

SMP 2025

| REGENERATIVE BY DESIGN



EXECUTIVE SUMMARY

2 | SMP 2025 WE'VE GOT AN AMBITION

WE REIMAGINE INFRASTRUCTURE REGENERATIVE BY DESIGN

ACCIONA invests in, develops and operates infrastructure assets that make our planet more sustainable.

This plan aims to become a recognized leader in developing basic infrastructure assets with an additional value thinking of people and the planet — in short, regenerative infrastructure.

FOR ACCIONA, REGENERATIVE MEANS
Increasing investment, doubling our impact

SMP 2025

4 STRATEGIC IMPULSE LINES

PEOPLE CENTRIC

Special focus on developing the social dimension

PLANET POSITIVE

Beyond net-zero, a positive impact on natural capital

EXPONENTIAL LEADERSHIP

We are not neutral — we pursue a purpose

INTEGRATE TO TRANSFORM

Capable of creating a sustainable difference in each project

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PEOPLE CENTRIC

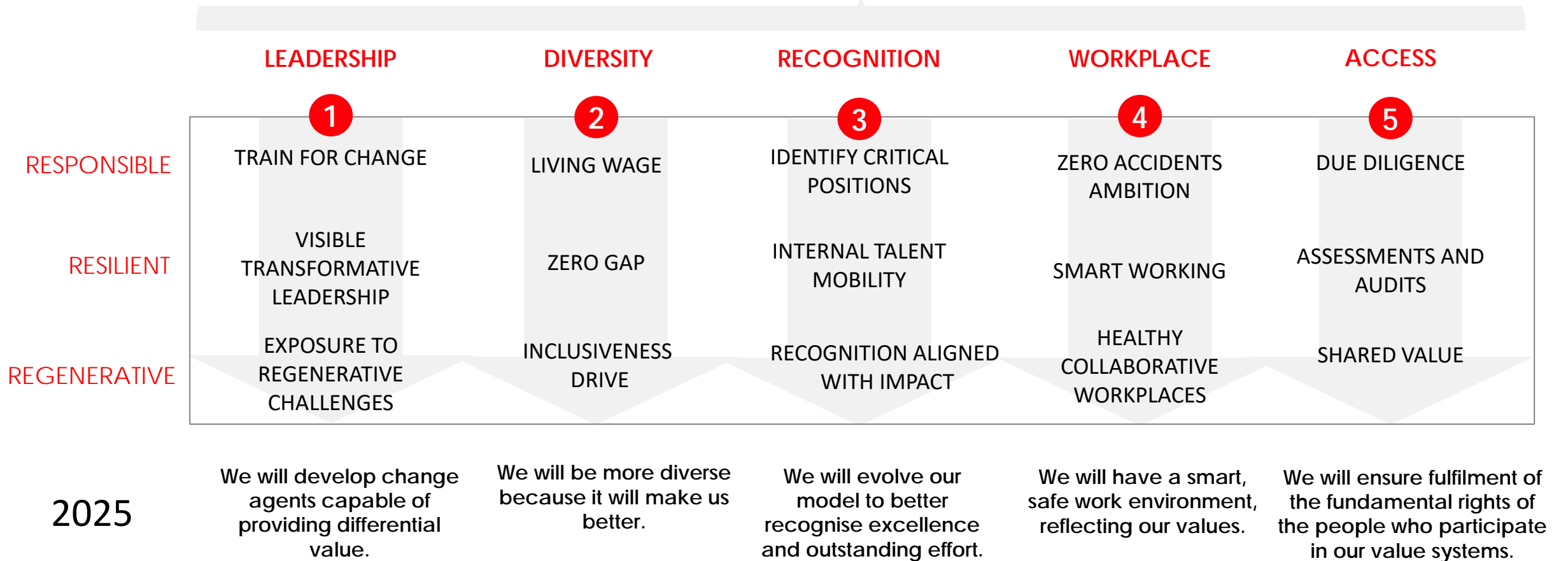


Quality of life, socially inclusive future
Special focus on developing the social dimension

Quality of life, socially inclusive future

Our advantage derives from people.

TRANSFORMATION LEVERS



PEOPLE CENTRIC

Quality of life, socially inclusive future

Our advantage comes from people.

LEADERSHIP

We'll develop agents of change able to contribute a competitive edge.

DIVERSITY

We'll be more diverse to be better.

RECOGNITION

We'll evolve the model for greater recognition of excellence and outstanding effort.

