

WE ARE SUSTAINABLE. WE ARE PROGRESS ENABLERS

Responsible management
Sustainable business
Social progress

WE ARE SUSTAINABLE. WE ARE PROGRESS ENABLERS



V-21 highway. Carraixet-Valencia section. Spain.

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WE ARE SUSTAINABLE

Sustainability strategy

At OHLA, we enable progress through positive impact that help us as a company to tackle the main global challenges we face. We need a strategy and organisation-wide focus on sustainability if we want to leave this footprint. Only in that way can we generate value for all our stakeholders in a framework where infrastructure plays a crucial role in the transition to a more sustainable world.

We worked hard in 2023 to meet nearly all the challenges and lines of actions that make up our Sustainability Plan's three strategic priorities. This is the result of a clear purpose that is consistent with our business and a vision that goes beyond the short term. Along the way, we had to assess how we do things and pinpoint opportunities bearing in mind not only social well-being, but also economic and environmental well-being. We were able to achieve more than 82% of the objectives set for 2023.

The current Sustainability Plan ends in 2024, but that won't stop us. Our aim is to continue along these lines and, as we complete this Plan, we will continue to set new goals to fulfil our purpose of contributing to progress by creating infrastructures that have a positive impact on society.

Without the support and involvement of our key management personnel, we could never have reached that 82% level of achievement. The Executive Committee started up and deployed sustainability plans in the Company's various businesses and regions, while the Appointments and Remuneration Committee monitors and assesses the organisation's sustainability performance. OHLA's managing director is directly in charge of the Company's sustainability strategy, a testament to the importance of this issue as an enabler and strategic element¹ of the business.

One of the Company's main highlights of 2023 in sustainability was the design of a roadmap towards OHLA's decarbonisation, which included a detailed assessment of our main sources of emissions² and, based on the findings, the design of emission-reduction measures to apply, such as

strategic carbon offset and neutrality. Moreover, as part of our decarbonisation pledge, OHLA committed to the Science Based Targets (SBTi) initiative, which endorsed our near-term Scope 1, 2 and 3 emissions reduction targets, thus validating the Company's reduction targets aligned with the latest climate science. OHLA drew up a Climate Change Policy for the purposes of laying the foundations for articulating the strategy and business model OHLA will adopt as a company in the fight against climate change.

In addition, the Company continued to join efforts to promote global transformation and speed up achievement of the United Nations Sustainable Development Goals (SDGs), taking on a responsibility in the face of today's global challenges. For this reason, we are a voluntary member of domestic and international initiatives such as the Spanish Network of the United Nations Global Compact, a promoting partner of Forética, the Spanish business forum for ESG matters, and a member of its sustainable development council. We are also a signatory of the manifesto for the Green New Deal for Europe and the CEO Alliance for Diversity.

 [Further information: Sustainability Policy](#)

 [Climate Change Policy](#)

Detailed monitoring of the
2022-2024 Sustainability Plan

We want to share with you the inroads made in 2023 on our Sustainability Plan. The line below shows the percentage of overall achievement of objectives for each of the three strategic priorities: Sustainable business, Responsible management and Social progress, and specifically for each course of action:



¹ Further information on sustainability governance is available on the OHLA website and in the Sustainability Policy.

² We assessed the three scopes of carbon footprint (Scope 1, 2 and 3) and set reduction and offset targets for all three.



Climate change	Biodiversity	Efficient travel management
Drive OHLA's gradual carbonisation	Identify and implement biodiversity best practices	Replace current fleet of own vehicles with eco label or zero-emission vehicles: 50% of the Senior Management fleet, 15% of the Services fleet and 15% of the Construction fleet
Design the roadmap for OHLA's decarbonisation	Promote biodiversity best practices in construction projects	
Reduce our emissions intensity ⁽¹⁾ by 37% compared to 2017		
	Sustainable construction	Application of sustainability criteria to tenders
	Promote sustainable construction practices and techniques	Create a 'Green Book'
Circular economy		Innovation and transformation
Apply circular criteria to projects	Increase the number of employees with training on sustainable certification (e.g. LEED, BREEAM).	Align innovation and transform projects with sustainability
Divert at least 78% of non-hazardous waste (NWH) from landfill (2024 objective achieved: at least 80% of NWH not sent to landfill)		Identify innovation projects with a positive impact on society
Launch the campaign to disseminate the catalogue of sustainable building materials	Site mobility and efficiency	Promote the development and performance of in-house R&D or innovation projects
Calculate our water footprint	Efficient management of buildings	Include P&C indicators
	Have >90% sites certified (ISO 14001, 9001, ISO 45001)	Include sustainability indicators in works digitalisation processes (in at least one pilot project)
	Reduce paper in offices by 6% vs 2017 ⁽²⁾	
	Have 50% of offices using green energy ⁽³⁾ or renewable energy	

(1) (Scope 1 + Scope 2) / Sales(tCO2e/ EUR million)

(2) Total consumption per office employee

(3) Percentage calculated based of the phasing plan put in place, which will consider both contract renewal dates and feasibility of the changeover itself (supplier, cost, etc.).





Diversity and inclusion	Occupational health and safety	Value chain
Commit to diversity and inclusion as a differential factor in the sector	Engage workers in preventive behaviour and promoting an active and healthy	Foster sustainability in our value chain
Reduce the gender pay gap ⁽⁴⁾ to below 15% (target for 2024) Obtain equal pay certification (Spain scope)	Have >90% sites occupational health and safety certified (ISO 45001)	Define new sustainable criteria for inclusion in the approval process
Have women hold 10% of management and senior management positions (target set for 2024)	Increase the number of active users in the programme by 10% compared to the base year (target set for 2024)	Create a catalogue of materials and machinery suppliers with a smaller environmental impact and circulate this in Construction Spain
Talent and professional development	Social action and volunteering	Customers
Promote new ways of working that create a motivating work environment that attracts and retains talent and fosters professional and personal development.	Increase training actions in OHS: 8 training actions; 3 site visits by the regional/ country manager	Measure satisfaction in our works and services
Start up the performance appraisal model	Increase actions and funds that generate shared value	Increase the involvement of our customers in measuring satisfaction with the service provided by the Company during the contract
Align knowledge and competence needs to OHLA jobs according to the organisational structure (job map) for key positions	Invest > EUR 750,000 in social action	
Implement the succession plan model for directors and middle managers		

(4) Gender pay gap for the same job or jobs of equal value according to the Company's job grading (classification) system.



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2.1 Responsible management

	
We maintained the criminal compliance (UNE 19601) and anti-bribery (UNE ISO 37001) certifications.	We increased the transparency of our non-financial reporting by voluntarily adopting the SASB standards and TCFD* recommendations.
*SASB (Sustainability Accounting Standards Board) , TCFD (Task Force on Climate-related Financial Disclosures)	
15%	Nearly 450 projects
of the management team's individual performance targets linked to ESG metrics.	and fixed centres assessed following a human rights due diligence process.

At OHLA, we are convinced that a sustainable business model is one that meets stakeholders’ expectations, helps tackle climate change and promotes social justice and progress, always guided by ethics, transparency and good governance. To be sure, 7 challenges and 9 courses of action and targets outlined in the Sustainability Plan 2022-2024, framed by the strategic priority of responsible management, provide an essential guide for adopting the most stringent national and international non-financial standards.

Once again during the year, we maintained our criminal compliance (UNE 19601) and anti-bribery (UNE ISO 37001) certifications, which are a testament to the degree of our compliance with stakeholders and a target we set as a priority, since this guarantees good practices and behaviour by OHLA around the world.

We also raised the percentage of ESG targets in the variable remuneration of our management team —from 10% to 15%— to align OHLA and ensure that all our people work together to achieve a more sustainable business. Meanwhile, OHLA follows the recommendations of the TCFD (Taskforce on Climate-related Financial Disclosures) for disclosing the risks presented by climate change, incorporating these recommendations and taking specific actions.

Lastly, we conducted a human rights due diligence assessment of nearly 450 projects and fixed centres across 15 different countries in 2023, in our drive to continue improving our human rights performance.

2.1.1 Good governance

Ownership structure

At 31 December 2023

Shareholder	%
Concerted action*	25.965
Davies, Simon**	9.9
Other shareholders	64.135

* Concerted action between Forjar Capital SLU and Solid Rock Capital SLU.

** Simon Davies holds voting rights through financial instruments. Sand Grove Opportunities Master Fund, Ltd. holds voting rights through financial instruments.

Governing bodies

Board of Directors

Membership at 31 December 2023

President

Luis Fernando Martín Amodio Herrera (executive)

First Vice President

Julio Mauricio Martín Amodio Herrera (executive)

Second Vice President and coordinating director

Francisco García Martín (independent)

Members

Luis Fernando Amodio Giombini (proprietary)

Reyes Calderón Cuadrado (independent)

César Cañedo-Argüelles Torrejón (independent)

Ximena Caraza Campos (independent)

Carmen de Andrés Conde (independent)

Juan Antonio Santamera Sánchez (independent)

The Company’s Board of Directors comprised nine members at the end of the year. The operation, structure and organisation of the Board and its committees abide by principles of independence and transparency in accordance with best practices in corporate governance and in the interest of the Company and its shareholders.

In 2023, motions were passed at the General Shareholders’ Meeting to re-elect Carmen de Andrés Conde, César Cañedo-Ar-güelles Torrejón and Reyes Calderón Cuadrado as directors and appoint, for the first time, Ximena Caraza Campos as director, all classified independent external directors. The re-elections and appointment were all proposed by the Appointments and Remuneration Committee.

For further information, see the Annual Corporate Governance Report (ACGR) for 2023 and the Company’s website (ohl-group.com).

Board committees

AUDIT AND COMPLIANCE COMMITTEE

Membership at 31 December 2023

Chairman

Francisco García Martín (independent)

Members

Luis Fernando Amodio Giombini (proprietary)

Reyes Calderón Cuadrado (independent)

César Cañedo-Argüelles Torrejón (independent)

Key matters addressed by the ACC in 2023

- Evaluating and reporting to the Board of Directors on the budget for the year and monitoring budget compliance.
- Monitoring the Company’s and Group’s financial and cash position throughout the year.
- Supervising and analysing interim (quarterly and half-yearly) and annual financial information for approval and presentation to the markets and their supervisory bodies.
- Knowing the external auditor’s engagement plan and findings.
- Reviewing the economic terms and conditions of the engagement of the audit firm of the Company’s and Group’s financial statements.

