

# Report on the activities 2020

Generators of change  
and well-being

foundation  
**elec**nor





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# Letter from the President

Dear friends,

I am proud to present this 2020 Activity Report, commemorating our twelve years of history. Twelve years in which we have been constantly learning to work with the most vulnerable communities, including during the most uncertain of times like the period we have just experienced, in which the pandemic has made foundations such as ours a cornerstone for the development of underprivileged areas.

Faced with the crisis unleashed by the COVID-19 pandemic, an unprecedented threat to people's health and to society, the Elecnor Foundation has, since the pandemic began, taken all necessary measures to protect the health and safety of all its volunteers and collaborators, in Spain and in all the countries where it serves communities, ensuring the sustainability of its current projects and fostering new ones.

I would like to highlight the proactive and flexible nature of the Elecnor ecosystem. The multiple difficulties we have had to surmount, the impossibility of travel and the lockdown have not managed to halt our activity. Without the commitment of the Group's employees, we would not have been able to implement so many initiatives, many of them materialising in 2020 and detailed in this report.

In Spain, in partnership with the Ronald McDonald Children's Foundation, we implemented an innovative indoor air treatment project in Madrid's Ronald McDonald House, located in the Niño Jesús university hospital complex. This project was aimed at minimising families' potential exposure to COVID-19 and other kinds of virus to protect the health of especially vulnerable people living in the residence.

In Mexico, we took action in La Nopalera, installing solar street lighting to increase night-time security and extend the number of hours in which the more than one thousand inhabitants can share experiences and keep their businesses open.

And in Africa we designed a number of projects to generate solar energy in order to stabilise the electrical installations of various hospitals in Ghana and Senegal, while at the same time reducing the electricity bill. These projects will be executed in 2021.

In 2020, we also developed a number of initiatives to support training and research by means of a range of projects in collaboration with prestigious institutions.

Notable among these is the "Improving Prevention" initiative to improve prevention at 36 schools in the Madrid region. The main aim is to raise awareness among pupils and the education community regarding the importance of educational orientation and the prevention of risks in all the areas and facets of their lives, so that they can integrate these lessons into their daily routines, with a particular emphasis on COVID-19. In 2021, we aim to continue implementing this educational project in more of Spain's regions.

Also especially important has been the continuation of the collaboration projects with the Fundación IE and the University of Deusto. Through the projects and research fostered by the IE-Elecnor Observatory on Sustainable Compliance Cultures, our aim is to contribute to the world of business, with a particular focus on medium-sized enterprises, providing tools that improve organisations' compliance management. The hope is that the initiative will help,

among other aims, further the progress in combating corruption in business, in upholding anti-trust laws and safeguarding human rights and employment rights, and in fostering respect for the environment.

In partnership with the University of Deusto, by means of our patronage of the Cities Lab chair of excellence, which conducts research and urban laboratory projects in connection with urban development, we collaborated with the municipal government of Alcalá de Guadaira to transform the town based on a sustainable development strategy.

Like every year, the Foundation devotes its efforts not only to improving peoples' lives in the communities it serves, but to helping to achieve the United Nations Sustainable Development Goals, implementing practical projects in connection with energy, water, education and health, and promoting its know-how throughout society.

My thanks to all the institutions that have joined us, bringing their efforts, time and dedication, in showing the most human side of engineering for the benefit of all. And, of course, I would like to acknowledge the engagement of all those Group employees who have helped achieve those goals. Lastly, my thanks to the Board of Directors of Elecnor, to the members of the Board of Trustees, the Advisory Board, the Executive Committee and the Corporate Volunteers of our Foundation.

I invite you to accompany us over the course of the following pages, for an in-depth description of the projects we have implemented in 2020, so as to learn more about our principles and values, as well as the mission that has been driving us for the last twelve years.

Yours sincerely,

**Fernando Azaola**  
Elecnor Foundation President

*Fernando Azaola*



# More necessary than ever

The multiple difficulties we have had to surmount, the impossibility of travel and the lockdown have not managed to halt our activity

## Social infrastructure

**SPAIN**  
We care about the air you breathe  
Air treatment at Madrid's Ronald McDonald House to safeguard the health of especially vulnerable children  
**300** families benefiting



**MEXICO**  
Rebuilding La Nopalera  
Public safety  
**83** solar street lamps installed



**SENEGAL**  
Hôpital de Saint Jean de Dieu  
Energy audit to improve the operation of hospital equipment



**GHANA**  
Solar for Health  
Implementing new photovoltaic systems to enhance health services in critical units  
**5** hospitals  
**200,000** people benefiting



We foster affordable, safe and sustainable access to energy and water, and we nurture the management of young students' talent and of research initiatives in the natural areas of activity of the Elecnor Group

## Training and research

Fostering entrepreneurship as a vehicle for innovation

**SPAIN**  
Corporate Leadership in Entrepreneurship and Innovation  
Deusto Business School



**135**  
initiatives presented to drive sustainable urban development in Alcalá de Guadaíra

**SPAIN**  
Cities Lab chair of excellence, University of Deusto



**14**  
students trained

**SPAIN**  
Vocational Training Course Electric Power Distribution, Telecommunications and Maintenance



**5**  
scholarships awarded to students for excellent Master's theses linked to electrical engineering  
**SPAIN**  
Scholarships for Master's Theses Elecnor-UPV Foundation



**7,000**  
students took part in 2020

**SPAIN**  
Growing in Prevention  
Educational programme on risk prevention and COVID-19



Disseminating a culture of compliance

**INTERNATIONAL**  
IE - Elecnor Observatory On Sustainable Compliance Cultures





# Who we are

We generate change and well-being by taking water and energy to territories all over the world in order to develop their potential

In 2008, within the framework of its 50<sup>th</sup> anniversary, Elecnor decided to create its own foundation in order to tackle its commitments to its surrounding environment, based on the needs and challenges of the modern world. Since its launch, the Elecnor Foundation has been generating projects with a high social impact, transferring know-how and improving people's lives.



Projects in  
**13**  
countries

More than  
**1,000,000**  
of beneficiaries

- 2008** • Launch of the Elecnor Foundation
- 2009** • Creation of the Elecnor Foundation-UPM Chair in Renewables and Energy Efficiency
- 2010** • Creation of the chair of in Space Systems in partnership with Madrid's Universidad Politécnica
- 2011** • The Elecnor Foundation launched the first social infrastructure project in Honduras. The project, which included the installation of 120 photovoltaic systems, supplied electricity to more than 750 people in the Honduran municipality of Cantarranas
- 2012** • The Elecnor Foundation began its activities in Africa through the Solar Back-Up Systems project in Ghana
- 2013** • Economic journal Actualidad Económica ranked the H<sub>2</sub>OME project as one of the 100 Best Business Ideas of the year
- 2014** • The Elecnor Foundation helped make Uruguay the first Ibero-American country to have electricity in all its rural schools
- 2014** • 1<sup>st</sup> Edition of the Specialist Post-Cycle Course in medium- and low-voltage electrical installations with Colegio Salesianos Deusto
- 2014** • Launch of the Elecnor corporate volunteering programme, which is channelled through the Foundation
- 2015** • The "Digital Entrepreneurship and Learning" project, the first result of the collaboration between the Elecnor Foundation and Plan International
- 2016** • Launch of the H<sub>2</sub>OME Angola project: drinking water for 10,000 people
- 2017** • Framework Agreement signed with the NGO Ayuda en Acción to foster cooperation projects in the sphere of sustainability
- 2018** • The Elecnor Foundation became a patron of the Deusto Chair CITIES LAB chair of excellence, University of Deusto
- 2019** • Collaboration agreement with the Fundación IE
- 2019** • Inauguration of *Énergie Solaire pour l'Education* project in Cameroon

The Elecnor Foundation is engaged in activities in two main areas:



The Elecnor Foundation relies on the more than 18,000 Elecnor Group employees to contribute the highest added value to its projects. The experience and professionalism of the Group are pivotal for the Foundation.