ENVIRONMENT

We'll have a smart and secure workplace, a reflection of our values.

ACCESS

We'll ensure compliance with the fundamental rights of the people participating in our value systems

PRINCIPAL TRANSFORMATION LEVERS

- **Define an ACCIONA leadership model** based on competencies, commitment, accountability and the growth of the people who make up the teams.
- **Promote gender-based recruitment programmes** that prioritise the identification of female talent.
- **Identification of critical, high-performance technical positions.** Development of career plans for critical positions in the company.
- **Promote a consistent programme of mobility** between business areas and countries, preferentially for employees with the greatest potential.
- **Develop a flexible work model that promotes work-life balance.**
- **Develop an integrated social safeguard risk assessment and compliance management system .**

PRINCIPAL SUSTAINABILITY PERFORMANCE TARGETS 2025

- When assessing business opportunities, include an assessment of the risk of employing people at salaries below the **living wage** in the country.
- **Increase the percentage of women** in middle and senior management positions each year in all business lines.
- Increase hiring of persons with **disability** to attain at least 5% of the workforce in Spain, and 2% in key countries.
- **Extend 50:50 projects** to all infrastructure and energy businesses.
- Steadily increase the weighting of SMP-related indicators in executive assessment and variable remuneration systems to **12.5%**.
- Increase the weighting of sustainability indicators in project directors' variable remuneration to at least **10%**.
- **Workplaces with over 100 companies employees** with internal project certification "ACCIONA WELL".

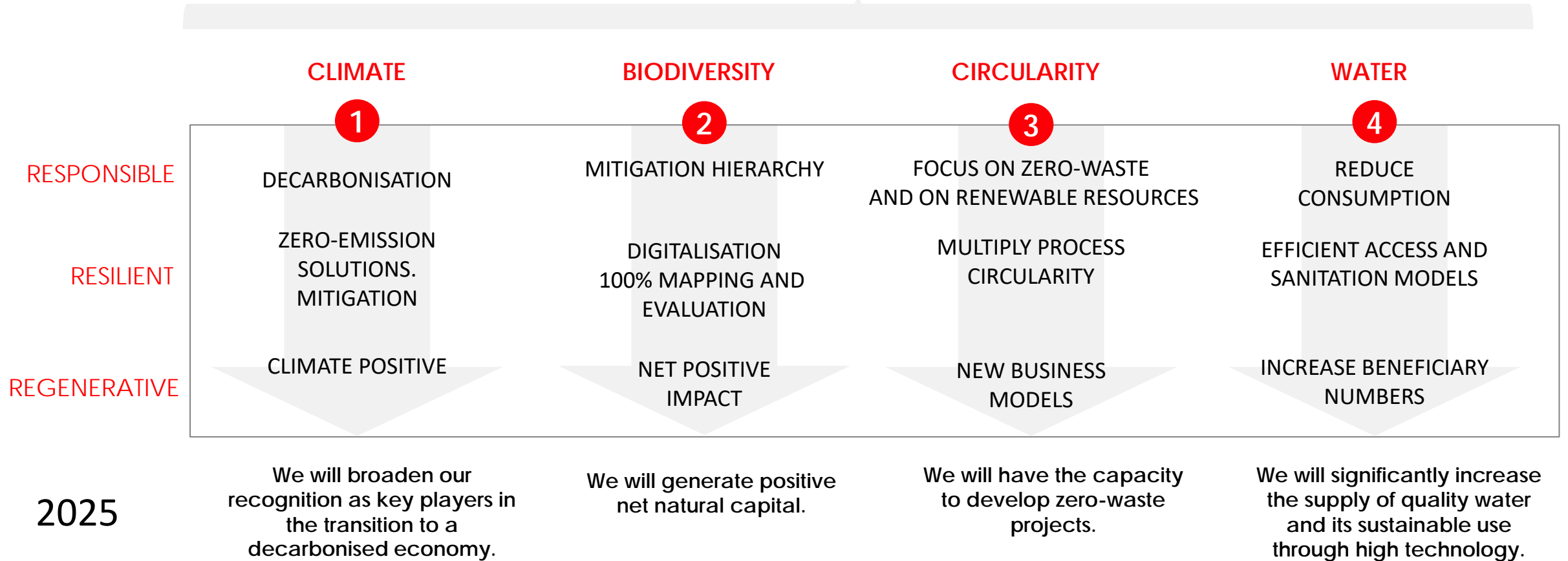
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PLANET POSITIVE

Beyond net-zero — a positive impact on natural capital
We invest to regenerate the planet

We invest to regenerate the planet

TRANSFORMATION LEVERS



We invest to regenerate the planet

CLIMATE

We'll extend recognition as main players in the transition towards a decarbonised economy.

