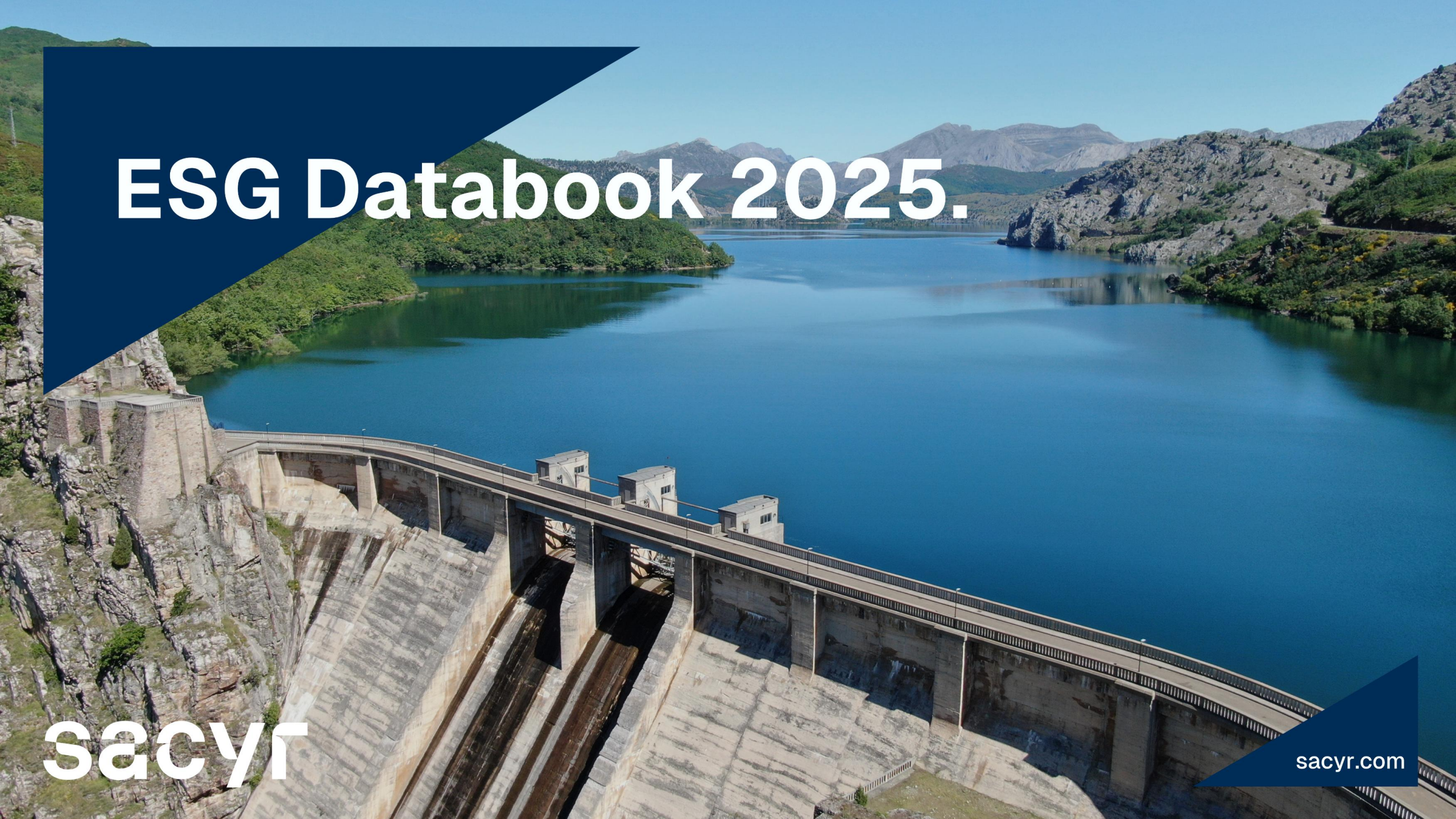
ESG Databook 2025.



sacyr

sacyr.com

ESG Databook

About This Report 2

About Us 3

About this report

This document compiles the company's key environmental, social and governance information. Its purpose is to provide a complete and transparent view of corporate performance, offering our stakeholders relevant indicators and data that enable them to understand the organization's evolution and its contribution in these areas.

This document is designed as a solid reference for those seeking to delve deeper into the company's non-financial fundamentals and how they support our strategy and long-term value creation.