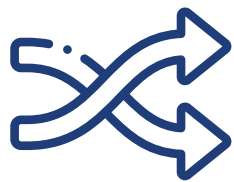
Moreover, the Elecnor Foundation develops and supports projects through alliances with strategic partners with a view to pooling best practices and applying the most efficient and effective technical solutions to the needs arising in the countries where it acts.

The Elecnor Foundation sees sustainable innovation as a driver of progress and a guarantee for future generations.

The Foundation's scope of action coincides with the geographical areas in which Elecnor is present, so that social action is intricately linked to the company's strategy, thereby enhancing its socio-economic impact. Specifically and since its incorporation, the Foundation has been present in Spain, Honduras, Dominican Republic, Ghana, Chile, Uruguay, Peru, Angola, Nicaragua, Cameroon, Mexico, Senegal and Republic of Congo.

# Values

Both the strategy and the values of the Foundation are linked to the United Nations Sustainable Development Goals, enshrined in the 2030 Agenda. These values reflect the Foundation's commitment to society and embody the most human side of engineering:



## Change

The Foundation wishes to implement projects that are capable of transforming life and furthering the socio-economic development of those who benefit from them.



## Innovation

The Foundation's projects benefit from Elecnor's considerable capacity in research, development and innovation (RDI).



## Sustainability

The projects are designed so as to have a long-lasting impact.






## Cooperation

The Foundation always seeks to bring all its stakeholder groups on board so as to multiply the impact of its initiatives.



# Governance structure

The composition of the Board of Trustees and Advisory Board as at 31 December 2020 is as follows:

 Board of Trustees
  Advisory Board
  Management

RAFAEL MARTÍN DE  
BUSTAMANTE VEGA

JOSÉ LUIS ESTALLO  
GASTÓN

JORGE BALLESTER SURROCA  
Director

ÚRSULA ALBIZURI  
DELCLAUX

FERNANDO AZAOLA  
ARTECHE  
President

JESÚS FÉLEZ  
MINDÁN

ROCÍO CERVERA  
EARLE

JUAN PRADO  
REY-BALTAR

JUAN MOSCOSO  
DEL PRADO  
HERNÁNDEZ

JAVIER ESQUIVIAS  
VILLALOBOS

CARMEN GONZÁLEZ  
DE AGUILAR  
ALONSO-URQUIJO  
Secretary

# Ethical and responsible management



The Elecnor Foundation belongs to the Compliance System established for the entire Elecnor Group and it is compliant with the principles of the Ethical Code and Compliance Policy, which determine that all actions should be performed in keeping with the strictest ethical standards, in terms of relations with all stakeholder groups and the implementation of the projects.

The Elecnor Foundation takes a zero tolerance approach to malpractice in connection with ethics and integrity. Both the Ethical Code and the Compliance Policy establish that activities must be implemented in accordance with the law in force in the countries and territories in which it is present.

Moreover, both documents require compliance with and defence of human rights and respect for labour rights, and require all those under their scope to act with diligence, professionalism, integrity and quality, respecting the environment and always applying the culture of occupational risk prevention and social responsibility.

# The Foundation's actions during the COVID-19 pandemic

Throughout the health crisis unleashed by COVID-19, the Elecnor Foundation has taken all necessary measures to protect the health and safety of all its volunteers and collaborators, in Spain and in all the countries it serves, ensuring the sustainability of its current projects and fostering new ones.

It is important to highlight the proactive and flexible nature of the Elecnor ecosystem. Without the commitment of the Group's corporate volunteers, the Elecnor Foundation could not have devised so many initiatives in the year, many of them materialised in 2020 and described in detail in the Activities Report.

The multiple difficulties, the restrictions on travel and the lockdown did not halt Elecnor Foundation's activity. In 2020, 4 social infrastructure projects were developed (Mexico, Spain, Ghana and Senegal), and 6 initiatives were implemented in the sphere of training and research.

Moreover, although some of the planned initiatives had to be cancelled, the strength and commitment of the Corporate Volunteers were harnessed for actions resulting from the context of the health crisis, such as the one implemented in the town of Yauteppec, in Morelos state in Mexico, where volunteers collaborated with the municipal government staff to supply the locals with all kinds of protective equipment to help reduce the spread of the virus.



2020

4

social infrastructure projects: Mexico, Spain, Ghana and Senegal.

6

initiatives in the sphere of training and research.

11

## 1+1 doesn't always make 2

Since its launch in 2008, the Elecnor Foundation has focused on the social impact, channelling the Group's social action. Our main goal, in both Social Infrastructure and Training and Research, is to develop projects with a high social impact that are conducive to sustainable development. And, furthermore, to do so with public and private partners who contribute value to the projects.

This pandemic has made us all more aware of the importance of the social aspect of businesses. There is no bigger challenge than the one facing us now. Business foundations are here to help. We cannot be complacent or individualistic; we must work together and develop alliances (SDG 17).

The 2030 Agenda for Sustainable Development and the Action Plan for the implementation of the 2030 Agenda are the domestic and international frameworks for the next few years. Both highlight the opportunity we have as business foundations to be development agents. This means a change in business models and corporate social responsibility to progress towards the achievement of the 17 Sustainable Development Goals.

The key to achieving the SDGs will be to effectively implement a trend based on the solidarity of multiple domestic and international actors: States, the private business sector, non-governmental organisations, universities, and international cooperation bodies and agencies. Accordingly, we will be able to join forces to achieve more sustainable and lasting impacts.

Our experience of twelve years has taught us that the projects we implement with reliable partners, who add value to the initiatives, strengthen the projects' sustainability.

The idea is that entities take part in the alliances in an effective way, contributing our experience and skills, especially those in which we are strongest or have amassed the most knowledge or experience. The aim is that the result of the sum of all the combined efforts should be greater than the individual results where no collaboration is involved.

Aligning the interests of business foundations with the SDGs and international agendas will enable us to join forces and multiply the positive impacts on society. Accordingly, we might say that  $1+1=2$  is accurate when it comes to arithmetic, but when it comes to adding together our efforts, the result will certainly be greater.

**Jorge Ballester**  
Elecnor Foundation Director



# Social infrastructure projects

## “Commitments fulfilled

To people and the environment, where it is most needed

When tackling a project, the Elecnor Foundation considers whether it is technically and economically viable, as well as the impact it will have on the society it is devised to benefit. Projects must solve people's needs by applying the most efficient and effective technical solutions.

Moreover, and no less importantly, an inherent and fundamental premise for our projects is that they must last. At the Elecnor Foundation we do not implement initiatives that are not sustainable over time. In this regard, our follow-up maintenance in the years after the projects are executed, along with the training and skill-building of the beneficiaries, are pivotal elements.

