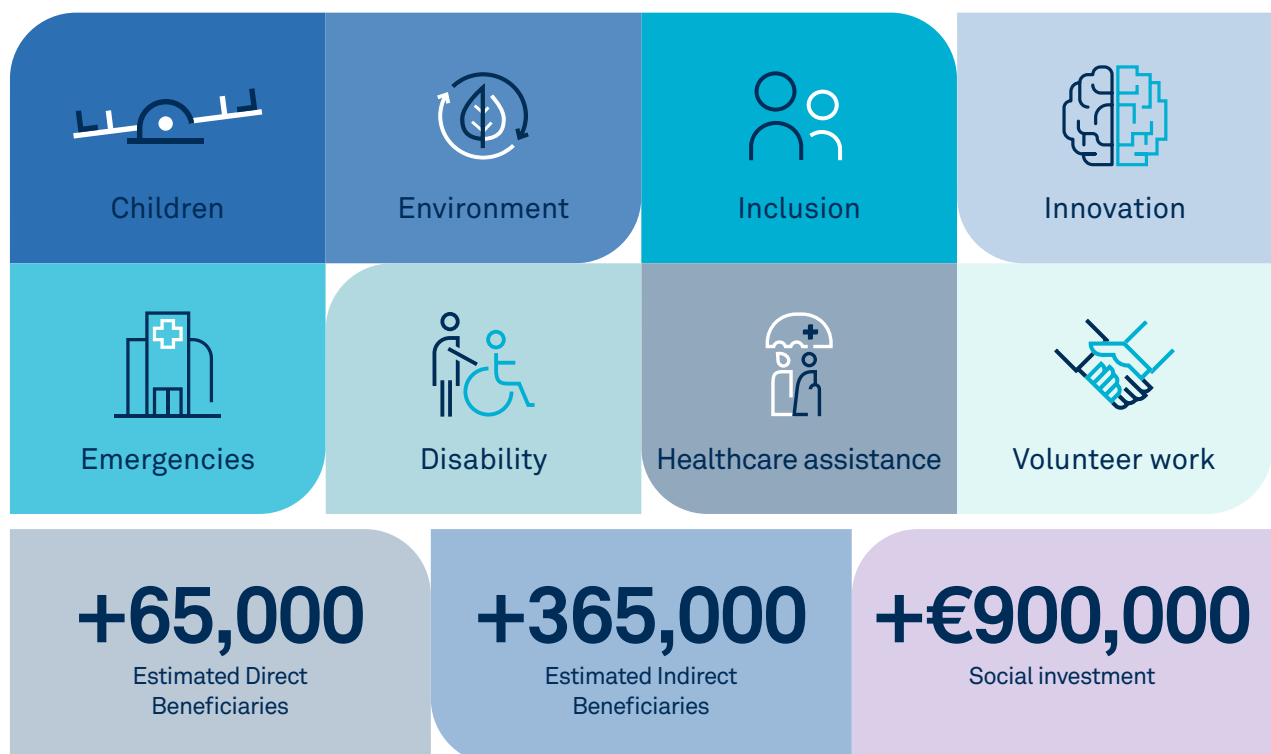
As a result of this dialog, we chart a **social map** of our projects' impact areas, and, through the foundations and third-sector associations in the region, we identify

those communities' most acute socioeconomic and environmental needs. Furthermore, through the Sacyr Foundation we plan and manage how we can contribute to meeting those needs.

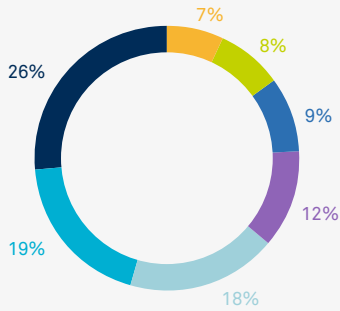
The **Sacyr Foundation**, created in 2008, enables us to maximize the real, positive impact of the Group's activities by means of social, innovation and volunteering initiatives that benefit society and the environment, and to contribute more effectively through our projects to the well-being and development of the communities in which we conduct our business.

In keeping with Sacyr Foundations' successive plans, in 2023 we signed more than **70 partnership agreements** with third sector entities, a commitment that materialized in contributions of more than €480,000. At Sacyr we also work with sporting organizations through sponsorships.

