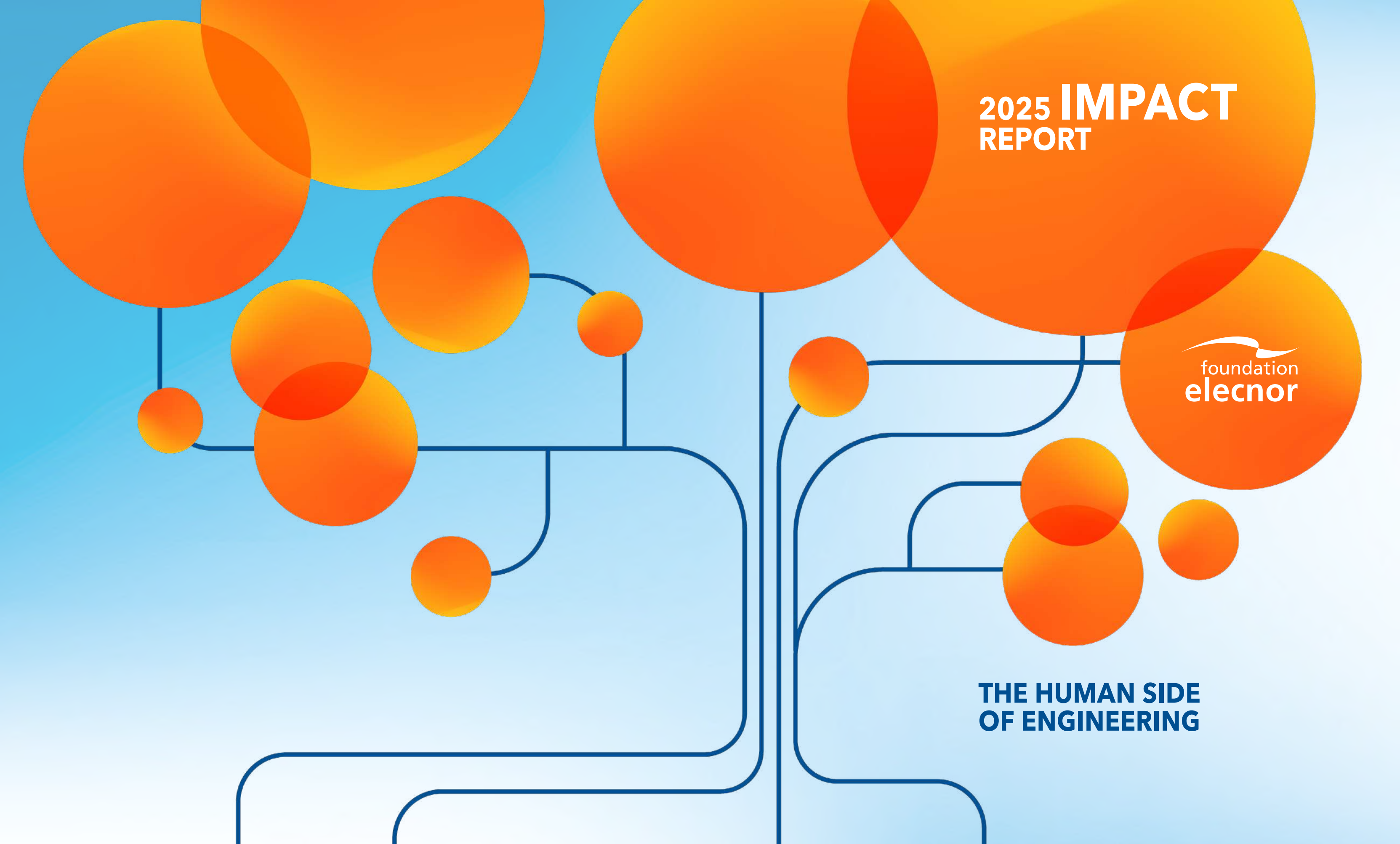


The background is a light blue gradient. It features several large, overlapping circles in shades of orange and yellow. A network of dark blue lines, resembling circuitry or a stylized tree, connects various points across the page. Some lines are straight, while others curve. The overall aesthetic is modern and technological.