The Foundation is geared towards projects that contribute to communities' sustainable development in the spheres of energy and water, that are distinguished by their quality, innovation and respect for the environment and that are implemented alongside partners who further enhance the impacts that are generated. Furthermore, the more than 18,000 employees of the Elecnor Group contribute the greatest added value to the projects carried out by the Foundation.

300

beneficiary  
families/year.  
In total, more than  
1,200 people



Implementation  
of an air renewal  
model using artificial  
intelligence

# We care about the air you breathe

A clean and safe  
environment for the  
children of Madrid

Spain





If the pandemic caused by COVID-19 has highlighted anything it is the need to maintain indoor air quality in optimum conditions. The first line of defence against the effects of air pollution and pandemic viruses is undoubtedly hygiene; but it is also necessary to include other measures to ensure the air quality of closed spaces. In particular, those especially sensitive, such as hospitals, old people's homes, schools, etc.

Now more than ever it is necessary to consider the installation of Indoor Air Quality (IAQ) equipment (CAI) that is able to remove high percentages of particles of up to 0.1 microns in size. This would reduce the viral load, a factor that greatly complicates both contagion and the prognosis of affected people.

In 2020 Elecnor Foundation and Ronald McDonald Children's Foundation identified as a priority need an indoor air treatment project for the Ronald McDonald House in Madrid improving its quality by eliminating pollutants harmful to the health of the especially vulnerable people who inhabit the building.

The aim of this project is to minimise the possible exposure of people using the facility to COVID-19 and other viruses by means of air improvement and renewal measures and other additional steps. Together with the technology partner Aire Limpio, Elecnor Foundation has implemented a project with air treatment measures that were chosen by the CDTI in its call for proposals for "RDI and Investment projects to tackle the health emergency declared as a result of COVID-19".

Through this initiative, the Foundation has implemented a prevention model in the Ronald McDonald House, to guarantee the safety of all those living there, by means of artificial intelligence: constant renewal and monitoring of the air and its quality (whether or not it contains, and in what volume, elements that are harmful to people's health), automatic head count and temperature control of residents and visitors, etc.

This innovative project will benefit 300 families a year, and a total of around 1,200 people every year.



## The project's main goals

- Treat indoor air, improving its quality by eliminating pollutants harmful to the health of especially vulnerable people who inhabit the House.
- Continuously monitor air quality by measuring organic compounds and particles.
- Take the temperature and count people who enter the House as a measure to avoid the risk of contagion inside the building.
- Correctly maintain the facilities by implementing the measures legally established and increased by the requirements of the installed equipment.
- Operate the building's facilities and continuously monitor their operation to avoid failures that may affect not only comfort but also indoor air quality.



## Project details

### 1. Installation of air filtering in central climate control systems

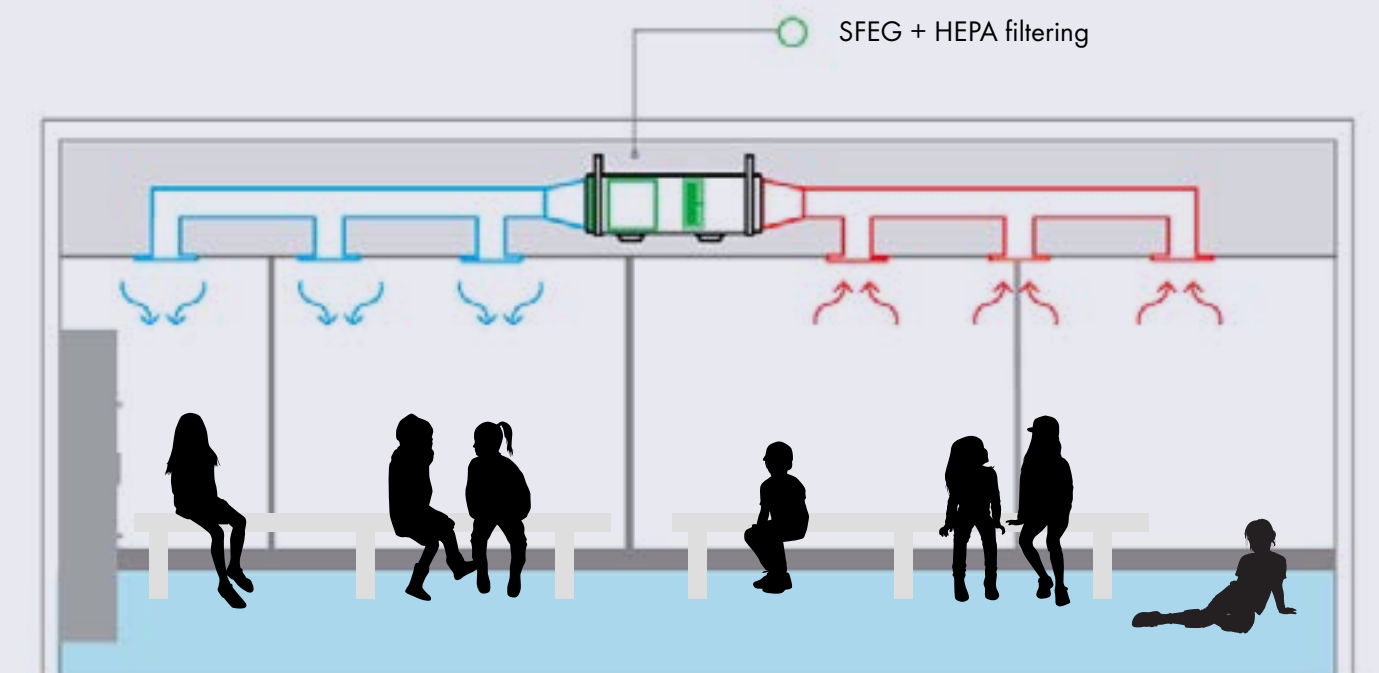
- SIPAP® Active Polarisation system. These systems reduce the energy consumption of climate control systems due to its reduced pressure drop, cut CO<sub>2</sub> emissions and cost less to maintain than traditional filters.
- SFEG® Photocatalysis Systems. These systems treat air conditioning system air flows, reducing the risk of contamination with micro-organisms (viruses, bacteria, fungi, yeasts) and chemical compounds (NO<sub>x</sub>, VOCs, SO<sub>2</sub>, etc.).

The system combines ultraviolet germicidal irradiation (UVGI) and hydroxyl free radical (OH<sup>-</sup> ions) oxidation, deactivating the DNA and RNA of micro-organisms.



### 2. Air treatment systems for communal areas

- SIAV air treatment and filtering systems using UVGI. One of the keys for keeping House residents healthy is the renewal and cleaning of the air in the various rooms, and it is especially important to treat the air in areas with the highest density of occupancy, such as the activity rooms and dining area. SIAV systems improve indoor air quality by filtering contaminating particles and thoroughly purifying the air in the places where they operate.





# The Elecnor Foundation and the Ronald McDonald Children's Foundation

## Contribution to sustainable development



**Target 3.4**  
By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

**Target 3.8**  
Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Target 3.d**  
Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.



**Target 9.4**  
By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with its respective capabilities.

**Target 9.5**  
Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per one million people and public and private research and development spending.



**Target 11.1**  
By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.



**Target 17.17**  
Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## LECTERN



# Ronald McDonald Children's Foundation

## Innovation to create safe environments

The partnership between the Elecnor Foundation and the Ronald McDonald Children's Foundation dates back from before 2014, when Elecnor commenced construction of the fourth Ronald McDonald House, this time located in Madrid. This is the largest of the Foundation's Houses in Spain.