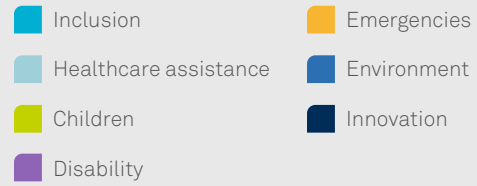
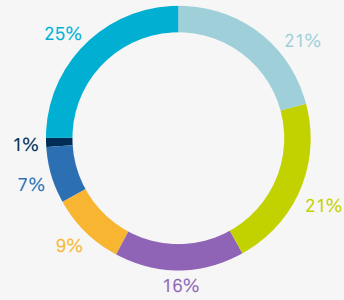
Main LINES OF ACTION of the Sacyr Foundation:



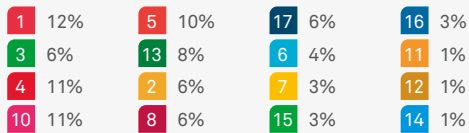
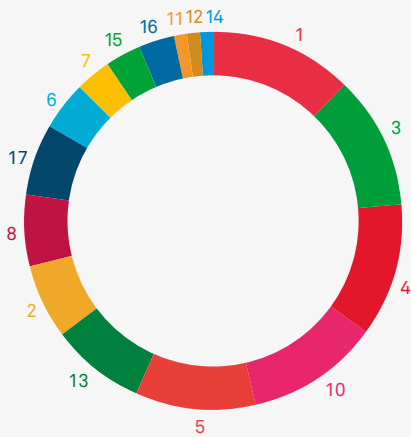
> Investment by axis



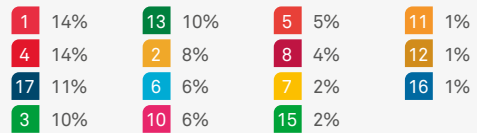
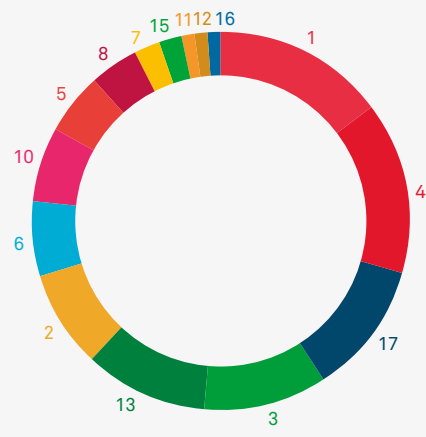
> % Activities by line of action



> SDGs impacted by number of projects (%)



> Weight of investment in SDGs (%)



Notable projects with Foundations in 2023:

SPAIN

A toda Vela Foundation



Inclusive vacation options for people with intellectual and developmental disabilities. This initiative provides an alternative for leisure and social participation for people with cognitive diversity.

Fundaz Paixena Foundation



This is a non-profit healthcare organization aimed at the promotion of excellence in palliative care, in terms of training, service and research.

Abracadabra Foundation



The **Health and Safety team** took part in one of the **5 “Magic Therapy” workshops** at a residential care facility for high-dependency people with intellectual disabilities carried out this year.

NGO Ven con nosotros



A Sacyr employee and their family take in Ukrainian children from orphanages and underprivileged families who visit Spain during the summer, and the Sacyr Foundation has joined this project.

Asociación Española contra el Cáncer- AECC



This initiative consisted of an AECC charity bazaar at Sacyr headquarters at Condesa de Venadito 7.

ATENPACE Foundation



Project aimed at providing financial support for the association's postural control program for people with cerebral palsy.

Contigo Foundation



Its mission is to promote ground-breaking research projects to help prevent and stop **cancer among women**.

Donation for the charity dinner event **“Cena Contigo”** the proceeds of which are used for research into carcinomas.

Freno al Ictus Foundation



“Héroes en casa” collaboration and **“weRSocial”** conference.

10 Sacyr employees volunteered at schools to **train 1,000 adolescents** to spot **stroke symptoms**.

Amica Foundation



Technological project consisting of placing technology at the service of people with disabilities supported by Amica to mitigate the existing digital divide.

Asociación Aspanovas



Thanks to the support and involvement of 200 Sacyr employees in the **“Mi Estrella Viajera”** challenge, the Sacyr Foundation was able to donate to Fundación Aspanovas in Bizkaia.

Emalaikat Foundation



Improvement of water and sanitation infrastructure and health improvements in Lokwakipi, Kokuselei, Riokomor and Ekipetot areas, Kokuselei Valley, Turkana, Kenya.

Manos de Ayuda Social Foundation



Assistance in developing programs carried out in the soup kitchen: food, social care and employment guidance.

Humans Foundation



Collaborative partnership to generally promote humanization processes in healthcare engineering and architecture.

Lesionado Medular Foundation



Grants for easier access to rehabilitation and health maintenance programs for people with spinal cord injuries who are at risk of socio-economic exclusion.

Inclusive Foundation



Donation for paint, hoists, window security and economic aid for disabled users.

Buceo Melilla Foundation



In 2023, volunteers from the Sacyr Foundation took part in the ninth edition of the national litter collection on beaches and in the sea.

Mamás en Acción Foundation



Proposal by an employee of Sacyr Construction for collaboration in carrying out activities to accompany children on their own in hospital, either because their families cannot be with them or because they are orphans.

Recover Foundation



This is a collaboration requested by a Sacyr employee who took a training course with the EOI. It is a charity concert the proceeds of which will be used for research into cervical cancer in Cameroon.

Bocalán Foundation



We sponsor a service dog for people with ASD, reduced mobility or intellectual disabilities for 10 months.