2025 **IMPACT** REPORT

foundation
elecnor

**THE HUMAN SIDE
OF ENGINEERING**

**A WORD
FROM THE
CHAIRMAN** 03

**1 PURPOSEFUL
ENGINEERING** 05

A global presence 07

The values of a
major Group 09

Our governing
bodies 10

**2 FROM PURPOSE
TO ACTION** 11

We are the Elecnor Group 13

Scope of action 15

A network of excellence:
our partnerships 16

**3 2025: OUR
IMPACT ACROSS
4 DIMENSIONS** 17

**4 TRANSFORMATIONAL
PROJECTS** 21

Social infrastructure 23

4.1 H₂OME: energy, water,
health and education 25

4.2 Sunpower Health:
stable and efficient energy 31

4.3 Powering Health:
comprehensive improvement
of healthcare infrastructure 35

4.4 CETPRO Don Bosco:
technical capacity-building
and renewable energy 39

Training and research 41

4.5 IE-Elecnor Knowledge Hub
on Ethical Business:
leading the debate on ethics
and sustainability 43

4.6 Sustainability Classroom:
Educating the next
generations through
innovation 47

4.7 Specialised course in electrical
installations: promoting
technical talent 49

4.8 Polytechnic University of
Madrid: advanced training
for the energy transition 51

4.9 Growing in emotional
prevention: emotional health
for a happy childhood 53

4.10 Agri-Photovoltaic Chair - UPV:
solar energy for the future
of agriculture 57

4.11 The Ulysses Project: leading the
marine data revolution 59



A WORD FROM THE CHAIRMAN

Dear friends and partners of the Elecnor Foundation:

Once again this year, I am thrilled to be introducing the Report on the Activities of the Elecnor Foundation. I would like to take this opportunity to share with you all the very positive results we have achieved over the past financial year, as well as the profound enthusiasm that drives our entire team to continue growing and overcoming new challenges.

At the Foundation, we are constantly striving for excellence, with the unwavering aim of ensuring that our initiatives have an increasingly transformative impact on society. Working together with our strategic partners is essential on this journey. Forming partnerships enriches us, facilitates mutual learning, and guarantees

the long-term sustainability of the solutions we implement.

One of the areas on which we focus our efforts, and in which we have nearly two decades of specialist experience, is protecting public health by ensuring access to water and energy. This commitment is faithfully embodied by initiatives such as Sunpower Health in Mozambique, which provides clean energy and modern remote-monitoring systems to El Carmelo Hospital. Likewise, our project in Pespire, Honduras, is particularly noteworthy: we are completely overhauling the local health centre's electricity grid and water supply network to improve the quality of care for more than 36,000 people.

Additionally, we have sought to make qualitative progress in our journey by harnessing data science through the Ulysses Project. This groundbreaking scientific and technological initiative places us at the forefront of marine sustainability, enabling us to effectively track and combat the presence of plastic in the waters and along the coastlines of the Bay of Biscay.

We also promote innovation through the Agri-Photovoltaic Chair in partnership with the UPV, which combines agricultural production with renewable energy generation, supporting sustainability and optimising the use of resources in a world seeking innovative solutions to climate change.

In particular, I would like to highlight the wonderful reception that the Creciendo en Prevención Emocional (Growing up with Emotional Prevention) programme continues to receive. This year, we have seen extraordinary growth, providing our tools for mental well-being to more than 77,000 schoolchildren across Spain since the project began. Looking after children's mental health is more important today than ever before, and these results confirm that we are on the right track.

In addition to these major initiatives, as always we continue to devote the same level of care to all our other activities. We are continuing to refine the water harvesting system for our beloved H₂OME project in the Brazilian Amazon, and we are planning our support for vocational training through renewable energy at CETPRO Don Bosco in Peru. In Spain, talent development remains a non-negotiable pillar: from specialisation with Salesianos Deusto to the advanced Ingenia-Microrred programme in partnership with the UPM's Higher Technical School of Industrial Engineering. Neither do we neglect rigorous research, actively collaborating through the IE-Elecnor Knowledge Hub and working with Deusto Business School to prepare the future Sustainability Classroom.