If the programmes fostered and developed by the Ronald McDonald Children's Foundation are already original and creative in terms of the scale and impact they generate on the groups they are designed to help (families with sick children who need to travel to a referral hospital located outside their usual place of residence), the partnership with the Elecnor Foundation strengthened and cemented the work we are doing for a highly vulnerable group: families with seriously ill children.

A strong bond was created between the two foundations from the outset. This bond is helping us to grow in terms of sustainable environmental alternatives, energy efficiency projects and in implementing systems to improve the quality of services to these families. Moreover, these actions have led us to drastically reduce the chances of infection with COVID-19.

In this connection, the "We care about the air you breathe" project has provided families staying at the Ronald McDonald House, as well as its volunteers, suppliers and members of staff, an extra layer of protection against COVID-19 infection. This protection stems from the system that has been installed at the House, which combines reading the temperature of persons living or working at the premises, monitoring the number of people in its various spaces and, through climate control systems (using

photocatalytic oxidation and active polarisation air filtering), and tracking the volume of CO<sub>2</sub> and various compounds that would notably effect the well-being of our families, thereby enhancing air quality inside the facility at all times.

Ultimately, achieving such low levels of infection has been possible thanks to the involvement not only of the health authorities and the Foundation's staff, but of highly engaged partners such as the Elecnor Foundation, who have enabled us to continue our activity at the height of the pandemic.

For us, working in the tertiary sector, this has been a special mission, since it brings together families—parents and children—at the most difficult time of their lives: when they are experiencing health issues. Consequently, it is hard to maintain a balance in the activity we carry out, making sure families are properly cared for and protecting them from becoming infected. They are, after all, in a highly dangerous environment, near hospitals, in closed indoor spaces with a significant traffic of people inside.

At the Ronald McDonald Children's Foundation, we believe that initiatives like the "We care about the air you breathe" project help ensure the safety of our staff and provide a novel focus on care and attention to families in such difficult times.

José Antonio García  
Director of the Ronald McDonald Children's Foundation



# Rebuilding La Nopalera

We light up the streets so  
development can continue

83

solar street lamps  
installed

+1,000

people benefiting



Reduction of  
the carbon  
footprint

Mexico



The inhabitants of La Nopalera, a village in the State of Morelos, Mexico, still face the uphill task of rebuilding in the aftermath of the earthquake which on 19 September 2017 razed their church and school and, more importantly still, dozens of homes. With a population of 1,000, La Nopalera is a neglected place, both geographically remote and lacking in basic public services.

To improve its socio-economic conditions, the Elecnor Foundation launched a project to install solar-powered street lighting in the village, to keep the whole place alight with smart, renewable lighting technology.

The lighting system installed collects sunlight efficiently during the day and stores the energy in a dedicated battery system. At night, this battery distributes the accumulated energy and provides lighting by means of low-consumption LED panels in 83 street lamps all over the municipality. LED technology combines power with the capacity to light up large areas.

A solar street lighting system is an improvement on conventional street lighting due to its superior energy efficiency, operation, maintenance and lumen depreciation. Its main advantages include its independence of the electricity grid and its efficiency since there is no need to replenish bulbs and almost no maintenance.

Moreover, the solar lighting system is environmentally friendly as it emits zero CO<sub>2</sub> during operation and the sun is the largest source of clean and inexhaustible energy.

This Elecnor Foundation project helps to mitigate the effects of the climate emergency and to accelerate the change towards a decarbonised energy model. Solar energy enables present-day development without compromising that of future generations.



## Advantages of solar photovoltaic street lighting



### Long lasting

It does not consume electricity and, by storing energy in batteries, is capable of emitting light during the hours where there is no sunlight.



### Inexhaustible

Sunlight is emitted every day and is a constant resource that can even be harnessed in cloudy weather.



### Contributing to sustainable development

It can meet certain needs without compromising resources that future generations may need.



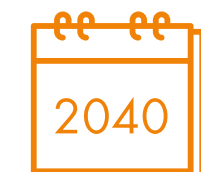
### Environmentally friendly

It significantly helps delay the likelihood of acceleration of climate change or global warming.



### Simple installation

No wiring or any other kind of device is needed for the lighting to work.



### Long life

Around 20 to 30 years.

## Rebuilding La Nopalera

### Contribution to sustainable development



**Target 1.5**  
By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.



**Target 3.d**  
Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.



**Target 7.1**  
By 2030, ensure universal access to affordable, reliable and modern energy services.

**Target 7.2**  
By 2030, increase substantially the share of renewable energy in the global energy mix.

**Target 7.3**  
By 2030, double the global rate of improvement in energy efficiency.

**Target 7.b**  
By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support.



**Target 11.1**  
By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.



**Target 17.17**  
Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## LECTERN



## Fuerza Vecina

### Lighting up life in La Nopalera

La Nopalera is a village located in the municipality of Yautepec, Morelos State, Mexico, which in 2017 was struck by an earthquake. The village lost 80% of its homes, as well as the school, church, health centre and municipal government building.

On 13 June 2018, with the aim of gathering support and helping drive the reconstruction of one of the communities damaged by the earthquake, Casa México in Spain invited the Elecnor Group to join the La Nopalera project.

The result was the partnership between the Elecnor Foundation and Fuerza Vecina, a foundation comprising volunteers with the aim of restoring the village, which channels aid from individual donors and other foundations.

The involvement of the Elecnor Foundation was key to restoring and improving the lives of residents. Since the 83 solar street lamps were installed, life of the inhabitants of the village, which had no lighting after dark and where insecurity was rife due to robberies, improved substantially.

The work was at once hard and rewarding. Today, residents can stroll along streets and in parks, children can be seen playing outside at sundown and people enjoy their town square, church and festivities safely.

It is important to note that the involvement of the Elecnor Foundation, with the leadership of Fuerza Vecina, raised the level of trust for other foundations to join this great project in which forces were combined to rebuild the Catholic church, pentecostal temple, kindergarten, primary and secondary schools, health centre, a total of 120 one-room houses and 20 small enterprises.

The Morelos State Government also joined the project, taking part in the construction of the local road, drinking water supply system and the paving of some streets.

Our thanks to the Elecnor Foundation

Concepción Creel de Legorreta  
Founder of Fuerza Vecina



500,000  
people benefiting

7,000  
annual surgeries

# Solar for Health

We guarantee doctors a  
stable supply of energy

Ghana





In 2013, the Elecnor Foundation, along with the Congregation of Sisters of Charity of Saint Anne and the Congregation of Sisters Hospitallers of the Sacred Heart of Jesus, launched the Solar Back-Up Systems project.

The aim of this initiative was to strengthen the electricity supply so as to help mitigate the severe problem facing hospitals and health centres due to the obsolescence of their electrical installations, resulting in a high risk of disruption or deficient operation of equipment due to a faulty electricity supply. The supply of electricity was unstable, in terms of both continuity and quality, which hampered and added costs to most services that relied on it

and, more importantly, put people's lives at risk.

The Elecnor Foundation has worked closely since the outset of the project with both congregations by means of the Elecnor Group's Corporate Volunteering programme. As a result of this relationship, both institutions identified the need to deploy new photovoltaic systems to improve healthcare at critical care units. Consequently, the project launched in 2013 was expanded this year to include five new solar PV systems at different health centres.