Juan XXIII Foundation



Contribution to kitchen facilities at the Hotel and Catering School.

Saving the Amazon



We continued to contribute to the Amazon reforestation and the planting of a new company-sponsored forest, an initiative to improve the environment.

Manantial Foundation



They presented a project called **#rayadas** aimed at caring for the health and mental well-being of young people in the educational environment.

Universidad de Navarra - Biodiversity



We took part in the project aimed at training new generations of scientists to foster and promote our commitment to sustainability in society.

International cooperation



The members of the volunteer club spent a weekend refurbishing an International Cooperation center.

Food bank



Another collaboration in the Christmas campaign to collect food and basic essentials for those most in need.

Down Madrid



Four activities were staged (horse riding, climbing wall, charity race and visit to Faunia) in support of the integration of people with Down syndrome.

Toda Ayuda Foundation



We collaborated in the summer camp for users at risk of exclusion.

Eurofirms Foundation



Volunteering with people with disabilities, staging an escape room activity in Madrid.

Exit Foundation



Project Coach, devised to improve the employability of young people at risk of social and labor exclusion.



International

Down Asturias



Guided visit to the zoo "El Bosque", for 19 participants with intellectual disabilities, 10 Sacyr Projecta employees in Asturias and 2 employees of Down Asturias Foundation.

United Kingdom



Collaboration with three foundations that provide comprehensive healthcare support in the UK.

Reforesta



A group of 15 volunteers from the Sacyr Foundation carried out reforestation activities in ecosystems on the Iberian Peninsula.

United States



Collaboration in the educational environment through a scholarship program for students at the University of Idaho College of Engineering.

Juegaterapia



Keeping company and entertaining children with cancer by enabling them to socialize outside the hospital.

Family members of Sacyr employees can also take part in this volunteer program.

Colombia



Improvement of educational institutions and recycling facilities (Buga).

Water purification, septic system, electricity and waste management projects, as well as photovoltaic solar energy projects (Canal del Dique).



Chile



Construction of temporary housing in metropolitan Santiago with groups of 10 volunteers over two building days.

Peru



Education support and essential aid programs for vulnerable communities.

8.2 Sacyr social footprint

Interaction with communities and assessment of the results of the various social initiatives implemented are the linchpin of **Sacyr's Social Impact Model**, one of the pillars of the Group's sustainability strategy. This model defines the role we want to play as agents for boosting local economies and grants us the social license to carry out our activities, which we call Sacyr's Social Footprint.

Impact on communities

[2-29] [3-3] [201-1] [413-1]

The community relationship and impact models are designed based on the characteristics of the projects' impact areas and their population, through collaborative work and shared benefits that allow us to establish relationships of trust throughout the projects' life cycle.

Accordingly, we strive to maintain the best relations with the various social actors: infrastructure users, communities in our projects' impact areas, municipal authorities and educational institutions, among others.

This is a process of ongoing dialog whereby we identify the most important issues that should drive our strategy and decisions, helping us to focus our company-wide ESG efforts on the pursuit of societal development and the sustainability of the planet. Developing these models has made us an environmentally responsible actor, mindful of our impacts, and of the social legitimacy that all our projects must have.



In 100% of our projects, among other initiatives we implement local community engagement, impact assessments, and environmental and social development programs.

Strategic focuses of social investment

Education and training: Employability, career development and security linked to projects.

Local economic development: Equipping the community, strengthening organizational aspects, fostering entrepreneurship and boosting productivity.

Protecting and restoring the livelihoods of local communities.

Promoting health, physical and emotional well-being, sports and culture.