- Analysing the external auditor's independence and reviewing compliance with requirements regarding conflicts of interest established in Spanish Audit Law 22/2015, of 20 July, considering such independence to be demonstrated.
- Approving non-audit services provided by the external auditor to the Company or Group subsidiaries, previously reported by the General Economic and Financial Department with respect to their nature, circumstances and amounts.
- Selecting and appointing the Chief Audit Executive, who reports functionally to the Chairman of the Committee.
- Analysing and reviewing the reports by Internal Audit during the year, their outcome, conclusions and, where applicable, recommendations to Company management.
- Reviewing and approving the Internal Audit Department's Annual Report and the Annual Internal Audit Plan, including the budget for the year.
- Reviewing and approving the Compliance Department's Annual Report and the Compliance Department's Annual Plan, including the budget for the year.
- Analysing and processing complaints reported by the Compliance Department received through the Ethics Channel, and the actions and steps taken relative to each.
- Following up on the investigations coordinated by the Compliance Department at the request of the Committee itself.
- Monitoring the actions taken under the framework of the anti-money-laundering and counterterrorist financing system implemented in the Group companies required to do so because of their business or because of local laws.
- Supervising the work plan drawn up for renewing ISO 37001 certification (Anti-corruption bribery management systems) and UNE 19601 certification (criminal risk compliance management system).
- Reviewing the adequacy and room for improvement of the Competency Model in various geographies.
- Reviewing and approving the Risk and Internal Control Department's Annual Report and Annual Plan, including the budget for the year.
- Updating the Risk Map and OHLA Group's financial and non-financial risks.
- Reviewing and approving the tax report for the year and the tax policies applied.
- Reviewing the steps and reporting processes of the Group's Internal Control over Financial Reporting (ICFR) system during the year.
- Analysing the Group's related party transactions.
- Monitoring the implementation of the corporate restructuring (Hive Down) agreed under the framework of the Group's financial refinancing with its main bank creditors on 25 June 2021. The process was completed in 2023.
- Performing the Committee's annual self-assessment.
- Preparing the Committee's annual activity report.

For further information, see the Annual Corporate Governance Report (ACGR) for 2023 and the Company's website (ohl-group.com).

APPOINTMENTS AND REMUNERATION COMMITTEE (ARC)

Membership at 31 December 2023

Chairman

Reyes Calderón Cuadrado (independent)

Members

Francisco García Martín (independent)

Juan Antonio Santamera Sánchez (independent)

Ximena Caraza Campos (independent)

Key matters addressed by the ARC in 2023

- Evaluating the composition of the Board and Board committees.
- Proposing and reporting on the re-election and appointment of external independent directors to the Board of Directors, and evaluating their profile, skills and suitability for the performance of their directorship.
- Analysing and reporting on the termination of the Chief Executive Officer's contract and his settlement.
- Informing the Board of Directors about the terms of the Executive Directors' contracts and their objectives.
- Reviewing the factors for distributing the maximum annual remuneration approved by the General Meeting for external directors and reporting favourably on a new distribution scheme for 2023 and subsequent periods.
- Reporting on the proposed amendments to the Director Remuneration Policy, which were subsequently approved at the General Shareholders' Meeting held on 30 June 2023.
- Analysing and reporting to the Board of Directors on the proposal for variable remuneration of Executive Directors, proposing the objectives and assessing their level of achievement.
- Informing the Board of Directors about the 2022 Annual Report on Director Remuneration, verifying that the current Remuneration Policy was applied correctly.
- Analysing and reporting to the Board of Directors on the variable remuneration accrued by OHLA Group key management personnel.
- Analysing the degree of compliance with the Global Reporting Initiative (GRI) sustainability standards and the implementation of the 2022-2024 Strategic Sustainability Plan. Reviewing the non-financial information and its inclusion in the Group's consolidated management report for its authorisation for issue by the Board of Directors.
- Informing about the proposed amendments to the Regulations of the Board of Directors agreed during the year.
- Performing the Committee's annual self-assessment.
- Verifying compliance with the Director Selection Policy.
- Approving the Committee's annual activity report.

For further information, see the Annual Corporate Governance Report (ACGR) for 2023.

Conflicts of interest (Regulations of the Board of Directors)

Conflicts of interest affecting directors are governed by the Regulations of the OHLA Board of Directors. The Regulations deal in detail with situations in which a potential conflict of interest, whether direct or indirect, compels a director to notify the Board of Directors. In addition, the affected director must abstain from attending or speaking in deliberations and voting on matters related to the conflict.

The Company has in place a specific set of rules that implement the Regulations of the Board of Directors and are separately approved by the Board, to reinforce and further specify the procedures and controls governing transactions that the Company or any OHLA company intends to conclude with directors, significant shareholders or their related parties.

Transactions affected by this procedure include all transfers of resources, services, rights or obligations, irrespective of whether or not they are for consideration, performed by any of the parties referred to in the preceding paragraph with the Company or with any OHLA company.

In 2023, no director or other executive of the Company reported any conflict of interest. In the financial statements and in the Annual Corporate Governance Report, the Company discloses any significant related party transactions concluded by the Company or any OHLA company with significant shareholders, directors, executives or their related parties, and authorised in accordance with the rules approved for transactions considered related party transactions carried out with OHLA or any companies comprising OHLA Group.

For further information, see the Financial Statements and the Annual Corporate Governance Report (ACGR) for 2023.

Executive Committee

Membership at 31 December 2023

Chairman

Tomás José Ruiz González

Managing Director

Members

José Antonio de Cachavera Sánchez

Services General Manager

José María del Cuvillo Pemán (acting as secretary)

Chief Legal Officer

Fausto González Casado

Concessions Business General Manager

Daniel Ruiz Andújar

North America General Manager

José Emilio Pont Pérez

Europe & Latin America General Manager

José María Sagardoy Llonis

Chief Financial Officer

Gonzalo Targhetta Reina

Corporate Resources General Manager

Board diversity

Our diversity policy as applied to the Board of Directors

During 2023, the Company followed the director selection policy adopted in 2017. The policy ensures that proposed appointments or reappointments of members of the Board are based on careful analysis of the Board’s needs and are conducive to a diversity of knowledge, experience and gender.

The existing policy states that the selections procedures must not be afflicted by any bias hindering the appointment of women directors and must deliberately seek women who could potentially be candidates for the post. In 2023, as a result of the vacancy produced when the term of office of external proprietary director Juan Villar-Mir de Fuentes expired, the Appointments and Remuneration Committee proposed the appointment of Ximena Caraza Campos. Her appointment was ratified at the General Shareholders’ Meeting. Following this appointment, the Board of Directors then had three female directors and members of different ages and nationalities, all with the training, experience and aptitudes required for their positions, and with necessary technical knowledge, especially in construction, infrastructure, and financial and accounting matters, thus ensuring a balance of skills for decision-making.

The Company remains committed to gender diversity in the membership of the Board and its committees. To promote diversity, the Company ensures equal opportunities between men and women and cultural diversity, especially among the regions where the Group is present. We also seek diversity in experience, knowledge and professional background in the areas and businesses in which the Company operates.

2.1.2 Ethics and compliance

OHLA’s commitment to good business practices is articulated in its Code of Ethics and Compliance System or, if not, the Company establishes the necessary controls to prevent crime. The Company is a signatory of the United Nations Global Compact and is therefore committed to fighting corruption and following the recommendations of international organisations, such as the OECD, and good corporate governance practices published by the Spanish National Securities Market Commission (CNMV).

Code of Ethics

The Code of Ethics sets out the express statement of the values, principles and professional, ethical and responsible conduct that must guide the professional behaviour of everyone at OHLA.

 [OHLA Group Code of Ethics](#)

Anti-corruption

OHLA has an Anti-corruption Policy that expresses the Group’s commitment to doing business with integrity and sets out the requirements for compliance to avoid any misconduct according to applicable local and supranational anti-corruption regulations.

Compliance with this policy is an indispensable condition to continue with any employment relationship or association with the Group.

 [OHLA Group Anti-corruption Policy](#)

Prevent and mitigate crime

OHLA has a Crime Prevention Policy in response to the commitment undertaken in the Code of Ethics to promote and supervise the prevention and detection of criminal behaviour.

 [OHLA Group Crime Prevention Policy](#)

Free competition in the marketplace

OHLA has a Competition Compliance Policy which reinforces its commitment to ensuring free competition in the marketplace and that all its people abide by constitutional principles, laws and other regulations of competition law.

 [Competition Compliance Policy](#)

Communication and training in compliance

All employees must be aware of and accept the compliance policies. Awareness campaigns were carried out and training provided in 2023 on the Code of Ethics and the Anti-Corruption Policy (1,584 employees), the Crime Prevention System (324 employees) and Competition (1,052 employees).

Ethics Channel

The Ethics Channel is available to OHLA employees and stakeholders on the corporate website (<https://ohla-group.com/canal-etico/>) and by post (Pº de la Castellana, 259D, 28046 Madrid). All reports submitted are kept anonymous.

In 2023, in compliance with Law 2/2023 on the protection of person who report regulatory breaches and the first against corruption (Spain’s Whistleblower Protection Act), the Ethics Channel was adapted to provide for an Internal Whistleblowing System by (i) creating a Compliance Committee; (ii) appointing a Compliance Officer to oversee the system; and (iii) approving a policy for reporting breaches (Whistleblowing Policy).

The Compliance Committee is a collegiate body tasked with (i) ensuring that reports are treated properly; (ii) overseeing the whistleblower’s confidentiality and guaranteeing that there is no retaliation against whistleblowers who report breaches in good faith, and (iii) safeguarding the presumption of innocence and the right to defence of persons concerned.

In 2023, a total of 63 reports were received, 39 through the corporate website and 24 using other channels. Of these, 39 reports were accepted and investigated following the internal procedure (with five still being investigated) and 24 were rejected for not breaching the Code of Ethics. Most of the reports accepted related to the violation of employee rights and breaches with suppliers or subcontractors.

Compliance system risks and controls

OHLA has a criminal and competition risk assessment procedure —reviewed and updated on an ongoing basis— for identifying crimes that could be committed in each activity carried out by the organisation and evaluating the risk of crime being committed and the related controls to prevent those crimes. It also uses an internal tool for monitoring, on a half-yearly basis, the controls associated with each risk identified.

Compliance system certification

In 2023, the ISO 37001: Anti-corruption Management System and UNE 19601: Criminal Compliance Management System certifications, obtained for the first time in 2019, were renewed. By means of these certifications, OHLA confirms its commitment to uphold a culture of rigorous ethics and compliance and to maintain and continuously improve its criminal compliance and anti-bribery management systems.



Third-party due diligence

A due diligence process is carried out on third parties (including screening against sanctions lists, analysing bad press in different areas linked to compliance with national and international laws and regulations, compliance statement of responsibility) to identify indications or events related to them that could pose a risk of compliance.

Moreover, their contracts include minimum basic principles of legal compliance and ethical and responsible behaviour, obliging the third party to comply with applicable compliance laws.

Main actions

- Adaptation of the Ethics Channel to provide for the Internal Whistleblowing System.
- Annual review of the crime assessment for adaptation to changes in legislation.
- Implementation of the Transparency and Business Ethics Programme at branches and subsidiaries in Colombia.
- Two half-yearly self-assessments of certifications of criminal risk controls (more than 700 internal controls assessed).
- Launch of two new trainings on the Code of Ethics and the Anti-Corruption and Competition policies.
- 419 third-party due diligence assessments were conducted.

Human rights

Protection and respect for human rights is one of the hallmarks of OHLA's management model and an aspect that the Company manages from different angles.

For almost 20 years now, the Company has been adhered to the Universal Declaration of Human Rights and the Global Compact, both promoted by the United Nations; to the International Labour Organization (ILO) Tripartite Declaration on Fundamental Principles and Rights at Work; and to the OECD Guidelines.

On the regulatory front, OHLA's Code of Ethics explicitly states that all actions undertaken by the Group and its members shall scrupulously respect the human rights and civil liberties enshrined in the United Nations Universal Declaration of Human Rights. This commitment was further reinforced in 2017 following the adoption a specific human rights policy. Any eventual human rights abuse perpetrated by any of the Company's stakeholders can now be reported through the ethics reporting channel provided for in the Code of Ethics. Meanwhile, all suppliers must show compliance with the Ten Principles of the Global Compact before they can be approved.