Specifically, they have been installed at the following facilities of the Congregation of Sisters Hospitallers of the Sacred Heart of Jesus:

- St. Francis Xavier Hospital in Assin Fosso (60 kWp).
- Adjacent training centre (25 kWp).
- Benito Menni health centre in Dompouse (25 kWp).

And at those of the Congregation of Sisters of Charity of Saint Anne:

- Our Lady of Grace Hospital in Asikuma (60 kWp).
- Our Lady of Rocío Clinic in Walewale (25 kWp).

These medical centres, which serve an average of 500,000 patients and perform more than 7,000 surgeries every year, will also save on their electricity bills.

The project will be executed over the course of 2021.

## Solar for Health

### Contribution to sustainable development



#### Target 3.1

By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

#### Target 3.2

By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

#### Target 3.4

By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

#### Target 3.d

Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.



#### Target 7.1

By 2030, ensure universal access to affordable, reliable and modern energy services.

#### Target 7.2

By 2030, increase substantially the share of renewable energy in the global energy mix.

#### Target 7.3

By 2030, double the global rate of improvement in energy efficiency.

#### Target 7.b

By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support.



#### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



# Hôpital de Saint Jean de Dieu

We modernised the  
hospital facilities

320,000  
people benefiting



Boost hospital  
energy efficiency

Senegal



In line with its commitment to contributing to secure healthcare in areas of Africa most in need, in 2020, the Elecnor Foundation commenced a project to assess and modernise the electrical installation at Saint Jean de Dieu Hospital in Thiès, Senegal, in partnership with the NGO Manos Unidas. This hospital is widely recognised as looking after patients free of charge and without discrimination, fostering respect and equality all over the country.

The precarious conditions of the Senegalese population has a significant negative impact on public health and social development. Furthermore the obsolescence of the hospital's electrical installations leads to a high risk of disruption due to electricity supply issues, which severely hampers the work of the hospital's medical professionals, putting their lives at risk along with those of their patients, and at the same time generating high maintenance and repair costs.



This year, the Elecnor Foundation installed energy audit equipment to compile data on the centre's energy consumption, with a view to devising a strategy to modernise the installation and improve its energy efficiency.

In 2021, the project will continue with the installation of new equipment and more modern and efficient electrical systems driven by clean energy, and tools and habits will be introduced to help use energy efficiently, leading to cost savings for the hospital that can instead be used for more urgent matters, such as to acquire modern machinery to detect and treat illnesses or drugs and vaccines that are indispensable to reduce mortality rates in the country.

Thanks to this project, the 320,000 inhabitants of the Thiès region will have access to a safe hospital for all and, with it, they will be able to improve their quality of life and maintain social stability.

## Modernisation of Hôpital Saint Jean de Dieu

### Contribution to sustainable development



#### Target 3.1

By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

#### Target 3.2

By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

#### Target 3.4

By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

#### Target 3.d

Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.



#### Target 7.1

By 2030, ensure universal access to affordable, reliable and modern energy services.

#### Target 7.2

By 2030, increase substantially the share of renewable energy in the global energy mix.

#### Target 7.3

By 2030, double the global rate of improvement in energy efficiency.

#### Target 7.b

By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support.



#### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships, Data, monitoring and accountability.



# Training and research projects

“ **Commitments fulfilled**

Driving the potential of innovation

Elecnor Foundation is committed to training and research as tools to bring about positive change in future generations. We are unquestionably living in the age of information and knowledge.

A commitment to training and talent is the principle by which to tackle present and future challenges today, by means of a cultural transformation of society as a whole to help continue making the world better.

# Creciendo en PREVENCIÓN

Education and prevention, the most effective tools to improve the quality of life of future generations

A culture of prevention and safety is an essential value and a strategic priority for Elecnor. Not only because of the principles that guide its actions, which include supplying the material means to help boost safety and health, training in prevention techniques or campaigns to raise awareness, but also because of the unwavering engagement of the Group's employees, urged to carry out their work in accordance with the established regulations and procedures, to use the right protective equipment and tools, not to perform work that poses an imminent serious risk and to collaborate in the continuous improvement of the organisation through their active involvement.

This year, which has been especially difficult in terms of healthcare security, the Elecnor Foundation has launched its educational project entitled "Improving Prevention", which seeks to disseminate and encourage this culture among pupils and teachers to raise awareness of the importance of prevention and protection against existing dangers.

At the height of the health emergency, the Foundation transformed this project in record time. Having initially been devised for person-to-person delivery, it was swiftly made into a digital initiative and its content was broadened to focus on what was most concerning: information and awareness of health measures to prevent COVID-19 infection.

To launch the Improving Prevention project, the support and advice which the Elecnor Foundation received from the Department of Innovation and Training Programmes, within the Quality and Bilingual Education Division of the Madrid Regional Government, was hugely important.

Thus, the Foundation managed to provide Madrid schools, families and students with a useful and effective tool to prevent the spread of COVID-19, further evidencing its commitment to future generations.

## Project goals and methodology

Devised for primary school children in years 4, 5 and 6 (aged 9 to 12) and their teachers, Improving Prevention offers a teaching unit on risk prevention, including COVID-19, aimed at:

- Understanding the concept of integrated health and the benefits of healthy habits for our well-being and that of the community.
- Reflecting on the strengths and weaknesses of each person and the importance of interaction and mutual support.
- Evaluating the learning acquired and the capacity of resilience.
- Knowing what COVID-19 is, its symptoms and measures to prevent and protect against this and other similar viruses.
- Encouraging specific strategies to tackle the hazards and risks we face.
- Differentiating between the concepts of prevention and protection.
- Encouraging reflection on individual and collective health.
- Strengthening ties with families, classmates or colleagues, the school and the community, by taking part in decision-making.

The project is available in online format to be completed independently by pupils, but it can also be taught in-person by specialists and teachers.

Pupils have the chance to analyse their own learning and to know and recognise the Rules of Prevention (the 3 Ps, in their Spanish iteration): *Para, Piensa y Propón* (Stop, Think and Suggest), through day-to-day situations, so that they can identify them and extrapolate them to their the current circumstances.

There are three thematic blocs for pupils to navigate in the session:

### 1.

#### Know yourself.

Pupils must choose three from between fifteen actions in which they believe they have improved and three in which they believe they need to improve and learn.

### 2.

#### Risks in our daily life.

Based on the information in the videos, pupils are asked to identify different situations and provide solutions.

### 3.

#### My ability, my responsibility.

The kids are shown a character not using protective measures and they are asked to apply the three Ps to make the activity safe.



In addition, teachers have access to teaching units or educational pills so that they can complete the training in the classroom or set it as homework for pupils to continue their training at home.





## Improving prevention Contribution to sustainable development



**Target 3.4**  
By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

**Target 3.d**  
Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.



**Target 4.4**  
By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

**Target 4.7**  
By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

## LECTERN



## Improving prevention Culture of Prevention for crisis times

The Elecnor Foundation's initiative has been possible thanks to the close collaboration with the technical teams of the Education and Research Division of the Madrid Regional Government.

The initiative is aimed at students in years 3, 4 and 5 of Primary Education, teachers and families, with the aim of providing an educational tool in each of the environments (home, street and school). Through a digital application, Improving Prevention is developed as a didactic unit on risk prevention which, of course, includes a section for COVID-19.

Within the project, the effort made by the Elecnor Foundation to reach those less favoured, such as special schools or the most remote schools in Madrid, has been crucial.

