



## DIVERSITY AND INCLUSION POLICY

The Board of Directors of Sacyr, S.A. (“**Sacyr**”), within the framework of its general, non-delegable capacity to determine the company’s overall policies and strategies, and upon the review and proposal of the competent committee, has approved this *Diversity and Inclusion Policy* (the “**Policy**”).

This Policy establishes the guidelines and courses of action aimed at promoting a culture of respect for diversity and inclusion in the workplace, in an effort to ensure—as a strategic objective—the development of labor relations based on the creation of a diverse and inclusive working environment, which contributes to the achievement of our corporate goals and better business performance.

### 1. Purpose

Sacyr is firmly committed to **Diversity**. Our teams consist of people with different profiles from different cultures and backgrounds, including factors of race, gender, gender identity and expression, ethnicity, age, education, religion, sexual orientation, physical/intellectual capacity, etc. The Company recognizes that people are unique because of their differences and similarities, and advocates the utmost respect for others.

The Company also supports a culture of **Inclusion**. We promote inclusion by creating an environment where each person can achieve their goals and develop professionally. We are committed to building a workplace where all professionals treat others with the utmost respect. We maintain a zero tolerance policy against all types of discrimination.

This Policy establishes guidelines and courses of action in matters of Diversity and Inclusion, allowing us to identify and specify the concept of Diversity at the Company, implement the measures and actions necessary to ensure these principles, and communicate with stakeholders.

At Sacyr we believe in the power of people. Our growth begins with the professional development of each member of the Company. Our goal is to have a diverse, creative, innovative workforce, where our professionals feel part of a dynamic and talented team.

This Policy, developed by Sacyr, S.A., will be implemented by all Group companies upon adaptation to local regulation and the recommendations or requirements established by the competent authorities.

### 2. General principles

To implement this commitment to Diversity and Inclusion, the conduct of Sacyr and the other Group companies will be guided by the following principles:



a) Guaranteeing a work environment based on dignity and respect for all people, free of discrimination, harassment, and other forms of intolerance and violence.

b) Promoting equal opportunities, establishing the measures and actions necessary to achieve true equality of treatment and opportunity among all professionals, and preventing situations of direct or indirect discrimination on all Company levels that may concern race, nationality, ethnicity, age, physical/intellectual capacity, religion, gender, sexual orientation, marital status, and any other physical or social circumstance.

c) Providing an inclusive working environment where individual differences are respected and valued, ensuring that all people feel included and accepted, thus fostering creativity and innovation.

d) Involving the entire Company in matters of diversity, both internally (regardless of position at the Company) and with clients, suppliers, and other stakeholders.

e) Promoting awareness and compliance with this Policy among those with whom the Company engages for commercial purposes: partners, suppliers, contractors, distributors, as well as any other public or private entity associated with our operations or services.

The Company will develop procedures and implement the appropriate training programs to achieve these objectives.

### 3. Scope of application and strategic lines

Based on the general principles established, Sacyr defines the following scope of application, which frames the strategic lines of Diversity and Inclusion and through which Sacyr acquires a set of commitments that, in turn, contribute to the achievement of several objectives related to the UN's Sustainable Development Goals:

- 1. *Functional diversity*: Valuing the unique potential of differently-abled people and capitalizing on their talent.
  - i. Promoting workplace inclusion of differently-abled people.
  - ii. Improving the integration of differently-abled people when joining the workforce.
  - iii. Supporting talent retention among differently-abled people in the workplace.
- 2. *Gender diversity*: Promoting equal opportunities and fostering gender equality on all Company levels.
  - i. Promoting a respectful, non-discriminatory environment, advocating equal opportunities.
  - ii. Promoting a balance between professional/work life and personal/family life for all staff.
  - iii. Championing the presence of women at all levels, especially in leadership positions, guaranteeing their professional development with equal opportunities.
  - iv. Reducing the wage gap, if any, between men and women in similar positions.
- 3. *Social and cultural diversity*: Appreciating, respecting, and capitalizing on cultural differences as a source of added value.



- i. Promoting respect and the value of cultural diversity.
  - ii. Maximizing cultural diversity as a source of knowledge and talent, creating added value.
  - iii. Facilitating staff integration through multicultural awareness and understanding.
  - iv. Promoting the integration of groups at risk of social inclusion.
  
- 4. *Generational diversity*: Contributing the workplace integration and the coexistence of different generations.
  - i. Promoting workplace integration among different generations.
  - ii. Ensuring the management and optimization of multigenerational talent at the Company.
  - iii. Establishing measures aimed at avoiding age-based bias in selection, hiring, and promotion processes.
  - iv. Actively striving to manage the challenges associated with a multigenerational company.

Similarly, communication and awareness are considered crosscutting principles of the foregoing, with the aim of disseminating and raising awareness of this Policy within the Company and among its stakeholders.

The Board of Directors of Sacyr approves this *Diversity and Inclusion Policy* on July 29 2020.