On the governance front, the Audit and Compliance Committee is the highest body responsible for ensuring compliance with human rights at OHLA. It carries out its control and monitoring duties through the Internal Audit department. In 2023, audits were performed on the following projects: Kungsträdgården track and Service tunnel and Gullmarsplan rock excavation and civil works, both in Sweden, Méndez Álvaro, 61 Phase 2 in Spain, VOB consortium in Chile, extension of Metro Line 1 in Panama, Huaura and Cañete rivers in Peru.

None of these audits revealed any incidents, although certain action plans were drawn up to:

- Strengthen communication campaigns on the Code of Ethics in projects and raising awareness of the importance of human rights compliance at all levels.
- Work harder to improve the protocol for addressing any non-compliances that are detected.
- Ensure that each workplace has a copy of the human rights form and that this is filled in by the most senior officer there.

In addition, the Corporate Sustainability Department carries out a specific human rights assessment every two years with a Group-wide scope. The latest assessment was carried out

during the year after a review and update of the questionnaire, which now features a total of 75 questions divided into the following blocks: Ethical and social commitments, working hours, remuneration and rest, impact on the community, health and safety, forced labour, child labour, freedom of association, non-discrimination, fair treatment and supply chain.

Following a country risk assessment, the 2023 campaign was carried out on a total of 448 projects, sites or fixed centres in 15 countries belonging to the Construction and Industrial divisions.

The incidents detected were not significant, with most related to dialogue with communities, lack of awareness of the Harassment Protocol or the Ethics Channel, or the absence of a specific clause insisting that suppliers adhere to the Global Compact during the supplier approval process. This illustrates OHLA's firm commitment to compliance and respect for human rights.

Here, we would note that one of the Sustainability Plan's objectives for 2024 is to include some OHLA Group suppliers in these assessments.

In 2023, we continued to provide training to our people on human rights, through training on compliance and the Company's ethical values (Code of Ethics, Anti-corruption Policy and Crime Prevention System), and a specific course on human rights that addresses topics such as the benchmark framework for human rights and new applicable laws and regulations, the Global Compact initiative or obligations assumed by OHL in relation to human rights.

Physical security (surveillance) of facilities is provided by duly accredited and authorised external personnel; part of their training includes issues related to private security legislation, basic rights of people and human rights.

2.1.3 Risk management model

In order to detect risks to our business objectives suitably in advance³, OHLA has a management model in place based on the COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework, which is widely used and accepted in international financial environments, and ISO 31000 and PMI® at project level, for internal control and management of risks in the organisation.

This system is based on combined assurance around the so-called "three lines of defence" through an integrated approach:

³ COSO "Internal Control - Integrated Framework" y COSO ERM "Enterprise Risk Management - Integrating with Strategy and Performance", publicado en septiembre de 2017 por el Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The first line of defence focuses on operational and associated risk management, ensuring compliance with laws, regulations and ethical guidelines, and OHLA's internal rules and procedures. The Company's management is responsible for maintaining effective control aligned with objectives and strategy, acting on risks efficiently and continuously. It also fosters a culture that encourages ethical conduct and accountability, and ensures respect of the risk control defined by the organisation's administrative bodies, overseeing risk management while being accountable for such oversight.

The second line comprises activities to ensure risk management, such as drafting rules and guidelines, and supporting and supervising the effectiveness of risk management. This falls to the Compliance Department and the Corporate Risk and Internal Control Department.

The main function of the Corporate Risk and Internal Control Department is to ensure that all Company transactions are carried out within the risk tolerance limits set by the Board of Directors, provide support and issue guidelines to the Company's areas and propose amendments to these limits in accordance with the trends in the Group's external and internal environment. This translates into eight more detailed functions, which were updated and approved by OHLA Group's Board of Directors in May 2023:

1. Coordinating, guiding and supporting the strategic, operational, organisational and regulatory actions related to risk management across the entire Group.
2. Reflecting, in the appropriate rules and procedures, the Group's risk tolerance for the various risk categories determined by the Board of Directors.
3. Laying down the methodologies and tools for preparing the Group's risk map and its monitoring.
4. Establishing the procedures, methodologies and tools, and providing the necessary support, to enable the business line to operate within the risk tolerance level.
5. Preparing the appropriate reports on OHLA's risk position for the Company's management and administrative bodies.
6. Preparing, documenting and maintaining the Internal Control System to ensure mitigation of the risks to operating process and financial and non-financial reporting risks.
7. Reporting regularly to the Audit and Compliance Committee on execution of the Annual Action Plan with regard to its management.
8. Devising and spearheading initiatives for the assessment and presentation of relevant information, with a special focus on implementing early warnings and detecting underlying risks.

The Chief Risk and Internal Control Officer chairs OHLA Group's Risk Control Committee, the composition and functions of which were approved by the Board of Directors in May 2023. This committee is composed of representatives from different areas related to control of the various kinds of operational risks.

In 2023, the Corporate Internal Risk and Control Department made inroads into several lines of action, including:

- Implementing the Risk Control Committee.
- Project life cycle management standards and procedures.
- Coordinating risk management and control in all the Company's operating processes.
- Easier and more effective monitoring of ongoing projects and assisting with the implementation of lean methodologies in construction management.
- Determining management, macroeconomic and market indicators for objective monitoring of developments in the main risks.
- Continuing with the implementation of business intelligence tools.
- Monitoring trends in the risks identified in the 2022 Risk Map and reviewing the methodology for preparing the corporate risk map.
- Updating the country risk classification model and the related approval schemes.

Additional information on risks in 2023 is provided in section E.5 of the Annual Corporate Governance Report.

The third line, carried out by the Internal Audit Department, is to be accountable to the governing bodies and must be independent of Senior Management so as to provide impartial objective advice and, where necessary, putting in place the necessary safeguards to achieve this. The Internal Audit Department is subject to the policies established by the Company's Board of Directors through its Audit and Compliance Committee. Its duties are set out in the [Regulations of the Board of Directors](#).

The Internal Audit Department has a Forensic unit, through which it continued to undertake engagements throughout 2023. We also review ESG (Environmental, Social and Governance) issues related to human rights compliance⁴ and environmental indicators. For key recommendations, Internal Audit regularly follows up with the members of the Management Committee and in its Annual Internal Audit Report submitted to the Audit and Compliance Committee.

The Group also has an Internal Control over Non-financial Reporting (ICNFR) system designed to provide reasonable assurance to the reliability of the most important non-financial information reported.

Main risks

OHLA's business is exposed to specific internal factors that affect the Company alone and to external factors that may also have an impact on other companies in the industry. Following is a description of the main financial and non-financial risks identified and monitored in 2023 and the main control measures implemented to mitigate their impact and/or probability of occurrence.

Risk	Description	Control mechanisms
Talent management risk	Talent management risk relates to the organisation's ability to attract the right people and to detect, retain, develop and utilise internal talent.	<p>This is a risk affecting companies in all sectors in several geographical areas.</p> <p>OHLA's policy on personnel management and talent attraction/retention is a key priority in continuing to ensure the best possible expertise of its employees. In 2023, efforts continued on this area (corporate benefits, renewal of the teleworking model, the talent pool, extension of the competency based assessment to new employee groups, etc.) and new initiatives and indicators were included for assessing trends in this risk.</p>
Financial risks	Financial risks are risks that affect mainly the Group's ability to raise the necessary financing when required and at a reasonable cost, and to maximise its available financial resources. The most important are interest rate, exchange rate, credit and liquidity risks. It also includes risks related to obligations assumed with noteholders and financial institutions or securing guarantees.	<p>After the Financial Restructuring carried out by the Group in 2021, which improved its level of financial leverage, additional steps were taken to strengthen and bolster the liquidity position and further reduce debt.</p> <p>The Group continued efforts to achieve sustained operating cash flow generation and improve working capital to raise its solvency, although it has yet to recover the working capital financing instruments needed to run the business properly. Elsewhere, it proceeded with its objective of reducing debt with proceeds from non-core asset disposals (Services activity and CHUM).</p> <p>Control mechanisms were also been put in place to minimise the risk of breaching covenants.</p> <p>Note 4.2 Risk policy in the Group's annual financial statements provides more detailed disclosures on financial risks and the measures OHLA took to mitigate them.</p>
Price volatility and resource scarcity risks	OHLA is exposed to the risk of shortages of resources.	<p>OHLA Group must deal with volatility in the cost structure of its works and projects. To do so, it monitors prices and price trends to achieve the right level of contingencies included in projects and estimates of trends for long-term projects. Efforts are being made to maximise the opportunities to raise prices offered by some administrations in different countries. In addition, industry-wide work is ongoing with the highest level of governmental representation by introducing more cutting-edge tendering models that promote a more just sharing of risks.</p>



⁴ After the Financial Restructuring carried out by the Group in 2021, which improved its level of financial leverage, additional steps were taken to strengthen and bolster the liquidity position and further reduce debt.

Risk	Description	Control mechanisms
Project risk	Project risk is defined as the risk of project cost over-runs, delays and quality issues and the potential breach by a customer of its contractual obligations, e.g., the delay or failure to recognise work performed or a restoration of financial equilibrium that affects profitability.	To mitigate this risk, it is a key priority for OHLA to permanently monitor its projects from a technical and economic standpoint, and to analyse their status so that the necessary steps can be taken to correct any deviation, as well as to make its contractual management more robust and improve its project management capabilities by introducing lean methodologies (Last Planner Method). In addition, in 2023 it implemented new rules and procedures to standardise project management and project risk management based on the know-how acquired and best market practices. Moreover, in line with its digitalisation and new technologies drive, the Group is monitoring ongoing projects more efficiently, and identifying and pre-empting underlying risks.
Organisational structure and culture risk	Organisational structure risks can undermine efficiency and the achievement of objectives. These also include culture-related risks that can affect how the organisation runs.	OHLA is committed to continue instilling an agile management philosophy in its projects and internal initiatives, and to optimising and digitalising its operating processes and decision-making.
Market, geopolitical and economic risks	Political (and geopolitical) unrest or changes in the legal and regulatory environment in countries where OHLA operates or intends to expand its activity can have significant impacts on the Company's ability to achieve its business objectives. Changes in foreign exchange rates and interest rates can affect both OHLA's expected margins on projects and the investment decisions of market agents. Meanwhile, political and territorial disputes among EU Member States add a further element of uncertainty.	<p>OHLA focuses its business on geographic areas considered stable and in which it has a permanent presence or team so that measures can be taken to mitigate those risks.</p> <p>Accordingly, it keeps a close eye on country risk and key economic indicators, and considers possibly expanding the activity into other markets with bright business opportunities only after a thorough risk assessment.</p> <p>In 2023, in the light of heightened geopolitical instability with the war in Gaza, tension in the Red Sea and Persian Gulf, the lingering effects of the war in Ukraine, and the detection of new markets of interest, OHLA updated its country risk assessment criteria and the related approval scheme.</p>