The results have been excellent, reaching 52 schools, 7 of which are special schools, and more than 7,000 pupils. Despite having to overcome the concurrent problems derived from the health crisis and adverse weather conditions, Improving Prevention has reached numerous schools and homes.

Proof of the great work carried out by the Elecnor Foundation are the results of the evaluations carried out by teachers, 92 % of whom recommend the project. Also noteworthy are the findings and testimonials in the reports issued by each community, as well as the willingness of the institutional bodies to continue next year with new projects such as "Improving emotional prevention".

The project has not only captivated the teachers and institutions, but has also made us, all the members of the team who have carried it out, feel proud and satisfied. We feel very grateful for the opportunity given to use to be useful in these times of crisis.

I would also like to make a special mention to the teachers who have suffered first hand a complex situation and, even so, have expressed their appreciation for this educational action.

Finally, I would like to express my sincere thanks to all those involved in the creation of this educational initiative and for having relied on our team to carry it out.

Jorge Hernández Alonso  
Director of Training at G&G

# End-of-Master's Scholarships at UPV

## More than 30 years recognising students' talent

The nature of Elecnor's activities, linked since its outset to electrical infrastructures, forms the basis of its interest in promoting, through its Foundation, University-Business collaboration in the area of knowledge of electrical engineering, with a particular emphasis on renewable energies and the development of energy efficiency.

The collaboration with Valencia's Polytechnic University (UPV), through the Industrial Engineering Faculty, dates back more than three decades, during which the talent of dozens of students has been recognised, through both scholarships for master's degrees and for final projects in previous curricula. Many of them are now in positions of responsibility in the Elecnor workforce.

Currently, the scholarships are aimed at students of the Master's Degree in Industrial Engineering or the Master's Degree in Energy Technology for Sustainable Development, which are open to Industrial Engineering graduates from all over the world. These scholarships provide students with their first contact with the world of business and a foothold in the labour market.



### UPV technical partnership and knowledge

**5** beneficiaries have completed the following projects in the 2019-2020 academic year:

1.

Project for developing a smart LED lighting network, citizens information systems and sustainable mobility in a town in Castellón to mitigate the effect of GHG emissions.

2.

Development of low-cost equipment to monitor and detect faults in low-power wind turbine generators.

3.

Simulation and experimental verification of voltage dips using a hardware-in-the-loop system and test bench: detection and performance of motors and wind turbine generators.

4.

Lighting control system through low-cost micro-controller and DALI bus.

5.

Study of the capacity of roofs of Polytechnic University of Valencia for installation of solar PV panels.



## End-of-Master's Scholarships at UPV Contribution to sustainable development



### Target 4.3

By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

### Target 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

### Target 4.7

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.



### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## LECTERN



## Valencia's Polytechnic University (UPV) Supporting talent within our sector

For more than 30 years, Elecnor and its Foundation have been collaborating with the Industrial Engineering Faculty and the Department of Electronic Engineering of Valencia's Polytechnic University in the "End-of-Master's Scholarship" programme.

The programme targets final-year students enrolled in the Industrial Engineering and Energy Engineering for Sustainable Development masters courses. In each edition, 5 students receive a scholarship to complete end-of-masters projects aimed at topics linked to electrical and energy engineering. The scholarships are awarded by means of a competition in which a committee comprising members of Elecnor, the Industrial Engineering Faculty (ETSII) and the Electrical Engineering Faculty (DIE) assess the entrants' merits. Once completed, the projects are assessed by the committee, which awards the Elecnor Foundation Prize to the one rated highest.

This initiative has proved to be highly beneficial for students and for the promoting and collaborating entities.

Students are able to complete their end-of-master theses in stimulating conditions, developing areas of work that are of interest to the company, at the company's own offices or in DIE labs, and the experience is often their first contact with the world of employment.

The Elecnor scholarships have also proven to be an efficient means to maintain contact between university and business, fostering the relationship between professionals from both spheres, which is materialised through the development of work that is of mutual interest with academic rigour and an applied approach.

But perhaps the most valuable result of this initiative is its contribution to training professionals with a high-level scientific profile combined with a practical approach, who are valuable not only to Elecnor and the university, but to society as a whole.

Martín Riera Guasp  
University Professor.  
Department of Electrical Engineering  
Valencia's Polytechnic University (UPV)

# Corporate Leadership in Entrepreneurship and Innovation programme Deusto Business School

## Committed to the development of professionals

In all the markets in which it operates, innovation is part of Elecnor's DNA, and the Group's commitment to the sustainable improvement of society is articulated through the Foundation.

Entrepreneurship as a vehicle for innovation is one of the paradigms of the new economy that requires specific talents and skills. Corporate entrepreneurship programmes and open innovation mechanisms such as incubators, accelerators and even investment platforms are becoming increasingly common in large companies around the world to ensure the sustainability, competitiveness and differentiation of their services.

With the aim of developing professionals capable of leading these processes and anticipating the trends that may be coming, in 2020 the Elecnor Foundation signed a collaboration agreement with Deusto Business School and ICADE for the development of the Corporate Leadership in Entrepreneurship and Innovation Programme.

The programme is aimed at professionals interested in learning first-hand about the most cutting-edge entrepreneurial initiatives of large corporations, from the executives who have led them, as well as exchanging management experiences with students from other programmes. Thus, they will learn skills to identify opportunities, foresee risks and create dynamic growth models to achieve success in rapidly changing environments. In short, they will be professionals that today's world needs to successfully face the great global challenges.



Technical partnership and knowledge  
Deusto and ICADE

The project commences in the 2020-2021  
academic year.

**17** registered

**10** sessions planned



# Corporate Leadership in Entrepreneurship and Innovation programme Deusto Business School

## Contribution to sustainable development



### Target 4.3

By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

### Target 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

### Target 4.7

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development.



### Target 9.2

Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

### Target 9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with its respective capabilities.

### Target 9.5

Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per one million people and public and private research and development spending.

### Target 9.b

Support domestic technology development, research and innovation in developing countries.



### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## LECTERN



## Deusto Business School Public-private ecosystems for innovation

To explain the relevance of this project, I would like to begin by elaborating on the term ecosystem, which was coined in 1930 by the English botanist Roy Clapham. An ecosystem is a system of interdependent living organisms that share the same habitat. The concept's great contribution to biology resided in the interrelation of the organisms living in the system; if one link in this chain is broken, it is very difficult to recover the balance and will seriously affect its sustainability.

Economic literature has incorporated this concept to explain the characteristics of the most dynamic territories. Thus, countries with entrepreneurial ecosystems continually produce new companies with the capacity to grow and create jobs, innovating in goods, services and business models. And they do so because governments, knowledge institutions and large companies orchestrate their actions to achieve more entrepreneurial activity in the country.

In September 2020, the Elecnor Foundation and the University of Deusto Business School joined forces to support entrepreneurship based on this ecosystemic philosophy. Executives of large companies, entrepreneurs and elected

officials from the three levels of government have come together, thanks to the university, with a common goal: to improve the innovative capacity of our country.

Taught at the Madrid headquarters of Deusto Business School, the Corporate Leadership in Entrepreneurship Programme (PLCE) has this year trained executives of large companies thanks to the commitment of the Elecnor Foundation. The aim of the programme is to promote knowledge of entrepreneurial activity and thus boost innovation in their companies through intra-entrepreneurship. But business dynamism is of little use if it is not accompanied by a framework that nurtures it, and that is why Deusto promotes the meeting of public and private sectors.