What I have set out here is merely a brief outline of everything you will find in the pages of this Report. Before concluding, I would like to express my most sincere thanks to the entire Elecnor Group workforce, whose hard work every day exemplifies the human side of engineering. Lastly, my thanks to the members of Elecnor's Board of Directors, Board of Trustees, Advisory Board, our CEO and, most especially, the Corporate Volunteers of our Foundation.

I invite you to take deep dive into the projects and milestones we have achieved. I hope that the progress detailed here accurately reflects our dedication, and serves as a driving force for future collaborations and challenges, which I am sure we will tackle together.

Yours sincerely,

Fernando Azaola

FERNANDO AZAOLA
Chairman

**At the Foundation,
we are constantly striving
for excellence to drive
forward initiatives that
have an increasingly
transformative impact.
Forming partnerships,
innovating and nurturing
talent enables us to
develop sustainable,
forward-looking solutions.**

PURPOSEFUL ENGINEERING

1

A global
presence

The values
of a major Group

Our governing
bodies

The Elecnor Foundation was established in 2008, to mark the 50th anniversary of the Elecnor Group, with a clear and well-defined purpose: **to promote development and create opportunities for those who need them most.**

Guided by our commitment to making a real positive impact, we focus our efforts primarily on countries where the Elecnor Group has a presence. Through projects aligned with the company's business areas –infrastructure, energy and services– we are able to offer standout value and in-depth technical expertise in sectors that are key to development.



A GLOBAL PRESENCE

All our initiatives are steered by the fundamental principles of social development, sustainability, cooperation and respect for human and labour rights, with a particular focus on vulnerable communities to ensure that our projects reach those who need them most.

Progress also requires preparing future generations. That is why the Elecnor Foundation is firmly committed to nurturing young talent. Through our numerous partnerships with universities and vocational training centres, we help young people enter the world of work, building bridges between academic education and quality employment, lays the groundwork for a more prosperous and sustainable future.

We believe that progress is only possible through the efforts of everyone involved. For this reason, several years ago we launched a corporate volunteering programme that allows any Elecnor employee to contribute their time and hard work to the Elecnor Foundation's projects, taking the company's social commitment to a more personal and direct level.

18
YEARS IN PLACE



+16
MILLIONS OF EUROS

+2
MILLION PEOPLE
BENEFITING



15
COUNTRIES

Spain, Angola, Brazil, Cameroon, Chile, Ghana, Honduras, Mexico, Mozambique, Nicaragua, Peru, Democratic Republic of the Congo, Dominican Republic, Senegal and Uruguay

THE VALUES OF A MAJOR GROUP



Our projects draw on the Elecnor Group's expertise to create social value wherever the company's engineering and business experience can make a difference. We draw on the Group's international reach and its technical and human resources to generate a transformative and positive impact on people and the environment.

The Elecnor Foundation's values form the overarching principles underpinning all our actions and are closely linked to the **Sustainable Development Goals (SDGs)** of the 2030 Agenda.

CHANGE

All our projects aim to improve the quality of life and future prospects of the beneficiary communities, sparking a multiplier effect that not only transforms the present, but also strengthens their economic circumstances and future opportunities.

INNOVATION

We seek cutting-edge solutions that effectively address the real needs identified within communities. To this end, we make the most of the Elecnor Group's innovative potential and technological capabilities, ensuring that our projects are of the highest technical standard and tailored to each specific context.

COOPERATION

We act as catalysts, driving development efforts forward. We encourage active collaboration from employees, customers, suppliers, shareholders and both public and private organisations that share our desire to improve people's lives.

SUSTAINABILITY

We design all our projects with a long-term vision and future generations in mind. We assess the viability of our interventions from four key perspectives: environmental, technical, economic and managerial, to ensure that the positive impact is sustained over time.