Risk	Description	Control mechanisms
Image and reputational risk	Image and reputational risk is the risk of a potential negative impact on OHLA's public image and how it is perceived in the marketplace. It refers particularly to the organisation's loss of financial solvency and technical, operational, ethical, social and environmental as regards its stakeholders. Included are risks of lax management, a smear campaign or manipulation of information by the media, lobbyists, former employees or other stakeholders where the allegations are not consistent with any wrongdoing by the organisation.	<p>OHLA has put a Compliance System in place that determines the necessary control measures to prevent crimes from being committed. OHLA and various Group companies have ISO 37001 (Anti-Bribery Management System) and UNE 19601 (Management System for Criminal Compliance) certification, which is a testament to the Group's commitment to fostering an ethical and compliance culture.</p> <p>As a cornerstone of this Compliance System, OHLA has a Code of Ethics, which is mandatory for all persons in the organisation, along with an Internal Whistleblowing System, designed in accordance with the requirements of Spain's Whistleblowing Act (Law 2/2023 of 20 February). It also has strict third-party due diligence procedures to adequately assess partners, customers and suppliers before entering into any business relationships with them.</p> <p>Moreover, the Company actively manages its reputation, an intangible asset that develops over times and that has enormous value for the wider society and for its stakeholders.</p>
Systems and cybersecurity risk	Market and business trends, with continuous and rapid changes, requires adapting systems to new realities quickly. This poses a risk for the Group if it does not have optimal systems. This group of risks includes the risk that the technologies used in the business will not support current and futures needs efficiently and effectively and/or not operate as originally intended. They include a risk that systems' design, acquisition/construction, development, timing and operation will not satisfy the Company's needs, as well as cyberattack and data leakage risks.	<p>OHLA analyses all the Group's systems to improve the efficiency of information and the adequate support of its operations, while at the same time keeping close track of the market to find the most innovative solutions. In 2023, a decision was taken, for instance, to renovate the systems of the Czech Republic subsidiary and launch a new initiative to upgrade the construction management systems. This came in addition to new business analytics projects to enhance decision-making based on management indicators.</p> <p>Elsewhere, OHLA has procedures in place for cybersecurity risk management and carries out awareness campaigns for employees to reduce the risks to which they, for lack of awareness, can contribute.</p>
Litigation and arbitration risk	This is the risk that the outcome associated with lawsuits or arbitration proceedings arising from disputes with customers, business partners, suppliers or any other third party may have negative consequences for OHLA's interests. Increasing litigation is an industry trend being seen in several markets.	OHLA continuously monitors lawsuits and arbitration proceedings to defend its rights. In addition, it continues to work on strengthening the contractual, risk and document management of projects to claim its rights in the event of potential breaches by third parties, prevent disputes from escalating and mitigate their consequences if they should arise.

Risk	Description	Control mechanisms
Risk of measurement of assets and liabilities in the statement of financial position	This is understood as the risk of a decrease in the value of assets or an increase in the value of liabilities on the statement of financial position. This is a material risk due to the inflationary impacts and potential scenarios of recession.	<p>At the end of each reporting period and whenever there are indications of a loss in value, Group companies measure the recoverable amount of their non-current assets based on the present value of the cash flows they estimate will be obtained from operations or the net proceeds they could obtain from disposal of the assets.</p> <p>In 2023, there were no indications of impairment of intangible assets, property, plant and equipment or goodwill.</p> <p>Impairment testing of financial assets resulted in the recognition of write-downs to the equity investments in Proyecto Canalejas Group, S.L. and Cercanías Móstoles Navalcarnero, S.A. (see Notes 3.7 and 3.6 to the Group's annual financial statements).</p>
Risk of climate change and natural disasters	<p>OHLA has a direct impact on the environment, e.g., through its consumption of natural resources and energy, and also an indirect impact. It is fair to say that there are two types of climate change risks that impact OHLA:</p> <ul style="list-style-type: none"> Physical risks, which are those arising from the increasing severity and frequency of extreme weather events or from a gradual and long-term change in the Earth's climate. These risks can affect businesses directly through damage to assets or infrastructure, or indirectly by disrupting their operations or making their activities no longer viable. Transition risks, meaning those risks associated with the transition to a low-carbon economy in response to climate change, arising from changes in legislation, the market, or consumers, among others, to mitigate and address the requirements of climate change. 	OHLA has an environmental management strategy focused on the responsible use of natural resources, the circular economy, the protection and conservation of biodiversity and the fight against climate change. It is certified annually by a third party in accordance with the ISO 14001 standard. In addition to this responsible behaviour and to protect itself from natural disasters, OHLA has arranged the necessary insurance coverage, ensures contractual management with customers and has a local presence in all the countries where it operates.
Occupational health and safety (OHS) risks	OHS risks are defined as the inadequate management and prevention of risks that may lead to occupational incidents.	OHLA, framed by its policies, prioritises Occupational Health and Safety (OHS) and runs an Integrated Management System (IMS) that complies with the ISO 45001 standard on Occupational Health and Safety Management Systems and ISO 39001 on Road Safety, while it also promotes employee well-being as a healthy company.
Risks of human rights abuses	These are risks associated with the violation of fundamental rights and freedoms of individuals.	<p>OHLA carries out regular assessments of human rights compliance, both at its fixed centres and at work sites, and the Internal Audit Department reviews compliance as part of its audit plans.</p> <p>Meanwhile, all suppliers must show compliance with the Ten Principles of the Global Compact before they can be approved.</p>

2.2 Sustainable business

		
We designed the Company's decarbonisation roadmap and approved medium- and long-term emission-reduction targets, along with actions at senior level to help us deliver them.	We reduced our emissions intensity ⁵ by 30% compared to 2017.	
83,5%	More than 90%	7
of non-hazardous waste generated during the year was not sent to landfill	of the senior management's fleet of vehicles is eco- or zero-labelled.	R&D projects under way in 2023.

Our environmental sustainability ambitions target energy efficiency, climate change and circular economy. In this respect, the greatest challenges now facing us are to achieve zero net emissions and generate less waste, which we will accomplish through constant innovation and by embedding sustainability into our business strategy. Key highlights of 2023 included the design of the roadmap towards the Company's decarbonisation, approval of the medium- and long-term emission-reduction targets, and validation of the short-term objectives by the Science-Based Targets (SBTi) initiative.

2.2.1 Culture of innovation and transformation

In 2023, OHLA continued to develop and apply new technologies, processes, products and services to enhance our efficiency, competitive abilities and differentiation. This is all in accordance with guidelines set out in the Company's Innovation Policy, in force since 2019, and our Innovation Management System. UNE 166002 and ISO 56002 certifications were renewed for this management system during the year.

Regarding deployment of the BIM (Building Information Modelling) methodology, the BIM Support Office was set up in 2023 at enterprise-wide level. The BIM Management System was raised to the status of an internal standard. It was ISO 19650 certified at the beginning of 2024, as disclosed as an event after the reporting period, with international scope. The first phase includes Spain and Ireland. We made further inroads in a field in which OHLA has been working for over a decade and built up more than a hundred projects with BIM uses in 17 countries since 2010.

BIM training was given to more than 300 people during the year. Meanwhile, the Comunidad BIM de OHLA website (OHL's BIM community website) continued to add more content and receive more visitors, cementing its status as the

Company's main channel for BIM learning and collaboration, with more than 25,000 registered visits since it started in 2022.

OHLA was also pioneer in drones, using this technology in construction since 2009. During the year, OHLA used drones in around 50 projects in seven countries. It also set up a management structure to connect drone teams across different continents. Meanwhile, it tested new tools and uses in works and provided systematic pilot training. It also held the II OHLA drones workshop.

OHLA also began looking at generative artificial intelligence. In 2023, it embarked on a working initiative aimed at training employees on this promising technology, and identifying, analysing, validating and progressively scaling use cases.

Another highlight was the promotion of low-code or no-code developments. These allow employees to digitalise their own processes in any area or project in the world, using low-cost tools that do not require any programming knowledge. A good example of this technology's potential is the subcontract management system, which was developed and implemented in Mexico and Colombia in less than a year and is now being implemented in Peru.

⁵ Calculated as Scope 1 + Scope 2 (tCO₂eq)/sales (EUR million), considering offsets during the year.

Since the end of 2021, OHLA has had its internal web portal Digitaliza tu Obra (digitalise your project), which gathers experiences, market solutions, use cases, webinars, support and other resources in different languages. It has received over 40,000 visits since it was opened. In addition, in November 2023, the I Semana de la Digitalización de Obras en OHLA (inaugural OHLA construction digitalisation week) was held at which several of the Company's own success stories in civil engineering and building construction projects were showcased.

OHLA also continued to work on R&D&I initiatives aimed at differentiation and exploring new businesses, especially at

subsidiaries specialising in sustainable pavements, precast concrete shafts for wind turbine generators, maritime works or in the industrial field. In the industrial area, the innovative THL Nuclear System GLS1 product was developed, certified and approved by Chepro subsidiary for fire protection under the high standards required in nuclear power plants.

All the R&D&I projects worked on in 2023 had a positive impact on the Company's sustainability indicators.

2.2.2 Commitment to the planet

Our climate action strategy

Within the framework of our activities, OHLA considers efficient energy management and climate change two of key material environmental aspects. Accordingly, OHLA has joined the transformation movement, pledging to make climate change mitigation and adaptation part of its short-, medium- and long-term agenda.

The way in which we as a company embrace our role in response to this global challenge takes the form of commitments and actions to achieve a carbon neutral economy by 2050.

In 2023, we worked on designing our roadmap towards decarbonisation, a milestone marked as an objective in our 2022-2024 Sustainability Plan. We were able to pinpoint the most significant sources of emissions and those most affected by our activities so as to define our reduction scenarios for the three Scopes.



First, the near-term objectives set were:

- To reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions by **46.2%** relative to the 2021 base year by 2031.
- Reduce Scope 3 GHG emissions by 55% per EUR 1 million of operating profit over the same period.

These targets were validated by the SBTi (Science Based Targets initiative)⁶, which ratifies that the Company's reduction ambitions are aligned with the most recent climate science and the 1.5°C scenario in the Paris Agreement.

To deliver the targets, our carbon offset strategy is predicated on:

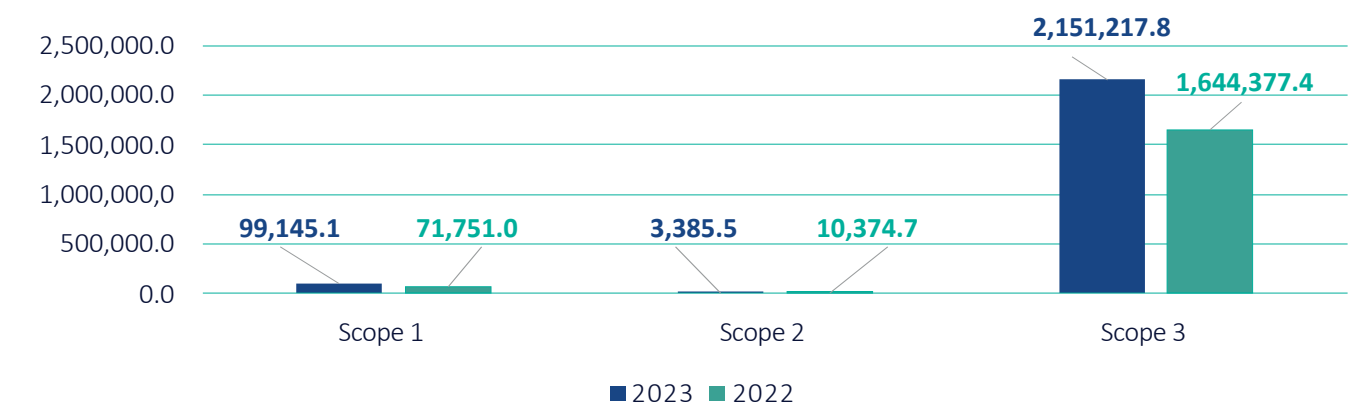
- Acquiring and using renewable energies.
- Using sustainable materials (for which we drew up a Sustainable Procurement Handbook) and minimising waste by applying circularity criteria.
- Defining and approving an offset strategy for emissions that cannot be reduced because of the type of activity carried out by the Company. Therefore, it is a carbon offset and neutrality strategy taking the established reduction targets as a starting point for identifying the required investment for the Company to achieve **net zero by 2050**.