Strategic focuses of social impact

Employment: Direct and indirect job creation

Education: Training to improve the population's development opportunities

Equality: Promoting equal opportunities and participation

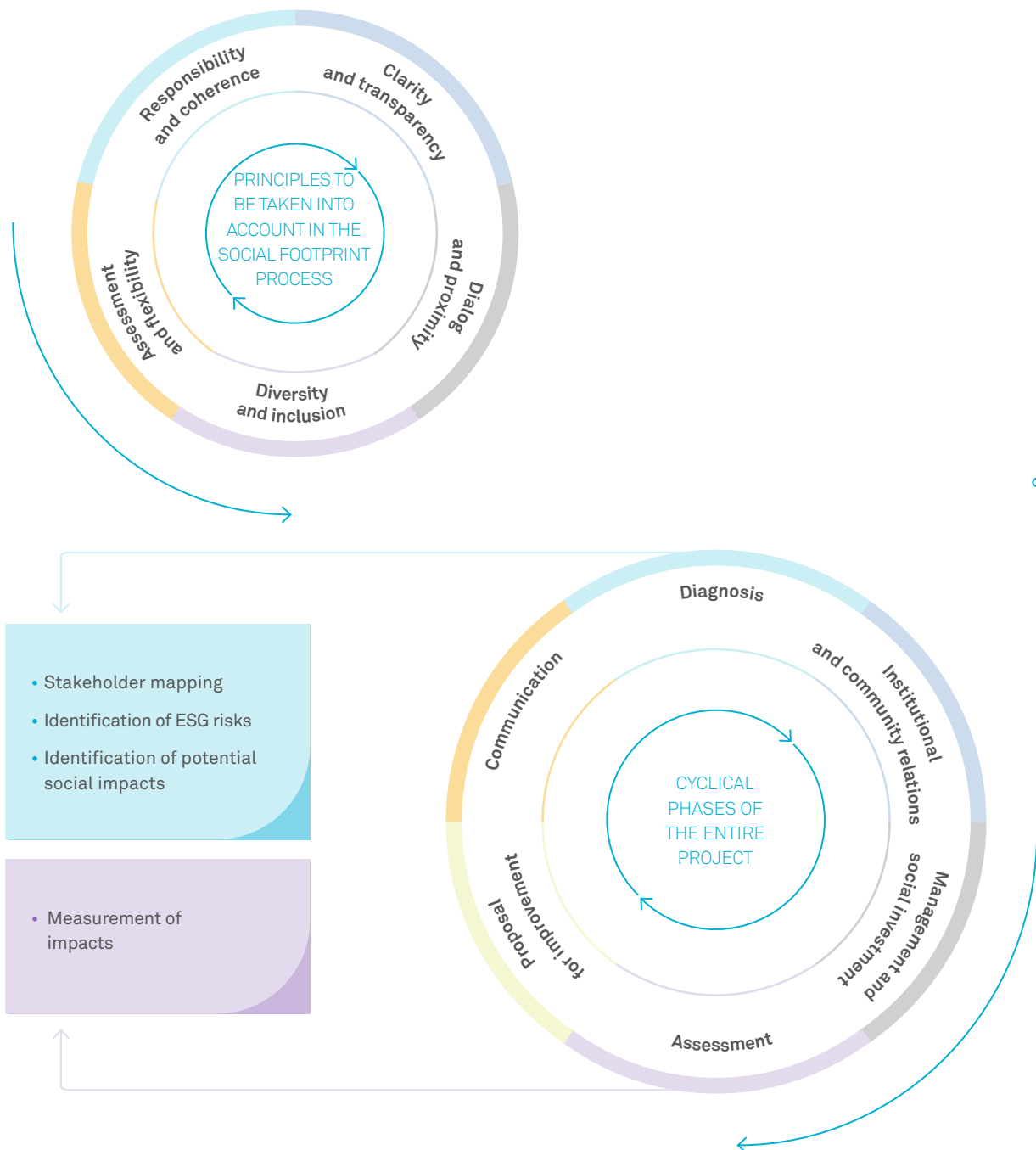
Diversity and integration: inclusion of people with disabilities, and gender, cultural and generational diversity.

Social cohesion: Integration of citizens into their community, solidarity and coexistence.

Territorial cohesion: Encouraging collaboration, generosity and close ties between territories.

Setting up adequate communication and feedback channels with the stakeholders involved in our initiatives should provide clear and transparent information on the projects and their impacts at every stage of development.

Stakeholders involved	Dimensions	Stages of the "Social Footprint" methodology
<p>1. Institutional: Ministries, local authorities and governments, State agencies and forces.</p> <p>2. Community: Organizations and associations, homeowner associations, professional guilds, lobbies, schools, foundations, NGOs and citizens.</p>	<p>1. Information: communicating with the community and other stakeholders about the project and its implementation.</p> <p>2. Community management: bringing social value to the business strategy by linking with communities.</p>	<p>1. Determining the scope of calculation of the Social Footprint.</p> <p>2. Quantifying the project context (pinpointing indicators).</p> <p>3. Scaling at the activity level.</p> <p>4. Methodological manual.</p> <p>5. Roadmap</p>



Our stakeholders are different groups of people acting around common objectives. Sacyr's projects have a social impact on the lives of many people, which is why we keep them informed about the progress and developments of our activities, thereby ensuring a continuous relationship with the community.

We use different tools to communicate with our stakeholders, including flyers, videos, personalized letters and dossiers.

Sacyr's contact details are provided in all these media, so that if at any time someone has a suggestion or query, it can be solved as soon as possible.

Contact with the communities is constant, through in-person meetings, informative meetings and visits.

To evaluate our work in a particular area, we compile quantitative and qualitative information on the project.

General impact assessment and measurement indicators

Periodic satisfaction surveys	No. of ESG investment projects
No. of dossiers, brochures and flyers delivered	No. of direct and indirect beneficiaries
No. of publications in the media	No. of direct and indirect jobs generated by the project or service
No. of visits to the website	No. of training hours for personnel involved in the project
No. of consultations, complaints and suggestions	No. of training hours for employees and suppliers
No. of responses delivered within the established deadline	% of men and women workers
No. of activities conducted	No. of employees with disabilities
No. of attendees at meetings and/or activities	No. of towns in the project's impact area
No. of volunteers and volunteer hours	Cost of volunteering.