How to Read This Data Book

This Data Book is organized around two ESG pillars (environmental and social), each divided into topics and subtopics that allow for structured reading. The structure includes internal links for easy navigation, enabling direct access to the various sections and their associated indicators.

Indicators are presented with the necessary information for proper interpretation, including any relevant clarifications to contextualize the data.

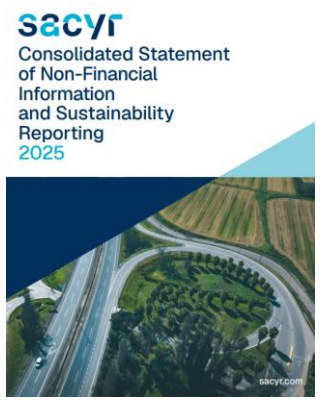
The Databook is updated annually, in line with the company's reporting cycle.

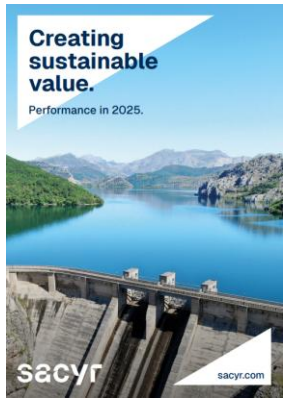
The data included in this Data Book covers the entire group and reflects the company's consolidated performance. Where relevant for the interpretation of an indicator, information is broken down by business line or operational area.

Alignment with Materiality Criteria

The selected indicators reflect the material topics identified in the latest materiality analysis, prioritizing those with the greatest financial, regulatory, or reputational impact.

ESG reporting strategy





ESG Databook

About This Report 2

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About us

We are a global group dedicated to the development and management of infrastructure, with over 40 years of experience and a presence in more than 20 countries. We are listed on the Ibex-35 and recognized by *Public Works Financing* as one of the world's leading transport infrastructure developers. Our activity is structured around three business lines—Sacyr Concesiones, Sacyr Engineering & Infrastructure, and Sacyr Water—which enable us to address the complete project cycle and generate long-term value.

Sacyr Concesiones

We are leaders in the development of infrastructure projects through public-private partnership (PPP) contracts.

- 60 assets across 12 countries with over 27 billion euros of managed investment.
- Asset portfolio with an average remaining lifespan of 28 years.
- Turnover: €1,892 B.
- EBITDA: €755M.

Sacyr Engineering & Infrastructure

A benchmark in the design, construction, and maintenance of all types of civil engineering, building, industrial, and water projects.

- Key strategic partner for Sacyr Concesiones, whose projects account for 73% of its current revenue portfolio.
- Established and consolidated expertise in projects with high technical and technological capacity across five continents.
- Turnover: €2,971 B.
- EBITDA: €552 M.

Water

More than 30 years of experience in water treatment, purification, desalination, wastewater treatment, and reuse.

- Spain's #1 company in desalination and water treatment by installed capacity.
- Recognised leaders in regions facing major water challenges, such as Australia, Chile, Algeria, and Oman.
- Revenue: €307 M.
- EBITDA: €62 M.

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Environmental Management

Certifications | Environmental Training | Sustainable Products

Certifications

2025

	Engineering & Infrastructure	Concesiones	Water	Total
Certifications under 32 international standards	95	100	53	248

Verification through international standards	Third party verification by specialized companies (customers, financial entities, administrations, etc.)	Internal audits
ISO 9001 (QMS)	3.52 %	7.10 %
89.37 % compay's activities		
ISO 14001 (EMS)	3.52 %	8.44 %
88.04 % compay's activities		

	Engineering & Infrastructure	Concesiones	Water
Percentage of company activity certified in Quality (ISO 9001)	93.54%	83.59%	82.71%
Percentage of company activity certified in Environmental Management (ISO 14001)	93.54%	79.70%	82.71%

100% of operational plants with environmental certification have been assessed for environmental risks.