2023 carbon footprint

The following charts show the results of OHLA's carbon footprint calculation for 2023:

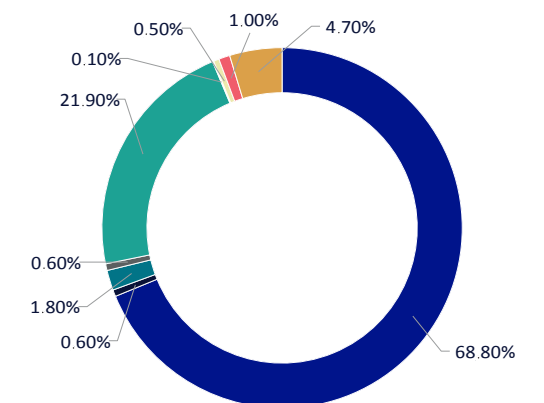
OHLA Group emissions: comparison between 2022 and 2023

t CO₂eq



Distribution of Scope 3 emissions

- Category 1: Supply chain (purchase of products and services)
- Category 2: Capital goods
- Category 3: Life cycle of fuels and energy consumed
- Category 4: Transportation and distribution of goods
- Category 5: Management of waste generated
- Category 6: Business travel
- Category 7: In itinere travel
- Category 8: Upstream leases
- Category 15: Investment



⁶ Non-profit organisation that independently verifies the targets that enable companies to make ambitious yet viable claims about their ambitions.

In 2023, at OHLA we set a target of reducing our emissions intensity by 37% from the base year (2017). We worked to deliver this target and so far have achieved a 30% reduction in our Scope 1 and 2 emissions, i.e. direct emissions from the Company's use of fuels and indirect emissions from energy consumption. Also in 2023, our Scope 3 emissions because of the Company's increased output in addition to the better quality of environmental data reported which, for the first time, was requested at project rather regional level. Nevertheless, as noted, we set Scope 3 reduction targets during the year and set up a specific climate change task force for drawing up concrete measures for each business and region so we can achieve our climate goals.

In keeping with our commitment to the fight against climate change, OHLA annually and voluntarily renews its registration with the Spanish Climate Change Office (OECC), which validates carbon footprint calculations in accordance with the methods and principles established by the Ministry for Ecological Transition and the Demographic Challenge.



OHLA was awarded the OECC Triple Seal: Calculo (I calculate), following the validation of our carbon footprint calculations in accordance with the criteria of the Ministry for Ecological Transition and Demographic Challenge; Reduzco (I reduce), having met the reduction criteria established in previous years; and Compenso (I offset), thanks to the launch of the OHLA Forest in 2021, thus helping to absorb CO₂ and aiding in the recovery of degraded natural spaces, in this particular case following a forest fire that ravaged Ejulve, Teruel (Spain) in 2009.

On top of the offsetting by OHLA Forest and the future offset strategy, the Company continued to voluntarily work towards emission neutrality through climate change mitigation projects. In 2023, OHLA offset 4,393 tCO₂e of its carbon footprint through the Atacama Hydro sustainable power generation project in Chile designed to generate renewable electricity through three small hydro plants, thus avoiding the use of fossil fuel for this purpose.



Atacama Hydro sustainable power generation project (Chile).

Managing climate change risks and opportunities

OHLA reiterates its firm commitment to responsible use of natural resources, promotion of the circular economy, the preservation of biodiversity and the fight against climate change. Aware of how critical it is to address these challenges, the Company has identified climate change mitigation and climate change adaptation as key concerns for its business over both the short and long terms.

Accordingly, it has spent the last few years drawing up a roadmap to align the Company with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). To do so, in 2021 it conducted an initial diagnosis to find out where the Company stood in terms of governance, strategy, risk management and climate-related metrics and objectives. Later, in 2022, OHLA conducted its first assessment of climate risks and opportunities at business unit level. The assessment focused on physical and transition risks, paying special attention to EU Taxonomy-aligned economic activities to ensure compliance with prevailing regulations.

In 2023, OHLA updated and deepened its assessment of climate-related risks and opportunities, broadening the scope to not only consider the risks of its assets and own operations, but also the risks to its value chain. The methodology and main findings of the analysis of physical, transitional and climate-related risks and opportunities are presented in Appendix IV. The findings of this assessment set the framework for prioritising climate change adaptation and mitigation to boost OHLA's resilience to present and future climate challenges and to potential technological, regulatory or market changes.

Because of the uncertainties surrounding climate and economic trends, the Company must continue to update and fine-tune this analysis each year with actual and documentary evidence gathered. This way, we can ensure that our analysis is aligned with ongoing and future climate and decarbonisation developments and challenges so we can implement the right measures at the right time. Moreover, OHLA aims to embed the climate risks identified into its overall risk management system.

[Further information: Appendix IV: Summary report on climate change risks and opportunities](#)

When it comes to talking about opportunities arising from climate change, OHLA is working hard to integrate them into its own business strategy. A prime example of this is the commitment to the renewable energies business. The Company currently has more than 30 renewable energy projects in its portfolio, with a total installed capacity exceeding 2,300 MW.

Other mechanisms used by OHLA to adequately manage the opportunities arising from climate change include the continuous improvement of construction sites, the pursuit of best practices to optimise the use of resources and processes, the use of low-emission energy resources, the

search for alternatives to the use of more polluting fuels, such as biofuels, working with local suppliers whenever possible, or building partnerships with third parties in order to unlock strategic synergies and promote inter-company efforts to combat climate change, while at the same time promoting economic, social and environmental progress.

[Further information: Appendix II: Environmental performance indicators](#)

Climate change governance

In the area of climate change governance, the Company in general, and its governing bodies, businesses, corporate areas and employees in particular, all participate in achieving decarbonisation targets.

The structure in place for managing climate change risks has the Board of Directors and the Appointments and Remuneration Committee at the top. They are formally responsible for guiding, supervising and monitoring the Company's sustainability performance, which encompasses climate action. Furthermore, the Appointments and Remuneration Committee evaluates compliance with climate action targets. In addition, the Risk Department, responsible for general risk management, reports annually to the Audit and Compliance Committee and to the Board on the main risks to which the Company is exposed. In parallel, the Environment Department is tasked with environmental risk management at construction site level.

The Sustainability Department is responsible at corporate level for all matters relating to non-financial reporting, which includes climate change, and reports regularly to the corporate managing director and the OHLA Management Systems Monitoring Committee.

Circular economy

OHLA understands and incorporates into its management the maxim that the circular economy is key to proper and competent waste management and to adopting and succeeding with sustainable economy models.

OHLA works along these lines in all its projects by recirculating resources for as long as possible in the economic and productive system, promoting waste reduction and reuse, and implementing innovative processes and new technologies.

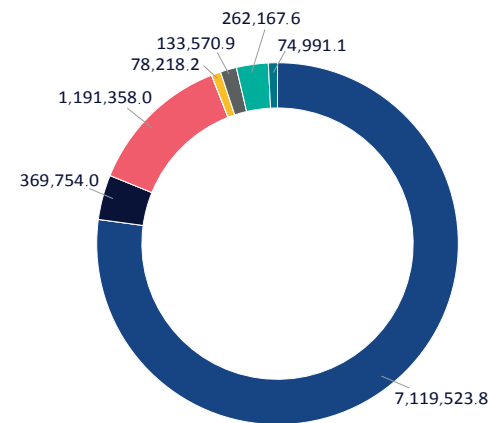
Further to the target set out in the Sustainability Plan, 83.5%⁷ of NHW had a destination other than landfill in 2023, with nearly 100% going to reuse or recycling.

⁷ Europe scope. If we add in the Group's activity, the percentage of NHW diverted from landfill was 88.0%.

Material type

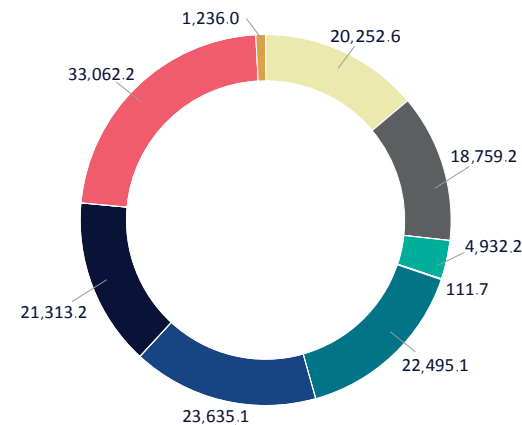
Main materials consumed (tn)

- Natural raw materials (soil, rock and quarry aggregates)
- Reused material of external origin (aggregates, soil, rock)
- Concrete
- Cement
- Topsoil of natural origin
- Bituminous mixtures and bitumens
- Metals



Other materials consumed (tn)

- Reused topsoil of external origin
- Wood
- Non-recycled paper
- Recycled paper
- Chemical products
- Paints
- Sustainable bituminous mixtures
- Sustainable steel
- Sustainable concrete



When it comes to water, OHLA plays a key role in protecting this scarce and vital resource, especially in areas suffering from water stress. Therefore, during its daily operations on-site it promotes good practices to ensure the responsible consumption and efficient and optimised use of water. In particular, OHLA promotes the reuse of water for road wetting or machinery cleaning processes, avoids the contamination of surface water bodies and ground water tables, and protects the quality of water bodies in the vicinity of its sites.

As part of its commitment to water and in line with one of the objectives of the Sustainability Plan, OHLA has procedure in place and a water footprint calculator so that we can gain a deeper understanding of our dependence on this resource and establish more specific and reliable mechanisms for optimising and reducing consumption.



OHLA is part of the EsAGUA platform, within the bronze category, through which it publicly discloses its water management commitments.

[Further information: Appendix II: Environmental performance indicators](#)

Biodiversity

OHLA is firmly committed to biodiversity, as it recognises that its activities can have a heavy effect on natural capital, such as native species of flora and fauna, affecting also surface masses, soils and subsoil, or causing structural changes in habitats that lead to their transformation or fragmentation. With this in mind, the Company works —right from the beginning of its projects through to their completion— to avoid or otherwise reduce and mitigate the potential effects of its activities and to counter any imbalances of the ecosystems. We do this by analysing the potential impacts of the project and defining appropriate conservation measures in each case.

In addition, we draw up prevention, mitigation and offsetting or correction plans based on environmental impact assessments. These actions may include protection against

erosion or sedimentation, stabilisation of disturbed surfaces and adequate vegetation management and species control to prevent the spread of invasive species. They may also seek to limit the duration of earthworks, control the impact of water withdrawal, monitor the quality of water bodies and ensure appropriate waste management. Further initiatives are carried out to regenerate and restore any native species that may have been affected.

As part of its project management and in addition to its commitment to environmental protection, OHLA keeps a register of protected habitats and threatened species according to the International Union for Conservation of Nature (IUCN) Red List, which is the world's most widely recognised inventory of the threat status of species. The Company also attending international meetings such as the 1st Biodiversity Conservation Forum held in Peru.