Social impact measurement model results

Sacyr's presence in more than 20 countries contributes to extensive social and economic development, in line with the scale of the projects that generate it. Measuring this contribution, and the different ways of carrying it out, allows us to obtain results that are then transformed into innovative improvement proposals for the design of subsequent projects.

Sacyr's Social Footprint refers to the overall impact on society and the natural environment generated by developing our P3 projects.

Purposes of modeling the project impact measurement

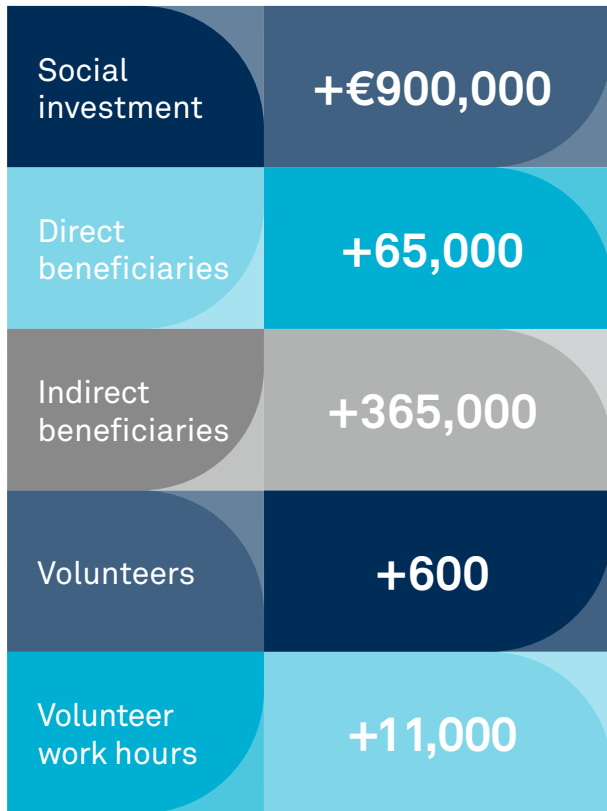
1. To drive the organization to be mindful of important social impact issues
2. In all businesses and countries
3. Generating a unique model
4. That allows social KPIs to be introduced in the various businesses and countries
5. Showcasing the opportunities that social vision can generate in the organization

Project focus

1. Systematizing the measurement of social impact in the businesses and countries where Sacyr operates
2. Starting with pilot projects in two countries: Colombia and Chile
3. Generating a proprietary model
4. Creating capabilities in Sacyr's team for the model's global implementation

The information we obtain from this measurement exercise is structured through indicators recognized by international standards and sustainability indexes that make it easier to compare and gauge the success of our projects. The external context and the different international regulatory environments are another aspect we consider when measuring our projects' impact.

This measurement is aimed at providing relevant information for analysis and decision-making regarding the management of material topics for each Sacyr stakeholder group, as well as information that allows us to unlock the value of ESG efforts across all our actions:



Social cashflow

[201-1]

The economic value generated in 2023 has enabled us to distribute wealth among our main stakeholders.

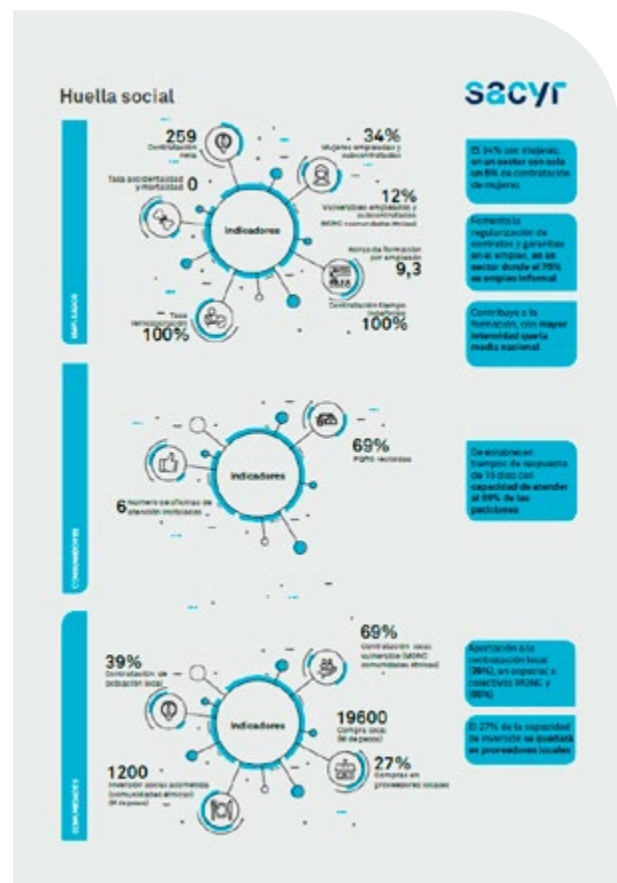
Breakdown (million euros)	2020	2021	2022*	2023
Operating income	545	629	705	848
Divestments	227	94	94	107
Dividends received	119	79	24	8
Financial income	1,087	1,948	3,574	2,645
Economic value generated	1,978	2,750	4,397	3,608

The distributed economic value in these communities in 2023 amounted to €3,656 million.