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Environmental Management

Certifications | Environmental Training | Sustainable Products

Environmental Training

	2025			
	Engineering & Infrastructure	P3	Water	Total
Training actions for internal staff	1,667	246	56	**1,969**
Training actions for suppliers	6,127	154	94	**6,375**
Training actions for local communities	9	14	5	**28**
Training hours for internal staff	14,426	2,721	136	**17,263**
Training hours for suppliers	68,883	1,262	389	**70,484**
Training hours for local communities	189	1,057	45	**1,291**
No. of internal employees trained	1,629	659	82	**2,370**

Sustainable Products

		2022	2023	2024	2025
Buildings aligned with EU Taxonomy category "7.1 Construction of new buildings"	No. of buildings	118	96	113	98
Buildings with sustainable certification (LEED, BREEAM, VERDE, CES, GSAS DESIGN & BUILD, CEEQUAL, WELL, and SITES) aligned with EU Taxonomy category "7.1 Construction of new buildings"	No. of buildings	30	30	33	31
	% of sustainably certified and aligned buildings	25%	31%	29%	32%
	Revenue (euros)	310,890,947	205,261,566	235,222,888	354,335,853

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Climate Change

Emissions | Energy Consumption | Intensities | Significant Air Emissions

Emissions (tCO_2e)

	2025			
	Engineering & Infrastructure	P3	Water	**Total**
Total gross Scope 1 GHG emissions	56,644.35	15,304.26	2,500.90	**74,449.50**
Total gross Scope 2 GHG emissions (market-based)	4,998.54	14,903.71	179,752.87	**199,655.11**
Total gross Scope 2 GHG emissions (location-based)	6,557.54	17,381.78	368,791.08	**392,730.40**
Total gross Scope 3 GHG emissions	1,262,560.43	253,363.73	240,853.54	**1,756,777.71**
Total gross Scope 3 GHG emissions (downstream)	132.49	6,170.36	67,462.26	**73,765.11**
Total gross Scope 3 GHG emissions (upstream)	1,262,427.94	247,193.37	173,391.28	**1,683,012.60**

Energy Consumption

	2025			
	Engineering & Infrastructure	P3	Water	**Total**
Total energy consumption within the organization (MWh)	241,241.07	109,206.53	716,765.72	**1,067,213.32**
Total renewable energy consumption (MWh)	17,930.89	32,569.02	462,028.87	**512,528.78**
Percentage of energy consumption from renewable sources (%)	7 %	30 %	64 %	**48 %**

Intensities

	2025			
	Engineering & Infrastructure	P3	Water	**Total**
Net Revenues (Thousands of €)	2,971,228.00	1,891,957.00	306,546.00	**4,659,539.00**
Intensity of scopes 1 and 2 GHG emission (tCO_2eq/thousands of €)	0.02	0.02	0.59	**0.06**
Total GHG emission intensity (tCO2 eq/thousands of €)	0.45	0.15	1.38	**0.44**
Energy intensity (MWh/€)	0.08	0.06	2.34	**0.23**

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Climate Change

Emissions | Energy Consumption | Intensities | Significant Air Emissions

Significant Air Emissions

2025

	Engineering & Infrastructure	P3	Water	Total
Electricity[1,2]	**52.85**	**25.46**	**934.28**	**1,012.57**
SO_2	13.87	6.68	245.27	265.82
NOx	16.65	8.02	294.32	318.99
CO	6.80	3.28	120.21	130.28
COVNM	8.41	4.05	148.62	161.08
Particulates	7.12	3.43	125.86	136.40
Vehicles, machinery, and facilities	**679**	**258.66**	**42.53**	**980.20**
SO2	116.50	43.60	7.32	167.42
NOx	210.16	79.94	12.83	302.93
CO	108.69	42.80	7.02	158.52
COVNM	128.01	48.36	8.10	184.47
Particulates	115.64	43.96	7.26	166.86
Total weight of air pollutants	**731.85**	**284.12**	**976.81**	**1,992.77**

1. *Emissions and energy consumption for the Construction area also include those of the Holding company.*
2. *Total revenue (Thousands of €) includes other financial items: "Other" and "Consolidation Adjustments."*

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Water

Water Consumption | Water Withdrawal and Discharge | Reused Water

Water Consumption

2025

	Engineering and Infrastructure	Concessions	Water	**Total**
Total water consumption (ML)	469.05	155.11	155.56	**779.72**

Sacyr's corporate goal of reducing its own water consumption by 5% applies to the company's businesses throughout their entire life cycle, from the construction phase through to operations.

Water Withdrawal and Discharge

The following is a breakdown of the data on discharge and withdrawal of water, calculated using a financial approach in accordance with EU Delegated Regulation 2023/2772.