Forum on sack collection and separation

The construction sector consumes large amounts of resources, using a large share of the materials extracted and representing a third of all waste generated in Europe. Therefore, one of OHLA's initiatives entails participating in the forum on on-site paper sack collection and separation alongside several other companies to gain insight into the value chain and create a sack collection system, which currently does not exist, and a sack recycling system.



Separated collection of sacks on site.

River defence project of the Chicama and Virú rivers. Peru

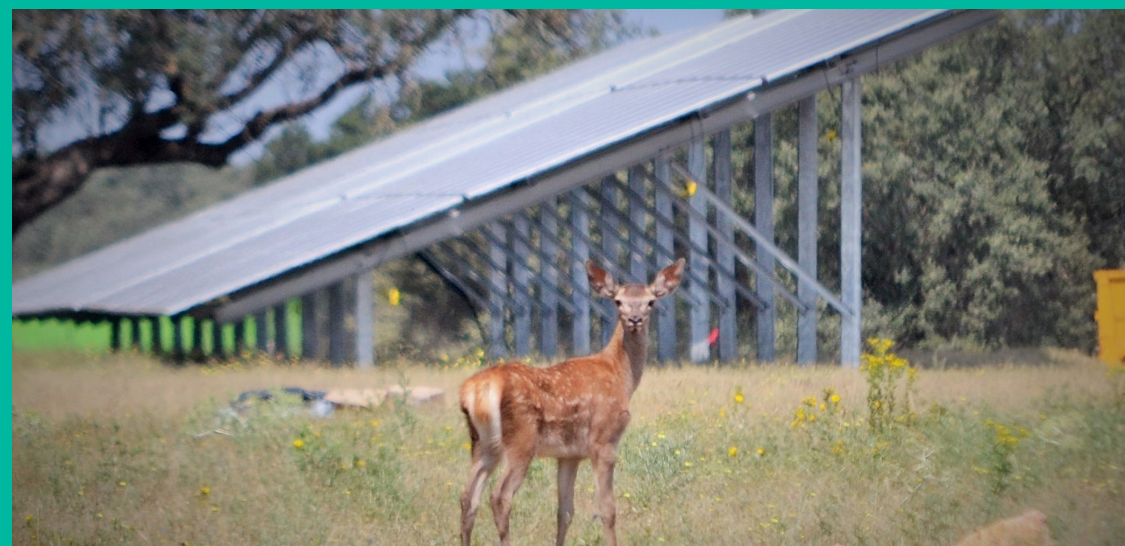
OHLA works for the protection of biodiversity in Peru, one of the countries with the greatest natural wealth in the world, through projects aimed at recovering river environments. We carry out practices to preserve the native flora and fauna, guided by the recommendations of organisations such as the UN and specific national and international regulations. To do so, we first perform a biological assessment to identify fragile ecosystems. Then we draw up a risk identification matrix for each species to pinpoint those that are protected by national and international regulations. Finally, we rescue, relocate and monitor these species with the ultimate goal being their conservation and protection.

⁸ A process for analysing the information necessary to assess the potential significant effects of a project on the environment and then to make appropriate decisions to prevent and minimise these effects.

Industrial. Photovoltaic plants and sustainability

Since 2008, our Industrial activity —we are experts in EPC (Engineering, Procurement and Construction) industrial projects— has been developing engineering and construction of large turnkey installations, focused on Energy, Mining and Cement and Fire-fighting protection. We have pioneered the design, development, operation and maintenance of renewable energy plants.

In carrying this activity, we strive to be in balance with nature and respect the environment because of the constant presence of wildlife during construction works. One way is through sustainable clearing with sheep to avoid the use of machinery and the related impact on air pollution and energy consumption.



El Cedillo photovoltaic plant. Badajoz, Spain.

Further information: Appendix II: Environmental performance indicators

Sustainable construction

OHLA builds certified infrastructures with high levels of responsibility and environmental commitment, by applying, in the field of singular buildings, sustainability criteria in accordance with LEED®, BREEAM®, Passivhaus, CES and WELL methodologies. These standards envision the use of sustainable building materials (reused, ecological, local, etc.) and renewable energy sources or renewable energy systems, sound management of water, waste and effluents generated, as well as the GHG emissions generated by the project, and life cycle analyses, among other aspects. To date, the Company has undertaken a total of 61 singular building projects built to sustainability standards, mostly located in the United States and Europe. In total, OHLA has built 50 projects that already

have LEED, BREEAM, Passivhaus, CES and WELL certificates, and 11 that are in the process of obtaining them. Among the former are iconic buildings such as those built in the United States for the University of Miami: Clinical Research Building (LEED), Cox Neuroscience and Health (Silver LEED), Robert & Judi Prokop Newman Alumni Center (Gold LEED) or the South Miami Hospital Clinical Expansion (Gold).

In Europe, noteworthy buildings include Olomouc Hospital in the Czech Republic, with Passivhaus certification, the National Forensic Mental Health Service Hospital in Portrane, Ireland, with BREEAM Very Good certification, the Oxseo office building in Spain, with LEED Platinum certification, or the Canalejas Madrid centre in Spain, with LEED Gold certification, all built according to outstanding sustainability standards.

2.3 Social progress

The Group's gender pay gap narrowed to 12%.	We continued to step up our commitment to social action, investing over EUR 750,000.	We drew up a Sustainable Procurement Handbook to facilitate the purchasing and procurement of sustainable materials.
More than 90%	70%	
of our sites are occupational health and safety certified (ISO 45001).	of our employees were evaluated thanks to the new performance appraisal system.	

At OHLA, we know full well that we must act with policies and practices that work for people, because they are who make it possible for society to progress. With this conviction, OHLA targets action through the six challenges and the 15 courses of action and targets set out in its 2022–2024 Sustainability Plan. Internally, we have a clear and firm commitment to training in occupational health and safety, with the relentless aim of reducing accident rates on construction sites, as this is a key concern for the construction sector. We also promote diversity and equality at all levels of the Company. In 2023, we already achieved targets set for 2024, such as narrowing the gender pay gap to 12% or having women represent more than 10% of management positions.

Through programmes like the performance appraisal system and OHLA People, we also want to create a working environment that motives, that connects with talent and that enhances the training and education of our employees.

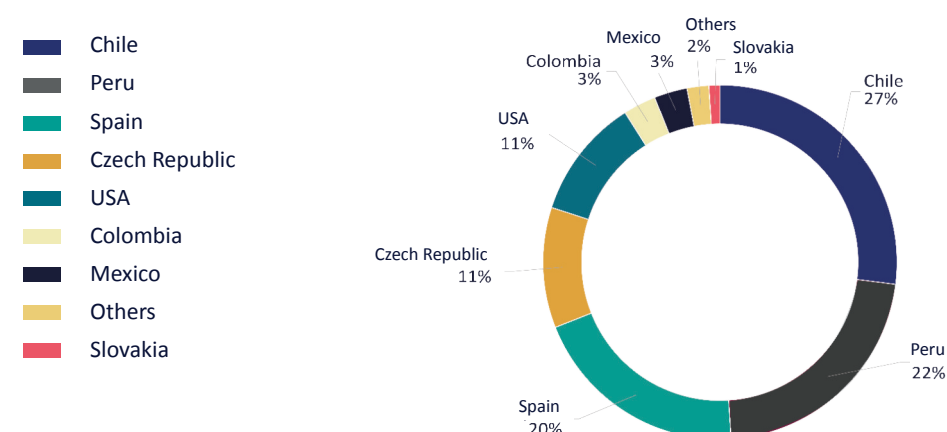
We act with the clear intent of making investments and taking action that will generate a positive impact in the countries where OHLA is present. Highlights here include our drive to promote volunteering and the increase in the number of social initiatives and in social investment, helping to improve the quality of life of certain groups and the progress of the communities in which we operate.

2.3.1 People

Profile of the human team

With operations in 25 countries, at OHLA we are committed to having a diverse and multi-cultural team. We are convinced that identifying, developing and attracting the best talent is critical if we want to stay at the forefront of our industry and tackle the technological challenges presented by the market.

We ended 2023 with a headcount of 12,408, an increase of 35.5% from 2022, broken down by country as follows:



Main actions carried out in 2023

- Upgrade of HR and Organisation data analytics tools.
- Automation and strengthening of HR reporting processes.
- Redesign of OHLA's remuneration model for alignment with best market practices.
- Implementation of the new OHLA Group Performance Model.

Talent management

At OHLA, we aim to spot, attract and gain the loyalty of the best talent around the world. This is behind our positioning as an employer brand in the professional social channels and media, where both senior talent and new professional profiles seek new career opportunities.

OHLA's Young Talent programme is an initiative for young, recent graduates who want to start their professional career at the Company, with positions available at both the corporate centre and the business units.

To further our people's career and personal development, OHLA applies a performance appraisal system to all its Employees.⁽⁹⁾

The competency level of the employee's job performance is obtained with this appraisal, together with their potential to take on future roles or responsibilities. The launch of competency development programme resulted in the appraisal of 70% of the Group's employees.

These variables make up OHLA Group's talent matrix, which gives as a global talent pool with high performance profiles and potential to use as a basis for designing individual career plans.

OHLA Group is also firmly committed to development and training programmes to ensure that employees have all the skills they need for their employee category, based on the results of the performance appraisal. Group-wide, the Company delivered training ⁽¹⁰⁾ to a total of 5,150 learners. This figure amounted to a total of 48,548 hours, of which 62% were e-learning and 38% face-to-face

Diversity and equality

OHLA's commitment to diversity is embodied in a raft of policies, regulations and measures to promote equality, regardless of gender, race, age or ideology, as well as in the various international initiatives to which the Company is adhered. OHLA also seeks to ensure the full accessibility of its facilities and corporate tools so as to allow for the integration of all groups.

Framed by the III Equality Plan approved in 2021,¹² which is monitored by a dedicated committee, further progress was made in 2022 towards the various objectives in the plan, most of which have now been met. The plan guarantees, among other measures, that selection processes comply with the principle of equal treatment and opportunities based on objective criteria, without direct or indirect discrimination. It also sets out to ensure that both parents are able to enjoy their work-life balance rights and improves upon the work-life balance rights afforded by the law. While the objectives set out in this plan are Spain-wide, many are also transferable to the wider Group¹¹.

In tandem, the 2022–2024 Sustainability Plan includes specific objectives targeting diversity and equality. One is to narrow the pay gap between women and men, which at Group level ended the year at 12.4%, well below previous years' levels thanks to the steps taken and the commitment of the Company's management in this respect. To this end, the aim is to obtain equal pay certification over the course of 2024.

OHLA has already delivered the targets set for 2024: having women account for 10% of Management and Senior Management positions and lowering the Group's gender pay gap to under 15%.

⁹ Except manual workers.

¹⁰ In Spain, the Group's companies receive financial aid from Fundación Estatal para la Formación en el Empleo (FUNDÆ) in organising and delivering the courses included in the annual training plan. In 2023, the Group channelled EUR 344,937 into training. The aim is to optimise all the resources at its disposal to accomplish its training objectives.

¹¹ The number of employees with some form of disability increased by 27% to 56 at year-end 2023 from 44 at year-end 2022.

¹² Applicable to OHLA Group companies.

Remuneration and benefits

OHLA's Remuneration and Benefits Policy is based on a model of objective job appraisal and remuneration markets adapted to each geography and activity set according to the evaluation of the job position and allocation to employee groups determined by the Group.