Breakdown (million euros)	2020	2021	2022*	2023
Retained economic value	-	-	-	-
Payments for investments	1,336	1,167	1,653	939
Financial payments	923	1,240	2,597	2,680
Dividend payments	34	20	39	37
Distributed economic value	2,293	2,427	4,289	3,656

*Restated figures.

Example of application of the social impact measurement model



- 1 Chairman's letter
- 2 About us
- 3 2025 Roadmap
- 4 Performance in 2023
- 5 Ambition at the highest level
- 6 Planet ambition
- 7 Team ambition
- 8 Positive impact ambition
- 9 Appendices

8.3 Stakeholders

[2-28] [2-29]

At Sacyr, we consider stakeholders to be any social group that is or may be affected by the company's activity, now or in the future, and/or that legitimately affects or may affect the company's activity and, therefore, our results.

We also categorize our stakeholders according to our contractual relationship with them, whether binding or sporadic:

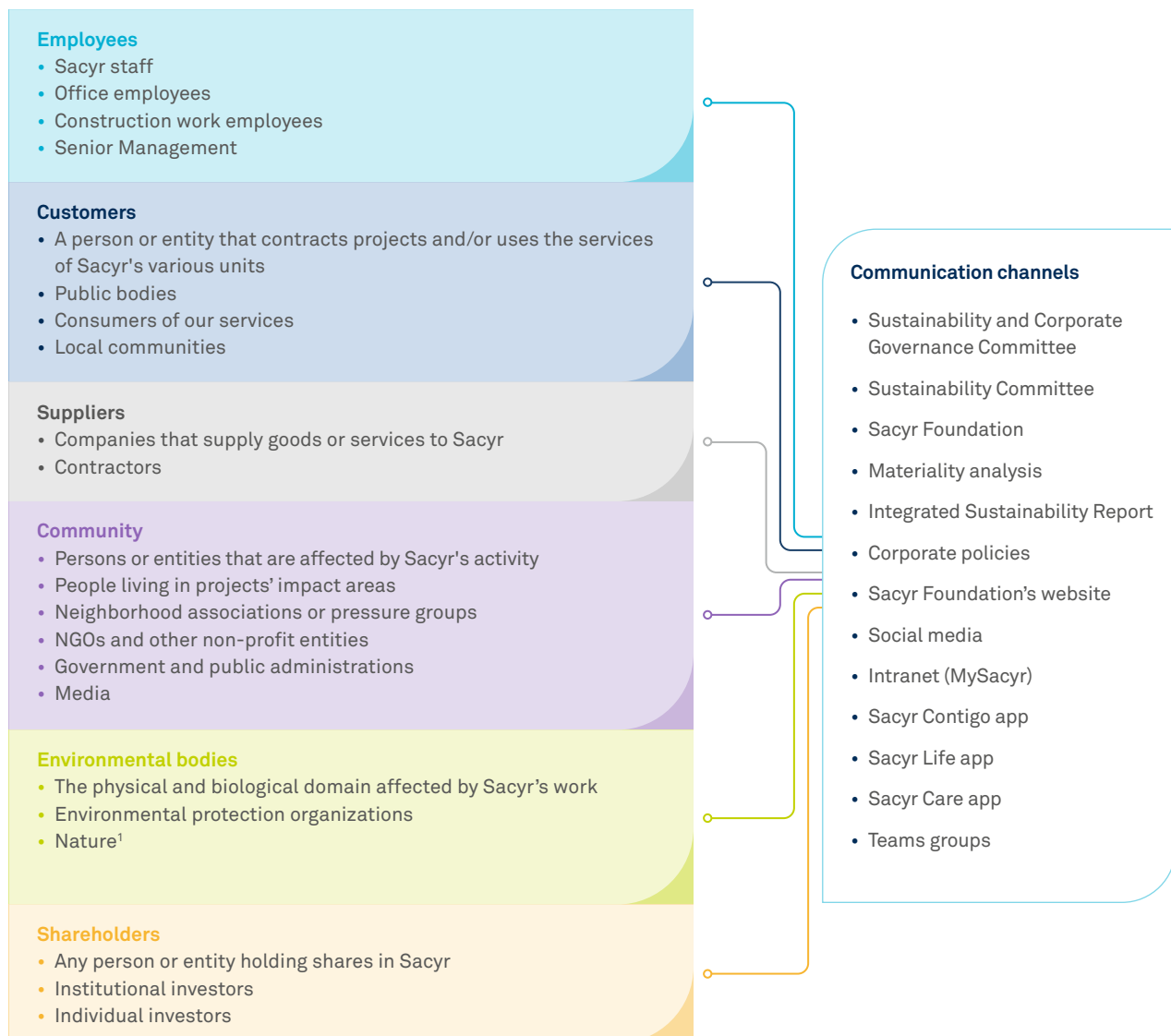
Binding contractual relationship:

- Employees
- Analysts and investors
- Shareholders
- Customers
- Suppliers and contractors

Sporadic contractual relationship:

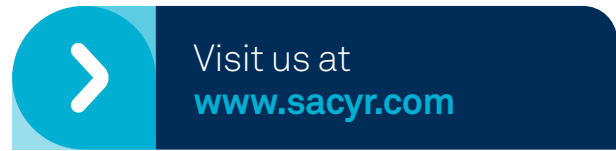
- Media
- Communities
- Public administrations
- NGOs and other civil society agents

Sacyr's main stakeholders



¹ We see nature as a non-participating stakeholder. We take into account relative environmental data in our business decision-making.