To obtain their degree, PLCE participants must present a project in collaboration with executives at public companies because, as in the naturally-occurring chains of a biological ecosystem, only by aligning different interests will we achieve a country where it is easier to create a company, scale it up and thus create employment, wealth and well-being.

Iñaki Ortega  
PhD in Economics and Director of Deusto Business School in Madrid

# Specialist Course in Medium- and Low-Voltage Electrical Installations

## Colegio Salesianos Deusto

### We transmit knowledge and foster employability

One of the strategic pillars of the Elecnor Foundation is vocational training linked to the different branches and disciplines of the electricity sector. In 2020, the eighth edition of the Specialist Course in Medium- and Low-Voltage Electrical Installations was held, a pioneering course in the field of vocational training due to preparation for the world of work.

This initiative highlights the collaborative nature of the Foundation, which joins forces with Colegio Salesianos Deusto in Bilbao to offer the course, designing the training programme and financing the adaptation of the school's facilities, as well as the necessary equipment to carry it out.

In 2020, the course, in which 14 students participated, updated its contents, expanding and adapting them to Elecnor's needs in order to better prepare future professionals for the company.



Updated content to bring young people closer to the world of work

Collaboration with Colegio Salesianos de Deusto

**141** students trained  
**11** students hired

## Colegio Salesianos Deusto

### Contribution to sustainable development



#### Target 4.3

By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

#### Target 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

#### Target 4.7

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development.



#### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



# Cities Lab chair of excellence

## University of Deusto

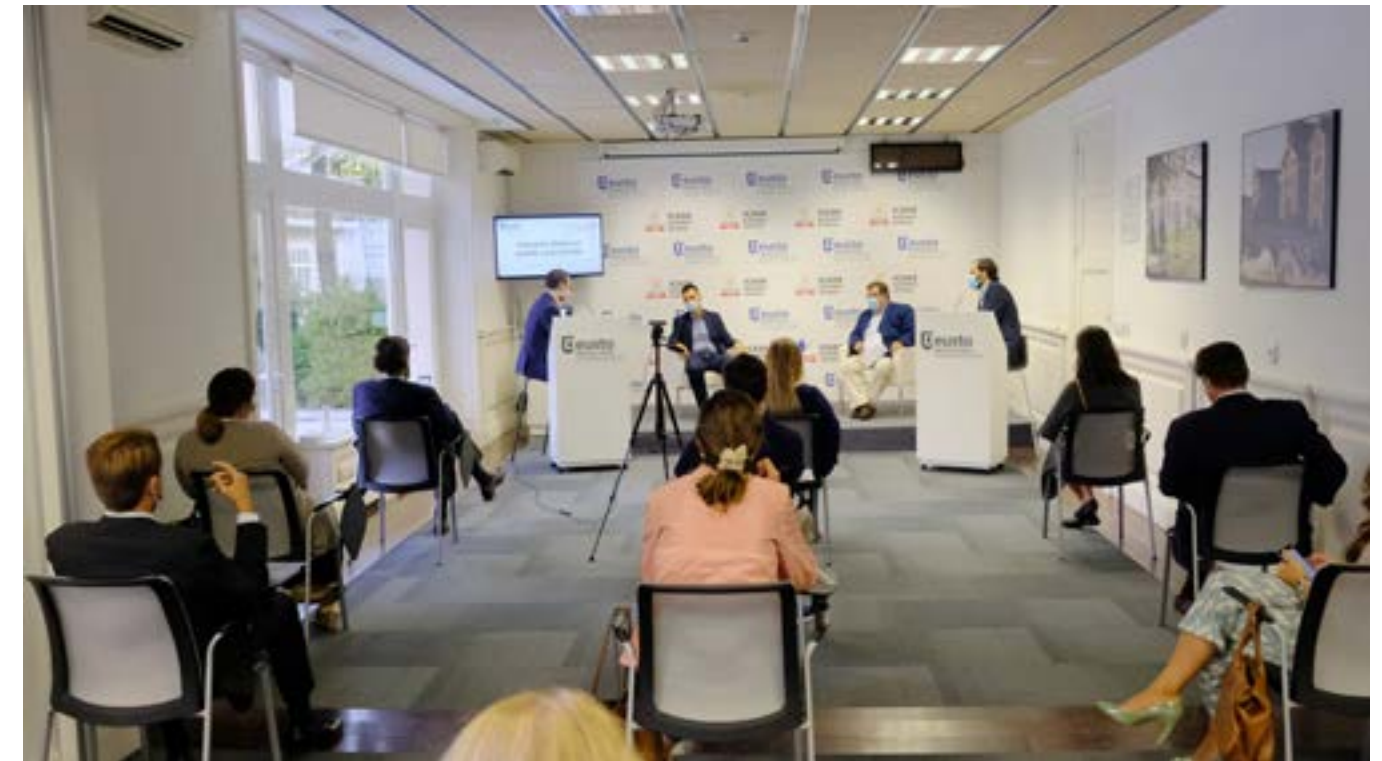
**We promote smart cities to enhance residents' quality of life**

Elecnor Foundation relies on the use of information and communication technologies to provide solutions and services that promote innovation and make cities more efficient and sustainable. Its goal is to increase the quality of life of citizens and, in turn, increase the efficiency of available resources.

The Elecnor Foundation materialises its commitment to the promotion of *smart cities* through the Cities Lab chair of excellence at the University of Deusto.

The main initiative carried out in 2020 was in conjunction with the Alcalá de Guadaira municipal government, in its ambitious plan to transform the city as part of its Sustainable and Integrated Urban Development Strategy "Alcalá de Guadaira 2020". The plan covered five lines of action structured around the accessible and smart city: friendly city; sustainable city; energy efficiency and refurbishment; natural, historical and cultural heritage; and social, inclusive and supportive city.

Within the framework of this strategic commitment, the municipal government, with the sponsorship of the Elecnor Foundation and the academic direction of the Cities Lab chair of excellence of the University of Deusto, has developed Lab 360°, an experimental laboratory for transformative open innovation. The aim is to implement a comprehensive vision of the city and a transversal governance that addresses environmental, economic, social and cultural development, simultaneously and across all sectors, involving public institutions, companies, associations and citizens in each of the challenges posed. All this while placing technological innovation at the service of sustainable urban development.



**77** urban laboratories  
of transformative  
innovation  
developed

**+50,000**  
participants from all over the world



## Cities Lab chair of excellence Contribution to sustainable development



### Target 11.2

By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

### Target 11.4

Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

### Target 11.7

By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

### Target 11.b

By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.



### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## LECTERN



## Deusto Cities Lab Sustainable Cities

On 11 April 2018, a journey of complicity began between Elecnor Foundation and the Cities Lab chair of excellence of the University of Deusto.

Three years have since elapsed in which, thanks to the generous patronage of the Foundation, the Chair has been building a proposal for an urban ecosystem of transformative, smart, sustainable and enlightened innovation (Smart Green Wise City).

A model (360° City) that, based on byte, neuron, atom and gene technologies, brings us closer to the desired environmental, economic, social and cultural sustainable development, as set out in the 2030 Agenda and the Sustainable Development Goals, through wise governance, capable of generating complicity between institutions, companies and social entities, with the involvement and engagement of citizens.