BIODIVERSITY

Generate a net positive natural capital.

CIRCULARITY

Ability to develop zero-waste projects

WATER

Significantly increase the provision of quality water and its sustainable use with high-tech

PRINCIPAL TRANSFORMATION LEVERS

- **Translate climate ambition and neutrality into projects.**
Extend our climate ambition to each of our projects .
- **Develop a Scope 3 decarbonisation strategy** with a special focus on suppliers.
- **Incorporate Science-Based targets for Nature** as the metric for designing achievable, proportional targets.
- **Develop circular alternatives in bids** in order to take advantage of the opportunities posed by the growing need for circular solutions and our learning.
- **Identify and prioritise operations in areas of water stress** by developing an ultra-efficiency water-positive plan.
- **Develop solutions for the base of the water supply and sanitation pyramid** in places with difficult access to water.

PRINCIPAL SUSTAINABILITY PERFORMANCE TARGETS 2025

- Alignment of over 90% of CAPEX exposed to activities listed in the taxonomy.
- *Identify zero-carbon options in all procurement categories.*
- **Use of renewable energy** in 100% of projects where available (via greenchain).
- **Apply Nature-Based Solutions (NBS)** that are equal or equivalent to planting and monitoring the growth of 1 million trees in 5 years, capable of neutralising ACCIONA's carbon footprint in 2025.
- **Double the consumption of renewable and recycled resources and halve the amount of waste to landfill.**
- **Water-positive projects** in 100% of projects in water-stressed areas.

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EXPONENTIAL LEADERSHIP

Authenticity, transparency
We are not neutral — we pursue a purpose

We are not neutral — we pursue a purpose

TRANSFORMATION LEVERS

AUTHENTICITY

TRANSFORMATIVE SUSTAINABLE INNOVATION

GOVERNANCE

TRANSPARENCY

1

2

3

4

RESPONSIBLE

COMMITMENT

DIGITALISE

DIVERSITY

REPORT

RESILIENT

CONNECT
SHARE

COOPERATE TO
INNOVATE

RISK CONTROL AND
MANAGEMENT

DIALOGUE
PROMOTE

REGENERATIVE

ACT
TRANSFORM

RESPONSES
APPLIED

STRATEGIC ALIGNMENT

COOPERATE

2025

We share the same values, we work for the same purpose in every workplace.

We will develop distinctive value that is innovative and regenerative in the company's core solutions.

ACCIONA's Board will continue to lead this drive and oversee fulfilment of the company's purpose.

We will submit to constant scrutiny.

We are not neutral – we pursue a purpose

AUTHENTICITY

We share the same values, we work for the same purpose in every workplace.

INNOVATION

We will develop distinctive value that is innovative and regenerative in the company's core solutions.

GOVERNANCE

ACCIONA's Board will continue to lead this drive and oversee fulfilment of the company's purpose.

TRANSPARENCY

We will submit to constant scrutiny.

PRINCIPAL TRANSFORMATION LEVERS

- **Redefine the company's purpose, promise and principles** in a new Code of Conduct that has broad participation as the basis for an "ACCIONA way of doing" that is shared by all of the company's businesses.
- **Promote regenerative innovation initiatives**, especially net-zero and the social component.
- **Analysis of the company's adaptation to become a B-Corporation.**
- **Extend the functions of the Board's Sustainability Committee** to internal control of non-financial reporting systems and compliance with ESG policies.
- **Review practices of due diligence when executing "No-Go" policies.** Review ethical practices of partners, customers and suppliers — specific criminal liability risk assessment for major projects.

PRINCIPAL SUSTAINABILITY PERFORMANCE TARGETS 2025

- CLIENTS:** We want to be perceived as one of the top 5 companies contributing to sustainable development in our key markets.
- TALENT:** We want to be perceived as the employer of choice for young people in our key markets.
- EMPLOYEES:** We want to increase employee satisfaction/engagement year after year (see Measuring employee experience).
- We will have a digitalised system of information on the performance and regenerative impact of all ACCIONA projects around the world.
 - Expand the scope of the Ethic Channel to the Company's promises in each project.