Transparency and dialog with stakeholders are paramount for developing and implementing our Strategic Plan and for our **2021-2025 Sacyr Sustainable Action Plan**.



Shareholders, analysts and investors

Individualized service:

Sacyr's Investor Relations Department provides minority shareholders, investors, financial analysts and other stakeholders with a series of communication channels that allow for a direct and personalized relationship:

> **Phone line** - shareholder desk **900.101.930** and investor desk **902.196.360**

> **Investor Relations section:**
<https://www.sacyr.com/en/shareholders-investors/general-information>

> **E-mail:**
accionistas@sacyr.com and ir@sacyr.com

Commitment and engagement

- Communications between workers and company
- Explora training channel
- Advice and Complaint Line (whistleblowing channel)
- Intranet (MySacyr)
- ESG Committees
- Volunteer initiatives
- Code of Ethics and Conduct
- Covid-19 and flu prevention and vaccination drives
- Sports Club

- Member of the Advisory Committee for certification of construction companies
- Customer Service Program
- Member of Spanish Chamber of Commerce
- Member of AEN/CTN 198 Sustainability in Construction Committee
- Member of the Spanish Road Technology Platform
- Adherence to the United Nations Global Compact

- Due diligence
- Regulatory compliance
- Advice and Complaint Line (whistleblowing channel)
- ESG clause in contracts
- ESG Training Itinerary

- Customer Service Program
- Fixed and mobile service and consultation offices
- Best practices with professional associations
- Collaboration with foundations
- Ecuador Principles
- Partner to Forética and SERES Foundation

- SEOPAN's Quality and Environmental Committees
- Member of the Spanish Green Growth Group
- Buy Green Recommendations Guide

- Annual General Meeting
- Investor Day
- Inclusion in ESG indices
- E-mail for shareholders
- Roadshows

1
Chairman's letter

2
About us

3
2025 Roadmap

4
Performance in 2023

5
Ambition at the highest level

6
Planet ambition

7
Team ambition

8
Positive impact ambition

9
Appendices

In-person and online meetings, conference calls, roadshows, conferences and events:

In 2023, the investor relations team held 771 meetings with investors and analysts, a 57% increase on 2022. 53% of these were meetings with analysts and 47% with investors, of which 71% were foreign and 29% domestic.

Additionally, 25 Roadshows, Forums and Conferences were held, i.e. 25% more than in 2022.

In 2023 an event was held with minority shareholders for the first time, to discuss the following topics: 1Q23 Results, Business Model, Strategy, Market Communications and Corporate Governance. It is worth highlighting the geographic diversity of Sacyr's investment interest, with a presence in countries such as the USA, the UK, France, Italy, Switzerland, Portugal, Germany and Spain, among others.

Annual General Meeting: The AGM provides an excellent forum for exchanging information between the Company's directors and the shareholders representing the Company's capital. The directors provide information on the company's performance, its

results, the main milestones achieved and expected, etc., while shareholders may request any information or clarifications they deem appropriate and may communicate any messages they wish to the directors.

For more information: <https://www.sacyr.com/en/shareholders-investors/corporate-governance/annual-general-meeting>

Sacyr's website (www.sacyr.com) contains all relevant corporate and financial information concerning the Company's performance, as well as all the information made public through the various financial reports and disclosures (Annual Report, quarterly results, etc.).


In 2023 we sent 69 press releases to Spanish media outlets. We have published all of them on our corporate website in Spanish and English.

In the Spanish digital and print media, 11,854 news items were published in which Sacyr was mentioned; of these, 98% were positive or neutral.




Employees: The heart of Sacyr


At Sacyr we develop software to further connect with our employees, and the main Sacyr software available for download is:

 **Sacyr Contigo**

- This software is for useful day-to-day tasks such as keeping up-to-date with the latest news.

 **Sacyr Care**

- Software for tracking trips to risk areas.