In this period, the Foundation has afforded us a deeper knowledge of the profile of the city that is needed: adequate use of available resources (land, water, air and energy); non-polluting transport and mobility; collaborative design of quality urban spaces; making sensible use of connectivity; promoting new economies of proximity and appeal; generating decent and value-added jobs; reducing inequalities and increasing social cohesion; promoting democratic values, cross-cultural dialogue and the stamping out of xenophobia.

The presence of the Foundation, together with eight other sponsors, public institutions and private entities, has enabled us to develop 77 urban laboratories for transformative

innovation, in which more than 50,000 people from all over the world have taken part. We have accompanied institutions, companies and social organisations through decision-making processes in many of the challenges previously mentioned.

In addition, we have been able to produce around fifty scientific publications of excellence, a dozen doctoral theses, a hundred reports and executive summaries. We have involved more than five thousand people in the processes of training, empowerment, information, transparency, communication, listening, deliberation, co-responsibility, co-creation, design and implementation of transformative initiatives.

COVID-19, the pandemic that brought our world to a halt, is yielding to the steady implementation of vaccination drives, after months of death, disease, desolation, crisis and uncertainty. However the pandemic has not made the problems already plaguing our planet disappear: climate change, unbalanced demographic transition, inequalities, xenophobia and so on. Alongside the environmental, economic and social measures to be adopted by the various administrations, a firm commitment to values, creativity, innovation and transformation will be needed. Those are the values that make us better people and, therefore, better communities, institutions, companies, social organisations and cities.

Roberto San Salvador del Valle  
Director of the Cities Lab chair  
excellence  
University of Deusto



# IE - Elnor Observatory on Sustainable Compliance Cultures



**We disseminate the culture of compliance that is Elnor's hallmark**

Elnor Foundation fully assumes and promotes all of Elnor's principles and values, whose greatest exponents are its Ethical Code and Compliance Policy. From this stems the Foundation's commitment to continuous improvement, which involves disseminating the culture of regulatory compliance in the business world, especially in SMEs, insofar as it is an element that generates confidence and boosts competitiveness, as well as providing a solid framework of reference for decision-making.

**In the conviction that combating corruption must be an indispensable part of the ethical commitment of any corporation, at the end of 2019 the Elnor Foundation signed an agreement with the Fundación IE, with the support of law firm Eversheds Sutherland, to create the IE-Elnor Observatory on Sustainable Compliance Cultures.**

The Observatory is based on the need to glean and in-depth understanding of the reality of the compliance challenges facing small and medium-sized companies, to research possible solutions and to disseminate the knowledge generated. The aim is to promote the development and use of control mechanisms to identify and prevent the materialisation of risks of non-compliance or misconduct in organisations.

Considering the high proportion of small and medium-sized companies in the business fabric, advances in compliance in this segment imply progress in combating corruption in business; in upholding anti-trust laws and safeguarding human and labour rights; and in fostering respect for the environment. It also places these firms in the best position to opt for projects promoted by leading companies, which are increasingly demanding in this area. For large companies, it helps build a supplier base of total confidence.

## The Objectives of the Observatory



### HARNESS AND DEVELOP KNOW-HOW

to understand the challenges facing medium-sized enterprises in the implementation of a culture of sustainable compliance.



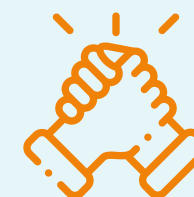
### DISSEMINATE THE KNOW-HOW

generated in order to enhance the development of compliance in the business fabric outside of large corporations and multinationals, and with a particular focus on medium-sized enterprises.



### FACILITATE THE IMPLEMENTATION OF A CULTURE

of Sustainable Compliance at medium-sized enterprises and those with limited resources.



### FACILITATE UNDERSTANDING

and a common framework in connection with compliance by tackling collaborative and inter-company initiatives and projects, especially in highly integrated value chains.

The Observatory has a Management Committee and a research team comprising IE professors. Its research is aimed at the Spanish business landscape as a whole, especially the segment of small and medium-sized enterprises. In addition, in 2020, four Elnor executives participated in the organisation of the initiatives.

The first year of the initiative has coincided with the severe COVID-19 health crisis. However, thanks to the efforts of all the participants, it was possible to hold online meetings and to undertake the development and dissemination of a first study on the state of the art of compliance culture in medium-sized companies based on a comparative approach. The work, due to be presented in 2021, includes indicators relating to the situation in Spain, an

analysis of successful solutions in other countries and a qualitative assessment of barriers, challenges and the application of solutions.

The Observatory was officially launched on 16 December 2020 at an online event entitled "Compliance in times of uncertainty: How to foster a culture of compliance in small and medium-sized enterprises?", the event brought together experts and professionals who discussed the specific challenges faced by small and medium-sized enterprises in fostering a compliance culture, along with various strategic ways to implement it.



In 2021, the Management Committee and the IE Research Team are planning several initiatives in the field of research, communication and training that, due to COVID-related restrictions, could not be carried out in 2020.

## IE-Elecnor Contribution to sustainable development



### Target 16.3

Promote the rule of law at the national and international levels and ensure equal access to justice for all.

### Target 16.5

Substantially reduce corruption and bribery in all their forms.

### Target 16.6

Develop effective, accountable and transparent institutions at all levels.



### Target 17.16

Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, particularly developing countries.

### Target 17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

# LECTERN

## IE - Elecnor Observatory on Sustainable Compliance Cultures

### Promoting the practices and values of compliance, ethics and sustainability

At Fundación IE we work to achieve a positive impact on society by participating in initiatives aimed at improving the quality of education and the development of talent, as well as research and dissemination of the state of the art of knowledge.

We are grateful for the opportunity given to us by the Elecnor Foundation in 2019, when it proposed that we join forces to create the IE-Elecnor Observatory on Sustainable Compliance Cultures, with the technical support of Eversheds Sutherland. This Observatory was created with the aim of becoming an academic and business meeting point for the generation and dissemination of knowledge in this area, to boost the culture of compliance and sustainability in companies.

Putting knowledge at the service of society is a cornerstone of our mission. Thus, the centres and projects supported by the Fundación IE

open up new research perspectives on the most current and high-impact topics. We are therefore very excited to have the opportunity, thanks to this Observatory, to contribute to promoting practices and values of compliance, ethics and sustainability in the business world. These are values and practices to which IE University and its Foundation are firmly committed and which respond to a growing concern in today's business world.

We are convinced that the Observatory's work in research and knowledge generation, taking advantage of the synergies between the academic excellence of IE University lecturers and the practical approach and scope of Elecnor and its Foundation, can make a difference and have a real and positive impact on the business world.

Gonzalo Garland Hilbck  
Executive Vice-President of the Fundación IE



# Corporate volunteering

## Helping to protect against coronavirus

Elecnor Foundation encourages the social commitment of Elecnor employees through corporate volunteering, a channel through which to dedicate their time, skills and experience.

In 2020, given the adverse situation caused by the COVID-19 health crisis, volunteers from the Elecnor Foundation provided the town of La Nopalera with coronavirus protection kits for all its citizens to reduce the risk of infection and help prevent and combat the spread of the virus, thus mitigating the harsh effects of the pandemic.

Volunteering always represents the spirit of solidarity, altruism and hard work of people who come together to improve the quality of life of those who need it most. It is the embodiment of the spirit of responsible citizenship. For this reason, the Elecnor Foundation promotes its volunteer programme by inviting Elecnor professionals to participate in its projects, with the aim of making the most human side of engineering visible.

Many thanks to you all for your hard work and unconditional support.



Mexico