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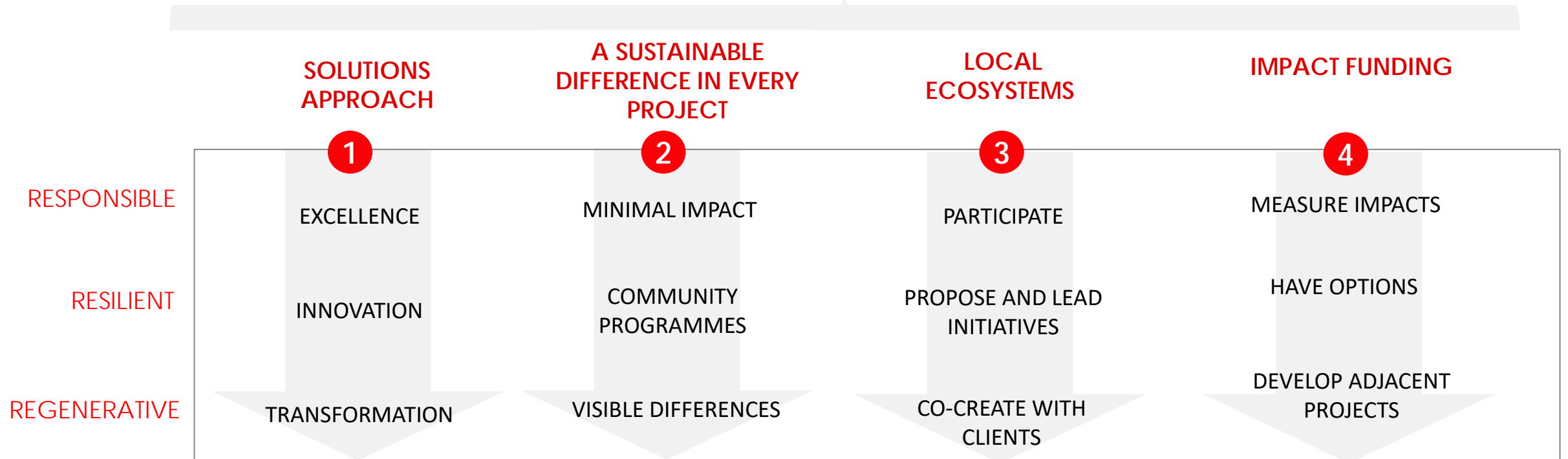
INTEGRATE TO **TRANSFORM**

connect to affect

Capable of creating the sustainable difference in every project

Capable of creating the sustainable difference in every project

TRANSFORMATION LEVERS



2025

The value proposition will be based on integrated infrastructures designed to maximise their contribution to sustainable development objectives.

ACCIONA's sustainable difference will be evident in every project.

We will develop an ecosystem of organisations capable of increasing our capacity for regenerative transformation.

We will maximise sustainable funding capacity to reinforce company value and the regenerative competitive advantages in our projects.

Capable of creating the sustainable difference in every project

SOLUTIONS APPROACH

The value proposition will be based on integrated infrastructures designed to maximise their contribution to sustainable development objectives.

A SUSTAINABLE DIFFERENCE IN EVERY PROJECT

ACCIONA's sustainable difference will be evident in every project.

LOCAL ECOSYSTEMS

We will develop an ecosystem of organisations capable of increasing our capacity for regenerative transformation.

IMPACT FUNDING

We will maximise sustainable funding capacity to reinforce company value and the regenerative competitive advantages in our projects.

PRINCIPAL TRANSFORMATION LEVERS

- ***Incorporate the analysis and coordination of differential sustainable capacities into the project design and management process.***
- ***Identify and develop a catalogue of sustainable differences in the company's business lines.***
- ***Develop a network of local partnerships in platform countries to facilitate the identification of partners and co-financiers of sustainable differences in the projects.***
- ***Promote innovative funding structures that encourage the development of positive or regenerative high impact projects.***

PRINCIPAL SUSTAINABILITY PERFORMANCE TARGETS 2025

- Increase the number of sustainable solutions each year that integrate at least 3 business areas.
- **Have at least 25 improvements per business unit.** Catalogue of sustainable differences updated regularly for delivery to partners and clients during the bidding process.
- Dedication of 100,000 volunteer hours in the period 2021-2025.
- Launch of a fund to mobilise additional regenerative investments — "ACCIONA Sustainable Accelerator" — in the period 2021-2025.
- Deployment and implementation of the ESG investment strategy to achieve international standards as an advanced practice.