	Unit	FY 2024	FY 2025	Target FY 2025
A. Water withdrawal (excluding saltwater)	million cubic meters	2.538	2.383	
B. Water discharge (excluding saltwater)	million cubic meters	1.576	1.621	
Total net freshwater consumption (A-B)	million cubic meters	0.962	0.762	1.079
Coverage (as a percentage of the denominator)	percentage of revenues	100	100	

Reused Water (ML)

2025

	Engineering and Infrastructure	Concessions	Water	**Total**
Total amount of recycled and reused water	0.97	3.17	109.65	**113.80**

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Circular Economy

Materials Used by Weight | Waste by Type | Materials Used

Materials Used by Weight (t)

	2025			
	Engineering & Infrastructure	Concessions	Water	**Total**
Materials Used	7,982,031.35	142,207.25	15,730.70	**8,139,969.30**

Waste by Type (t)

	2025			
	Engineering & Infrastructure	Concessions	Water	**Total**
Construction and demolition waste (CDW)	4,481,401.86	15,839.23	8,771.46	**4,506,012.55**
Total weight of hazardous waste (HP)	881.66	18.63	15.30	**915.59**
Total weight of non-hazardous waste (NHW, excluding CDW)	15,089.63	10,948.90	31,211.83	**57,250.36**
Total weight of non-hazardous waste (NHW + CDW)	4,496,491.49	26,788.13	39,983.29	**4,563,262.91**
Total weight of recovered waste	4,467,672.05	15,589.31	21,057.93	**4,504,319.29**
Percentage of total waste from company operations diverted from landfills (%)	99.34	58.15	52.65	**98.69**

Materials Used

	2025	
	Total material used by weight (t)	Recycled and/or reused (% of total weight used)
Steel	64,184.37	80
Concrete	1,826,932.09	5.37
Aggregates	3,795,312.86	19.81
Asphalt	300,955.01	3.88
Wood	586.41	29.70
Cement	101,499.46	17.03
Soil	2,050,386.43	100

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Own Staff

Workforce | Percentage of Women in Leadership Positions | Distribution by Nationality | Training | Development

Workforce

	2024		2025	
Total	**15,121**	**100%**	**13,979**	**100%**
Men	10,921	72%	10,072	72%
Women	4,200	28%	3,907	28%

Percentage of women in leadership roles

	2025
Senior Executives	16.7%
Management	25.2%
Expert	40.3%
Overall Total	**24.5%**

Distribution of our workforce by nationality

	2025
Spain	39.49%
Chile	26.02%
Colombia	9.89%
Brazil	5.24%
Peru	3.33%
Other	16.01%

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Own Staff

Workforce | Percentage of Women in Leadership Positions | Distribution by Nationality | Training | Development

Sustainability training

	2024		2025	
	Hours	Number of Employees Trained	Hours	Number of Employees Trained
Cybersecurity	5,378	3,382	963	1,195
Competencies	31,428	2,342	29,515	9,922
Human Rights	342	826	155	1,008
Diversity	30,000	2,814	19,084	3,486
Environment	7,671	2,844	17,263	2,370
Harassment and Discrimination Prevention	6,000	1,040	2,124	1,103
Health & Safety	66,019	7,739	71,371	22,790

Total training hours by gender and professional category

2025

	Male		Female		Total	
	Hours	Percentage	Hours	Percentage	Hours	Percentage
Intern	1,346.14	0.63%	1,369.19	1.30%	2,715.33	0.86%
Senior Management	997.01	0.47%	413.66	0.39%	1,410.67	0.44%
Expert	681.93	0.32%	856.61	0.81%	1,538.54	0.48%
Management	14,497.04	6.83%	5,724.15	5.44%	20,221.19	6.37%
Support	129,869.42	61.21%	42,810.41	40.66%	172,679.83	54.39%
Technical	64,795.49	30.54%	54,126.63	51.40%	118,922.12	37.46%
Total	**212,187.03**	**100.00%**	**105,300.65**	**100.00%**	**317,487.68**	**100.00%**

**Average investment in training per employee: 81.60 €*

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Own Workforce

Workforce | Percentage of Women in Leadership Positions | Distribution by Nationality | Training | Development

Development Program Ecosystem

	Objective	Programs*
ONE SACYR	Foster cross-functional collaboration and leadership. Reinforce company values. Improve performance	• Conecta Program • Conecta Community • High-Performance Teams • Individual Coaching
TRANSITION PROGRAMS	Shorten the learning curve. Enable rapid adaptation and excellent performance	• Transitions to Management • Talentya
KEY GROUPS	Engage the groups with the greatest impact on our bottom line	• Élite • Young Engineers • Proyecta Program

*These programs are open to our entire workforce, regardless of contract type (full-time/part-time).