OHLA has a variable remuneration system in place based on management by objectives (financial, company-specific and individual performance), which incentivises the achievement of the strategic goals set by the Company at any given time for the good of the business. The system considers essential factors including sustainability and ESG (Environmental, Social and Governance) metrics, which made up 15% of the executive team's individual performance objectives in 2023.

The process of embedding sustainability objectives and ESG metrics into the variable remuneration system will be complete in 2024, with application to middle managers eligible to participate as a specific weight of their total variable remuneration.

In addition to cash, OHLA's remuneration scheme includes other benefits, such as corporate or in-kind benefits that make the proposed remuneration scheme competitive in the market; e.g. health insurance, company car and contributions to a group retirement insurance plan. As for the retirement plan, all Group companies in Spain have a group retirement plan into which the Company and employees make the same percentage contributions of their gross annual salary.

The Company has a Flexible Remuneration Plan in Spain enabling employees to optimise their compensation for tax purposes, taking advantage of the tax benefits afforded in personal income tax laws that effectively increase the net monetary remuneration of employees.

Products or services that may be arranged through the Flexible Remuneration Plan:

In countries where employee benefits or remuneration in kind are provided, they are applied equally to full-time and part-time workers, regardless of contract type.

Meanwhile, in the area of work-life balance measures, continuous improvements have been designed and implemented in the teleworking policy, with flexible start and end times at numerous workplaces and rights to digital disconnection.



Transport



Meals



Retirement insurance



Childcare



Health insurance



Training

Products or services that may be arranged through the Flexible Remuneration Plan

Employee relations

The organisation is firmly committed to respecting freedom of association and the right to collective bargaining. It also upholds non-discrimination, the protection of all workers regardless of status, gender, race, age, ideology or any other personal characteristics, including sexual orientation/gender identity, and decent conditions of employment, in its broadest sense, to ensure the well-being of all workers.

OHLA is party to a framework agreement with various national and international trade union federations, advocating full respect for human rights and civil liberties. OHLA employees are afforded full legal protection, in absolute compliance with national legislation and applicable collective bargaining agreements, often under better terms and conditions than the ones set out therein.

OHLA works in the countries in which it operates in accordance with existing sectoral regulations, in many cases forming part of business organisations and negotiations tables over the various sector collective bargaining agreements. Where there are no such regulations, the working conditions applicable to each workplace are negotiated with the workers' legal representatives.

Employee dialogue takes place through trade union representatives and workers' legal representatives, with whom regular meetings are held.

OHLA's conducts its relations with employees in a culture of respect, trust, shared information, dialogue and transparency.

2 Health and safety

In 2023, OHLA Group’s Occupational Health & Safety (OHS) Service’s focus was to lay the foundations for mainstreaming within the Company the new market trends related with improving employee well-being, including specific learning and vocational training, and digitalisation initiatives.

The related targets set out in the Sustainability Plan for 2023 were met, with the percentage of ISO 45001 certified sites reaching 98%. Lastly, the number of active users of the OHLA People programme continued to increase relative to the base year.

As regards the audits of the OHS management system, the internal and external programme of audits, both in person and remote, was completed.

There were 53 sites with OHS certification (ISO 45001), in line with the year before, distributed across 14 countries under the umbrella of the IMS.

In 2023, the OHL National Occupational Health and Safety Committee (CNSST), with representations from all the committees currently existing across Spain, and the OHS committees set up in more countries in accordance with legal requirements, continued to hold meetings, with the aim of ensuring engagement and communication with workings through employees themselves, supervisors, proxies and OHS officers, trade union officers and managers and those responsible for the Company’s various work centres.

As required under OHLA’s Integrated Management System, preventive surveillance committee meetings are held monthly at the construction sites of the Europe-Spain Division. The meetings focus on the need to coordinate business activities, with the attendance and participation of OHLA’s own site managers and representatives of each subcontractor company present on the construction site. Similar meetings are held at the other divisions, albeit under different names but always with the same objective: communicating risks and preventive measures among those involved in the construction work.

Once the risks have been assessed, preventive and/or corrective action is taken and communicated to all affected workers through various channels of communication, and their on-going effectiveness is monitored closely.

In October 2023, the Quality, Health and Safety, Energy and Environment Policy was reviewed and updated. New commitments were included such as respecting road safety, stopping works where there are serious and imminent threats, or preventing crimes against people’s sexual freedom.

OHLA is also firmly committed to raising awareness among workers through training/information given at the work centres, because this is viewed as a key tool in integrating safety into the production process and as a bedrock for self-care among all employees. More toolbox talks were given during the year at the work centres on initial, periodic and specific safety concerns, including first aid and how to respond in an

A total of 472,323 hours of information/training were delivered to workers in 2023.

	Hours of information	Hours of training
Construction	382,346	72,909
Industrial	14,554	2,514
Total	396,900	75,423

Meanwhile, analysis of statistical data on work-related accidents in OHLA Group show the following:

	Frequency rate		Severity rate		Incident rate	
	2022	2023	2022	2023	2022	2023
Construction	5.2	6.5	0.2	0.3	1,079.10	1,416.40
Pacadar	52.6	100.2	1.3	3.4	10,249.60	16,756.30
Industrial	1.6	6.7	0.3	0.2	269.6	1,206.00
Total	6.94	9.42	0.3	0.3	1,434.00	2,018.70

Frequency rate = number of lost-time accidents x 1,000,000 / Total no. of hours worked

Severity rate = No. of days lost x 1,000 / Total no. of hours worked

Accident rate = number of lost-time accidents x 100,000 / Total no. of workers

Excluding employee commuting accidents

There were no occupational diseases in OHLA Group in 2023.

	Frequency rate		Severity rate	
	2023	2022	2023	2022
Men	9.2	6.6	0.3	0.3
Women	0.3	0.4	0.0	0.01

Frequency rate = number of lost-time accidents by gender x 1,000,000 / Total no. of hours worked

Severity rate = No. of days lost by gender x 1,000 / Total no. of hours worked

Accident rate = number of lost-time accidents by gender x 100,000 / Total no. of workers

Health and safety measures are applied equally at OHLA, without discriminating between genders

There was a sharp increase in frequency, accident and severity rates at Pacadar, mostly as a result of the larger backlog, which resulted in hiring new plant staff who, given the tight job market at present, were less skilled to perform the jobs. There was also a significant increase in the Industrial activity for similar reasons at Chemtrol and, to a lesser extent, in Construction, with the performance hurt by OHLA USA, partly as a consequence of improved accident reporting procedures.

2



Number of accidents and severity in 2023 by gender

	Men		Women		Total	
	Minor	Serious	Minor	Serious	Minor	Serious
Construction	103	32	6	0	109	32
Pacadar	55	17	0	0	55	17
Industrial	3	2	0	0	3	2
Total	161	51	6	0	167	51

When it comes to control over work-related accidents¹³ at OHLA, the IT platform, OPC (Operational Control), is becoming more efficient in the transmission of comprehensive data from the OHS (Occupational Health and Safety) Management System and, in particular, as a unique and obligatory channel for reporting accidents of each division and country, both statistically and in terms of documentation

However, the wide ranges of legal requirements and locations of sites where the Group operates makes integrating the data difficult, so the platform is still being developed accordingly.

The OHS Service took part in various forums and training actions throughout 2023. Highlights included SEOPAN's

Greater use of OHLA People

The OHLA People programme continued to promote initiatives in 2023 linked to health and well-being, risk prevention, sustainability, talent and development, and other initiatives spearheaded by the Company's Medical Service. Sports activities were also organised to promote health and foster teamwork. By the end of the year, OHLA People had 750 active users.

OHLA PEOPLE

CICLO
La importancia de la vigilancia de la salud

Conoce a los que te cuidan

No te pierdas el encuentro entre Gemma López Cosío, coordinadora del Servicio de Prevención Mancomunado del Grupo OHLA, y Gloria López Vidal, médica especialista en Medicina del Trabajo, que nos aproximan a la importancia de cuidar la salud en el ámbito laboral y cómo esta tiene en cuenta de todos.

Quiénes son nuestras ponentes

GEMMA LÓPEZ COSÍO
Coordinadora del Servicio de Prevención Mancomunado del Grupo OHLA.
Ha desarrollado diferentes puestos en el departamento de Prevención de Riesgos Laborales desde que se incorporó a la compañía, en el año 1999.

GLORIA LÓPEZ VIDAL
Médica especialista en Medicina del Trabajo desde su carrera en 2004, desde 2007, ha ocupado distintos puestos como médico del trabajo en Gestión de Prevención. Actualmente, gestiona el control de vigilancia de la salud OHLA.

¿Cuándo?
martes, 10 de octubre, a las 9:30 h (CEST)

Modalidad:
online

APÚNTATE

2.3.2 Customers

OHLA relies on its Integrated Management System (IMS) to obtain information in pursuit of customer satisfaction as it identifies and responds to their needs and expectations, using the Operational Project Control (OPC) platform to strengthen and streamline the way in which information is received and analysed. Customers can also express their satisfaction or dissatisfaction through questionnaires, interviews, complaints, claims, suggestions and/or after-sales audits.

¹³ One work-related accident resulted in a fatality in 2023. One Group worker got trapped by a self-propelled concrete mixer on rails; the case was ultimately dismissed by the courts.

¹⁴ Following the introduction of a new and much more accurate reporting channel, a certain degree of disparity in the data presented relative to 2022 is to be

4

Each year, quality objectives focus mainly on the Company's commitment to create new processes to cater to the needs and requirements of our customers and stakeholders. OHLA received a total of 309 claims, complaints and suggestions in 2023, with an average response time of 10.82 days¹⁵.

The Company continued its programme of internal and external follow-up audits in 2023, maintaining the multi-site certificates for Quality (ISO 9001:2015), Occupational Health and Safety (ISO 45001:2018) and Environment (ISO 14001:2015). There are now a total of 220 certifications across 22 countries and territorial divisions, with more than 98% of sites certified.

These certifications provide added confidence and assurance about information management and internal processes, in relation to energy efficiency, health and safety and the environment, which is particularly important to the Company in terms of business, competition and reputation, while it also allows the business to target focal points for continuous improvement and the pursuit of management excellence.

In its 2022–2024 Sustainability Plan, OHLA has pledged to keep the percentage of certified sites at above 90%¹⁶ at least during the period covered by the plan.