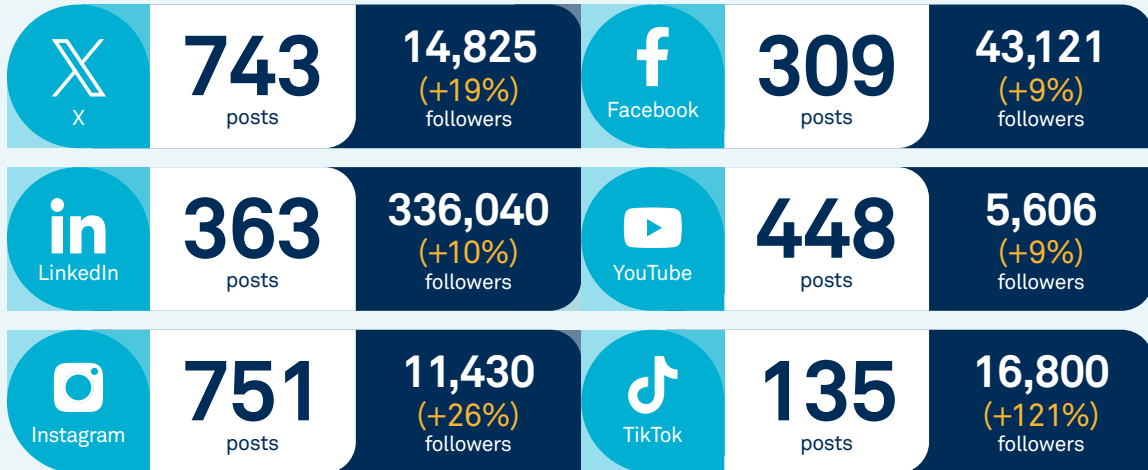
 **sacyr life**

- Users of the app can learn about our activities and our professionals, the company's current affairs, innovation projects and our social and environmental sustainability initiatives.



Online presence

We are present in all social media. On YouTube we have posted 448 videos about the company, giving audiovisual visibility to all our business lines and all the work we do. We have made 309 Facebook posts, 743 tweets on X, 363 news items on LinkedIn, 135 short videos on TikTok and 751 Instagram posts about Sacyr. In total, we have posted 2,301 news items about the Group on social media.



Quality for our customers

[3-3] [417-2] [417-3]

Complaint mechanisms

At Sacyr we address all claims, complaints or queries from any of our stakeholders. Various confidential and anonymous (if the informant so wishes) mechanisms are available for this purpose:

- **Sacyr Group Ethics Channel**, in the section on Regulatory Compliance.
- Internal environmental communication channel "**EcoMunicate**".
- Through the projects themselves, which receive the concerns and complaints of the stakeholders affected by their operations.

These tools are aligned with the Code of Ethics and Conduct, Policies and procedures of Sacyr's Integrated Management System, which allow all stakeholders to file complaints with the utmost confidence, integrity and transparency. In 2023, 13 communications pertaining to the Integrated Management System were handled (9 relating to service quality and 4 to environmental impact). The communications received were registered through the project managers. No claims were conveyed through the Ethics Channel.

To find out about possible claims from other areas, see **section 5.4.2 Ethics Channel** of this report.

All queries, complaints or claims were analyzed and dealt with appropriately, adopting all necessary measures to avoid, mitigate or remedy any negative impacts related to each issue. Currently 69% are closed and 31% are awaiting final resolution. In addition, 13 claims filed in previous years were closed in 2023.

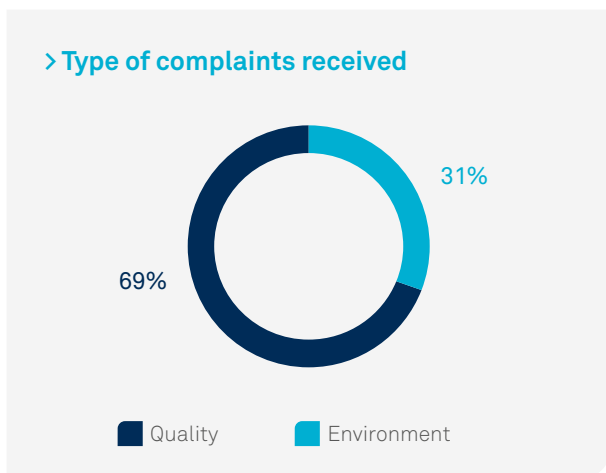
In 2023 there were no claims, fines or penalties in connection with labeling or failure to comply with laws or regulations regarding product sales or marketing communications, in any of the countries where products have been supplied. In this regard, where trademarks and badges are used, we are mindful of the regulations of the relevant certification bodies.

Customer satisfaction

Customer satisfaction is a priority for Sacyr. Understanding and analyzing their insights and expectations is critical to the continuous improvement of our value proposition.

Accordingly, in our surveys, we assess our customers' opinions on key aspects such as operational quality, responsiveness, ability to adapt to unforeseen events, their treatment by our professionals, and their level of satisfaction with our service. We carry out these analyses periodically for all contracts. Our scores for the past three years are as follows:

To ensure excellence in our projects, our goal is to exceed 4 points in customer satisfaction every year.



- 1 Chairman's letter
- 2 About us
- 3 2025 Roadmap
- 4 Performance in 2023
- 5 Ambition at the highest level
- 6 Planet ambition
- 7 Team ambition
- 8 Positive impact ambition
- 9 Appendices