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Workforce | Percentage of Women in Leadership Positions | Distribution by Nationality | Training | Development

One Sacyr

CONECTA PROGRAM

Participants are given the tools they need to **identify their key strengths and areas for development**.

Support in launching a concrete Action Plan that facilitates their professional development.

- Self-awareness
- Coaching
- Action Plan
- Networking
- Skills modules

CONECTA COMMUNITY

This program seeks to sustain the sense of belonging generated over the course of the Conecta Program, **strengthening networking** and keeping open **channels of communication**.

Continuous development, providing different tools to foster it.

- Conecta Pills
- Networking

HIGH-PERFORMANCE TEAMS

The goal is to develop **self-awareness and effective leadership skills** to optimize the management and **cohesion of the group**.

Promote a **collaborative work environment**, aligned with organizational objectives

- Introduction to the Belbin methodology
- Authentic leadership
- Team leadership
- Group connections and learning

INDIVIDUAL COACHING

Support the **development of key skills**, especially leadership, driving the **acquisition of new habits** and behaviors that promote sustainable change.

- Coaching intensive
- Self-awareness
- Action Plan
- Agile conversation with manager and HR

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Workforce | Percentage of Women in Leadership Positions | Distribution by Nationality | Training | Development

Transition Programs

TRANSITIONS TO MANAGEMENT

Aimed at **professionals** who are starting or about to start **leadership roles**.

Support participants in their new responsibilities by providing various **tools** to **accelerate** their adaptation to the new role and develop their personal leadership skills.

Self-awareness
Coaching
Action Plan

Networking

Skills modules

TALENTYA

Guide recent graduates through the early stages of their professional experience at the company.

It aims to boost their integration into the Group, shortening the learning curve and easing their adaptation to the new role.

Skills modules

Talentya Community
(Teams and Network)

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Workforce | Percentage of Women in Leadership Positions | Distribution by Nationality | Training | Development

Key Groups Programs

ÉLITE

Retain talent, **recognize their** dedication and **commitment**, **advance their careers** and **develop skills** that ensure the results of the strategic projects they lead.

- Leadership: negotiation
- In-person session impact
- Élite Award
- Networking

YOUNG ENGINEERS

It aims to retain **key profiles for the company.**

Advance their careers and **build a talent pool** well-prepared to quickly take on new opportunities.

- Skills
- Technical sessions

MENTORING

This program aims to **promote the transfer of knowledge** and **experience** between seasoned professionals and new generations, accelerating their development and ensuring the **continuity of business-critical knowledge** for the business.

- Mentor training
- Mentee *training*
- Regular meetings
- Closing and takeaways

PERFORMANCE MANAGEMENT

Assess performance through **agile conversations** to establish action plans that enable employees' professional development and growth.

- Agile conversations
- Skills module

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Health and Safety

Frequency rate | Severity rate | Number of accidents | Hours worked

Frequency Rate

	2024			2025		
	Total own employees and JVs/ Consortia/JV	Subcontracted workers	Own + subcontracted workers	Total own employees and JVs/ Consortia/JV	Subcontracted workers	Own + subcontracted workers
Recordable accident frequency rate - Engineering & Infrastructure	5.21	5.96	5.61	7.14	7.71	7.48
Recordable accident frequency rate - Concessions	8.7	3.37	6.63	7.26	2.37	5.17
Recordable accident frequency rate - Water & Energy	13.94	0	11.6	11.61	0	8.75
Recordable accident frequency rate - Total	**7.17**	**5.37**	**6.32**	**7.51**	**6.40**	**6.94**

Severity Rate

	2024			2025		
	Total own employees and JVs/ Consortia/JV	Subcontracted workers	Own + subcontracted workers	Total own employees and JVs/ Consortia/JV	Subcontracted workers	Own + subcontracted workers
Severity Rate - Engineering & Infrastructure	0.14	0.16	0.15	0.26	0.22	0.24
Severity Rate - Concessions	0.17	0.14	0.16	0.14	0.03	0.09
Severity Rate - Water & Energy	0.44	-	0.35	0.46	-	0.35
Severity Rate - Total	**0.18**	**0.15**	**0.17**	**0.25**	**0.18**	**0.21**