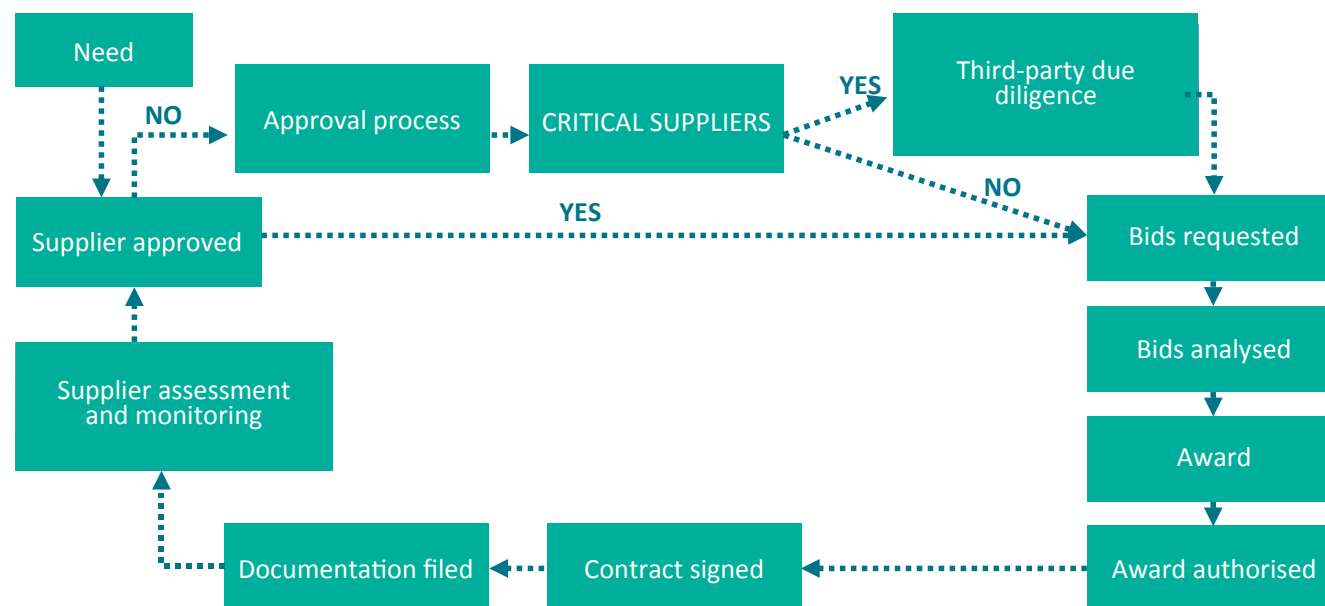
2.3.3 Supply chain

In recent years, we have witnessed a high degree of geopolitical instability across the globe and external conflicts have had a heavy impact on companies' supply chains. Moreover, major efforts have been made in terms of the international regulatory framework to establish a circular economy-based and low carbon production and consumption model in response to climate change and the need to reduce greenhouse gas (GHG) emissions. These events reveal the need to adapt to new environments and to make productive systems and flows risk-proof, through a preventive approach.

To mitigate (financial and non-financial) risks, OHLA has its own action framework set up at supply chain level based on its Responsible Procurement Policy and Sustainability Policy, not to mention the Code of Ethics. Over the year, the Company came up with a Sustainable Procurement Handbook. The purpose is to set out the information needed in this area to facilitate the inclusion of sustainability materials in the purchasing and procurement functions, while fostering business relationships that champion environmental, social and economic sustainability all across the Company's value chain.

Procurement process

The first step to joining the supply chain is the approval process. All OHLA Group suppliers must be evaluated prior to any award, in view of their compliance with the requirements set out in the Group's various codes, policies, standards and processes.



¹⁵ The Company considers a claim to be a grievance received in relation to an alleged construction defect in the work performed by OHLA within three months of its delivery to the customer.

¹⁶ This percentage does not include the part of the business located in the United States.

This way, signing of the Responsible Procurement Policy is a prerequisite for eligibility to be selected as a supplier. Additionally, critical suppliers must undergo a third-party due diligence in which their technical, financial and compliance-related suitability is assessed. At the end of the life cycle, an evaluation and monitoring exercise is carried out to ensure that all procurement and subcontracting activity complies with the ESG requirements set out in the contract.

	2023	2022***
Total number of suppliers/subcontractors utilised in the year	14,866	12,592
Total volume of expenditure on purchases from suppliers/subcontractors in the year (EUR million)*	2,502	2,462
Total volume of expenditure on purchases from local (in-country) suppliers/subcontractors**	97.30%	97.30%

* Includes data on supplies and external services

** Estimated based on the amounts reported by country of purchases from local suppliers

*** Data restated excluding Services.

2.3.4 Community

Generating value for the community

The Company's social endeavours cover the entire life cycle of its projects and are predicated on ongoing dialogue with the communities concerned. OHLA is therefore focused, from a social standpoint, on generating direct and indirect employment in these communities by revitalising the economy in the areas where it operates through local hiring and forging stable relationships with local suppliers.

The Company works to ensure that each of its projects has a positive social impact, focusing on employability and improving the quality of life of underprivileged groups through specific training and education plans. Highlights here include various educational actions carried out at schools and training centres in the vicinity of our construction sites and projects.

Economic value generated and distributed

	2023	2022
ECONOMIC VALUE GENERATED		
a) Income		
Revenue	3,131,514	2,865,380
Other operating income	178,574	92,965
Finance and other income	32,239	14,323
	3,342,327	2,972,668
ECONOMIC VALUE DISTRIBUTED		
b) Operating costs		
Cost of sales	1,750,249	1,655,493
Other operating expenses	776,085	616,348
c) Wages and employee benefits		
Staff costs	656,896	583,184
b) Payments to providers of capital		
Dividend	0	0
Finance costs and exchange differences	70,036	93,442
e) Taxes		
Income tax	38,167	30,511
f) Resources allocated to society		
Resources allocated to the community	769	728
	3,254,035	2,979,706

The overriding objective of the social investment made by OHLA is to drive economic and social progress and improve people's quality of life by promoting social welfare, sponsorship and patronage actions. These actions target the following areas: promotion of culture and historical heritage, education and social inclusion.

2 Promotion of culture and historical heritage

OHLA is firmly committed to historical and cultural heritage so it is constantly looking for ways to support, lend visibility to, maintain and conserve art and heritage, which are strong tools of our society for expressing our culture and history.

On construction sites that include archaeological remains or those of special cultural importance, induction talks on how to respect this heritage are typically given to both on-site personnel and anyone else from the community who is interested.

The most important action carried out in 2023 on this front entailed cooperation with the Prado Museum for refurbishment and adaptation of room 58B of the Villanueva Building, the Museum's historic headquarters. The Prado is Spain's most important cultural institution. Its organisation is firmly committed to the 2030 Agenda for Sustainable Development and the ability culture as an agent of transformation and driving force for other economic sectors.

Education and social inclusion

Education is a powerful tool for reducing inequality and social inclusion, which is why we remain committed to improving the job prospects and quality of life of underprivileged groups. One such example would be our involvement with Fundación Integra. OHLA volunteers delivered training to 175 people facing severe social exclusion, with new training and content that will help them to recover their self-esteem and security and improve their employability and social integration.

Also in 2023, OHLA continued to partner the Inspiring Girls Foundation as a further show of our commitment to equality, breaking down gender stereotypes and creating positive role models for girls and young women.

Socio-occupational integration is achieved through awareness and corporate volunteering initiatives aimed at promoting direct employment in cooperation with several entities, such as Fundación Integra, ono whose board of trustees it sits, Fundación Adecco, Prodis, Randstad, Aldeas Infantiles, Inspiring Girls and Down Madrid, among others.

The Company's employees play a key role in pursuing and achieving this positive impact. When it comes to corporate volunteering, we encourage our employees to get involved in social initiatives in various realms of society, whether sport, culture, the environment or social inclusion.



Environmental workshop as part of the agreement with the Inspiring Girls programme. Jerez de la Frontera, Spain.



Volunteering day, Fundación Adecco. Madrid, Spain



Meeting on diversity and protection of the planet in conjunction with the Randstad Foundation.

To promote environmental education among young people, OHLA works with the La España Azul project, an initiative aimed at documenting the situation of marine ecosystems, with the focus on plastic and microplastics pollution. Taking the data gathered, the project's aim is have 30% of the areas it visits declared Marine Natural Parks and Marine Protected Areas. It also gathers relevant data on oxygen levels in water, rising sea levels and temperatures, biodiversity loss, overfishing and the impact of tourism and urban development.



San Sebastián beach, Barcelona. Cleaning day in honour of World Oceans Day.

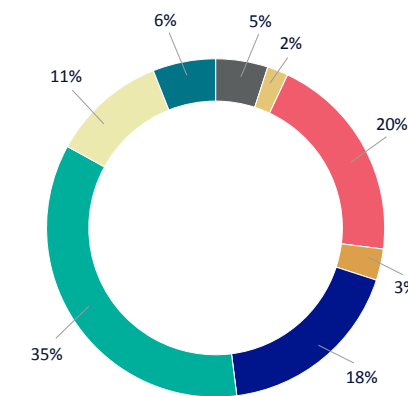
Reforestation in Mexico through subsidiary CPVM

We are carrying out an environmental initiative in conjunction with local environmental authorities entailing reforestation of the Tlalpan Forest, a protected natural area located south of Mexico City affected by the invasion of exotic species. Thanks to our volunteers, we planted 250 native species and donated tools so the forestry work can continue.

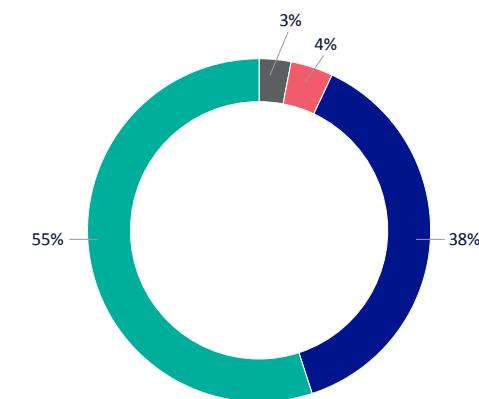
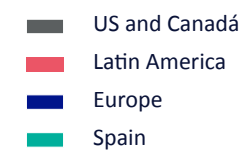


OHLA's commitment to the communities in which it operates, to culture and historical heritage, to the inclusion of vulnerable segments of society, and to its employees entailed a social investment¹⁷ of EUR 769,500 in 2023

Social investment by policy area



Social investment by geographical area



We measure our social impact

At OHLA, knowing and understanding how our activity transforms our surroundings is important to us. Having not only more, but also better information allows us to assess whether the social impacts of, and the return on, each of our actions are aligned with the defined strategy. On this front, to gauge the socio-economic returns obtained by OHLA's partnerships with different foundations and non-profit organisations, during 2023 we worked on measuring the social impact of some of the community investment project¹⁹ and their alignment with the Sustainable Development Goals. We used the Social Return on Investment (SROI) method¹⁸, which enabled us to identify, visualise and quantify the social and socio-economic value created for our main stakeholders and society at large. We can say with some degree of confidence that for every euro we invest in training and social inclusion actions, we generate an impact of EUR 3.22.

¹⁸ The Social Return on Investment (SROI) evaluation presented in this report is based on available data and estimates from a range of sources, internal and external data analysis and reasonable assumptions. However, SROI calculations inherently imply a certain degree of uncertainty and are subject to several limitations that could affect final outcomes.

- Data limitations: data availability and quality may vary, thus affecting the accuracy of the estimates made.
- Reasonable assumptions: estimates and assumptions were made at different stages of the SROI calculation process. Assumptions are based on available information and professional judgements, but may not fully reflect reality.
- Non-quantifiable variables: certain benefits to society, such as emotional well-being or the feeling of belonging, may be difficult to accurately quantify, which could result in underestimating or overestimating the social value generated.
- External factors: the economic, social and political environment may change over time, which could affect the relevance and impact of the initiatives evaluated.
- Interpretation of outcomes: SROI outcomes must be interpreted carefully and considering the specific context in which the actions evaluated were carried out.

Therefore, despite the efforts made to calculate SROI accurately and objectively, the outcomes may be considered approximations and not definitive results.

¹⁷ The social investment figure includes sponsorship, patronage and social welfare actions, as well as other donations arising from legal obligations.

¹⁸ This first impact measurement exercise will consider the following activities: donation and volunteering action with the Randstad Foundation, donation and volunteering action with Fundación Integra, and donation to the Prado Museum.