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Health and Safety

Frequency rate | Severity rate | Number of accidents | Hours worked

Number of Accidents

	2024			2025		
	Total own employees and JVs/ Consortia/JV	Subcontracted workers	Own + subcontracted workers	Total own employees and JVs/ Consortia/JV	Subcontracted workers	Own + subcontracted workers
No. accidents Lost Time (excl. MSDs) - Engineering & Infrastructure	146	192	338	149	232	381
No. accidents Lost Time (excl. MSDs) - Concessions	98	24	122	78	19	97
No. accidents Lost Time (excl. MSDs) - Water & Energy	43	0	43	37	0	37
No. accidents Lost Time (excl. MSDs) - Real Estate & Holding	33	0	33	14	0	14
No. accidents Lost Time (excl. MSDs) - Total	**320**	**216**	**536**	**278**	**251**	**529**

Hours Worked

	2024			2025		
	Hours worked (own)	Hours worked (subcontractors)	Hours worked (own + subcontractors)	Hours worked (own)	Hours worked (subcontractors)	Hours worked (own + subcontractors
Engineering & Infrastructure	28,028,337	32,191,348	60,219,686	20,868,662	30,096,402	50,965,064
Concessions	11,262,910	7,131,499	18,394,409	10,749,262	8,018,003	18,767,265
Water & Energy	3,084,021	804,670	3,888,691	3,187,074	1,040,838	4,227,912
Holding + Real Estate	2,270,450	95,794	2,366,244	2,199,805	83,687	2,283,493
Total	**44,645,719**	**40,223,311**	**84,869,029**	**37,004,803**	**39,238,931**	**76,243,734**

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Supply Chain

Sustainable Procurement | Supplier Assesment and Development

Sustainable Procurement

	2025			
	Engineering & Infrastructure	P3	Water	**Total**
Percentage of specific suppliers that have signed the Sustainable Procurement Charter or the supplier code of conduct	100%	100%	100%	**100%**
Percentage of specific suppliers with contracts including clauses on environmental, labor practices, and human rights requirements	100%	100%	100%	**100%**
Number of significant unique suppliers assessed through initial evaluations	545	206	215	**966**
Percentage of selected suppliers that underwent environmental and social sustainability assessments	80.37%	67.48%	99.07%	**81.78%**
Number of selected suppliers that underwent on-site sustainability audits	52	20	2	**74**
Number of all buyers who received sustainable procurement training	35	26	13	**74**
Number of significant unique suppliers assessed through on-site evaluations	614	429	401	**1,444**
Number of audited and assessed suppliers implementing corrective actions or receiving capacity building	18	42	18	**66**
Number of assessed suppliers with negative environmental and social impact with whom we terminated the contractual relationship	7	2	1	**10**
Total number of suppliers included in training programs*	21	0	0	**21**
Supplier training hours	68,883	1,262	389	**70,484**
Supplier training sessions	6,127	154	94	**6,375**
Local suppliers	98.36%	97.28%	99.27%	**98.45%**

**Training program: "Sustainable Suppliers" of the UN Global Compact Spain*

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Sustainable Procurement | Supplier Assesment and Development

Supplier Assessment and Development

	2025	
	2025	%
Number of unique suppliers	25,238	100%
Number of significant unique suppliers	2,179	8.63%
Number of significant unique suppliers assessed through evaluations ***on-site***	1,444	5.72
Number of significant unique suppliers assessed with substantial actual/potential negative impacts with a corrective action/improvement plan	66	4.57%
Number of significant unique suppliers with substantial actual/potential negative impacts that were terminated	10	0.69%

Human Rights

As part of our approach to mitigating potential social and human rights impacts, at Sacyr we implemented **73 community-focused initiatives during 2025** through its social action programs (Sacyr Foundation) across countries and communities where the company operates. The initiatives outlined are implemented in a total of 20 sites and are focused on addressing local needs related to health, education, inclusion, access to basic services, support for vulnerable groups and environmental protection. These projects and plans contribute to strengthening community well-being and resilience in areas connected to the Company's operations, helping to reduce the likelihood of adverse social and human rights impacts.

	2025
Number of sites with mitigation plans	20

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Emerging Risks

Geopolitical changes affecting concession models

Rising geopolitical tensions, together with the surge in protectionist and populist policies and greater public-sector intervention in strategic infrastructure, may affect the development of concession models in the markets where the company operates. These changes can lead to early terminations of concession contracts, contractual rebalancing, or a reduction in the volume of new concessions, increasing uncertainty in long-term projects. In certain contexts, decisions such as the early buyback of concessions may require the concessionaire to assume the higher-risk early phases of a project, reducing the expected return and altering the risk-return profile of investments. In this scenario, the concession model may be progressively complemented by alternative arrangements, such as EPC contracts, requiring continuous adaptation of the company's strategy and
positioning.

Associated Risks

- Early terminations or renegotiations of concession contracts.
- Reduced expected return on investments.
- Greater risk concentration in the early phases of projects.
- Shrinking concession pipeline in certain projects.

Action Plans

- Integrating geopolitical and regulatory analysis into market selection and bidding processes.
- Strengthening contractual clauses against early terminations and rebalancing mechanisms.
- Applying conservative financial assumptions in project development, with special attention to construction budgets.
- Aligning with lenders on structuring contractual risks.
- Strengthening operational capacity in EPC models to ensure strategic flexibility if concession projects decline.

Trend ▲▲▲

Increasing, driven by the evolving geopolitical and regulatory environment with a rise in protectionist and populist policies, greater public intervention in strategic infrastructure, and a progressive impact on the long-term stability of concession models.

Opportunities

- Adapting the business model toward more flexible and diversified structures.
- Developing more robust contractual structures.
- Strengthening internal geopolitical-environment analysis capabilities.
- Competitive positioning in markets with greater institutional stability.

Applicable Corporate Policies

- Risk Control and Management Policy.
- Supply Chain Management Policy.
- Geographic diversification strategy.
- Sanctions and international regulation compliance framework.

Impact by Business Area



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Emerging Risks

Artificial Intelligence Obsolescence

Sacyr identifies artificial intelligence (AI) obsolescence as an emerging risk driven by the rapid evolution of digital technologies and their growing integration into infrastructure activities. This dynamic can lead to accelerated depreciation of technology investments and greater exposure to governance, operational, and regulatory challenges. The main risk factors include algorithmic bias, data quality limitations, cybersecurity vulnerabilities, and dependence on external providers, all of which can affect the reliability and regulatory compliance of AI-based processes in critical environments. To mitigate this risk, Sacyr applies governance-based controls, including human oversight, system audits, training programs, and third-party risk management mechanisms. At the same time, the deployment of AI supports operational efficiency, predictive maintenance, and better asset management, placing this risk within a dual perspective of risk and opportunity.

Associated Risks

- Obsolescence of artificial intelligence investment.
- Inadequate artificial intelligence governance.
- Algorithmic biases affecting critical decisions.
- Cybersecurity vulnerabilities.
- Misuse of sensitive data.
- Low data quality.
- Dependence on technology providers.
- Regulatory risk.

Action Plans

- Implementing human oversight in critical processes.
- AI system audits and continuity plans.
- Digital skills training programs.
- Ethical and technological impact assessments.
- Third-party technology risk management.

Trend ▲▲▲

Increasing, driven by the sector's digitalization and the development of more demanding regulatory frameworks, especially in Europe.

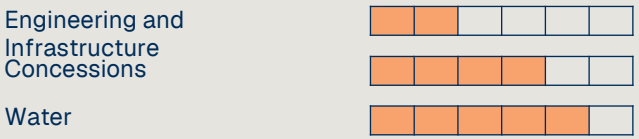
Opportunities

- Optimization of operating costs.
- Improved predictive maintenance.
- Increased workplace safety.
- Greater efficiency in asset management.

Applicable Corporate Policies

- Risk Control and Management Policy.
- Cybersecurity Policy.
- Data protection policies.
- Technology governance frameworks.
- Ethical and digital conduct codes.

Impact by Business Area



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Compensation

Long-Term Incentive Plan (LTIP)

The **Long-Term Incentive Plan** is aimed at the **people in key positions at the Company**.

Around 1% of employees fall within this group. These employees hold management or pre-management positions and directly influence the achievement of Sacyr's Strategic Plan.

This Plan is intended to:

- Achieve the **highest motivation and loyalty** toward the Company's business venture, serving as an effective retention mechanism for achieving the Company's Strategic Plan.
- **Align** the long-term **interests** of the Management Team with those of the shareholders.
- **Adapt the compensation system** of the Company to the **recommendations** on good corporate governance.
- Be in **line with the practices and trends** of the leading companies in the IBEX-35.