OUR GOVERNING BODIES



BOARD OF TRUSTEES

Fernando Azaola Arteché
Chairman

Carmen González de Aguilar
Alonso-Urquijo
Vice-Chair and Secretary

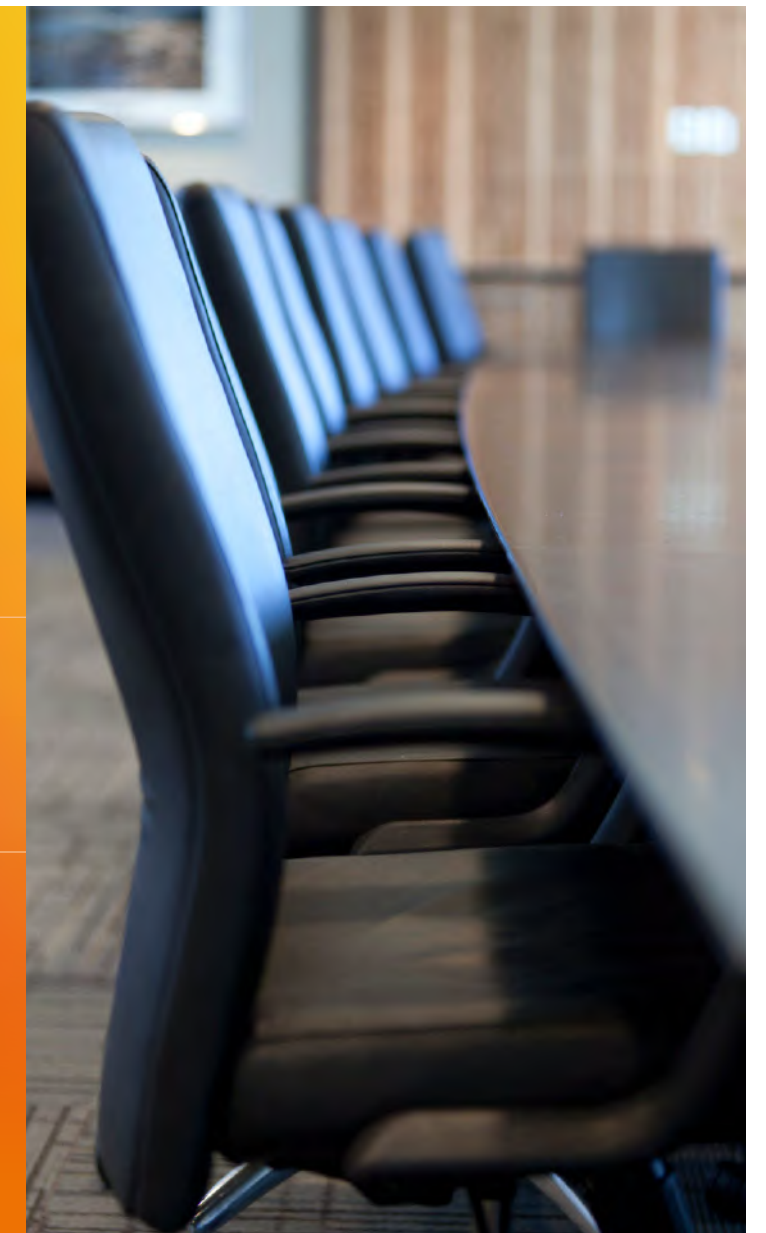
Rocío Cervera Earle
Juan Prado Rey-Baltar
Rafael Martín de Bustamante Vega

MANAGEMENT

Jorge Ballester Surroca

ADVISORY BOARD

Alberto García de los Ángeles
José Luis Estallo Gastón
Úrsula Albizuri Delclaux
Javier Esquivias Villalobos
Guillermo Planas Roca



FROM PURPOSE TO ACTION



We are the Elecnor Group

Scope
of action

A network of excellence:
our partnerships

The Elecnor Foundation, part of the Elecnor Group, strives to make a positive impact on communities through projects that draw on the Group's experience and expertise. In the countries where Elecnor has a presence, the Foundation develops **water and energy infrastructure**, always in the pursuit of innovative, sustainable solutions that are tailored to local needs.

Furthermore, it promotes **training and research**, working in partnership with businesses, institutions and the education sector to build a better future. All its social initiatives are based on the principles of ethics, transparency and respect for human rights that guide the Elecnor Group.

WE ARE THE ELECINOR GROUP

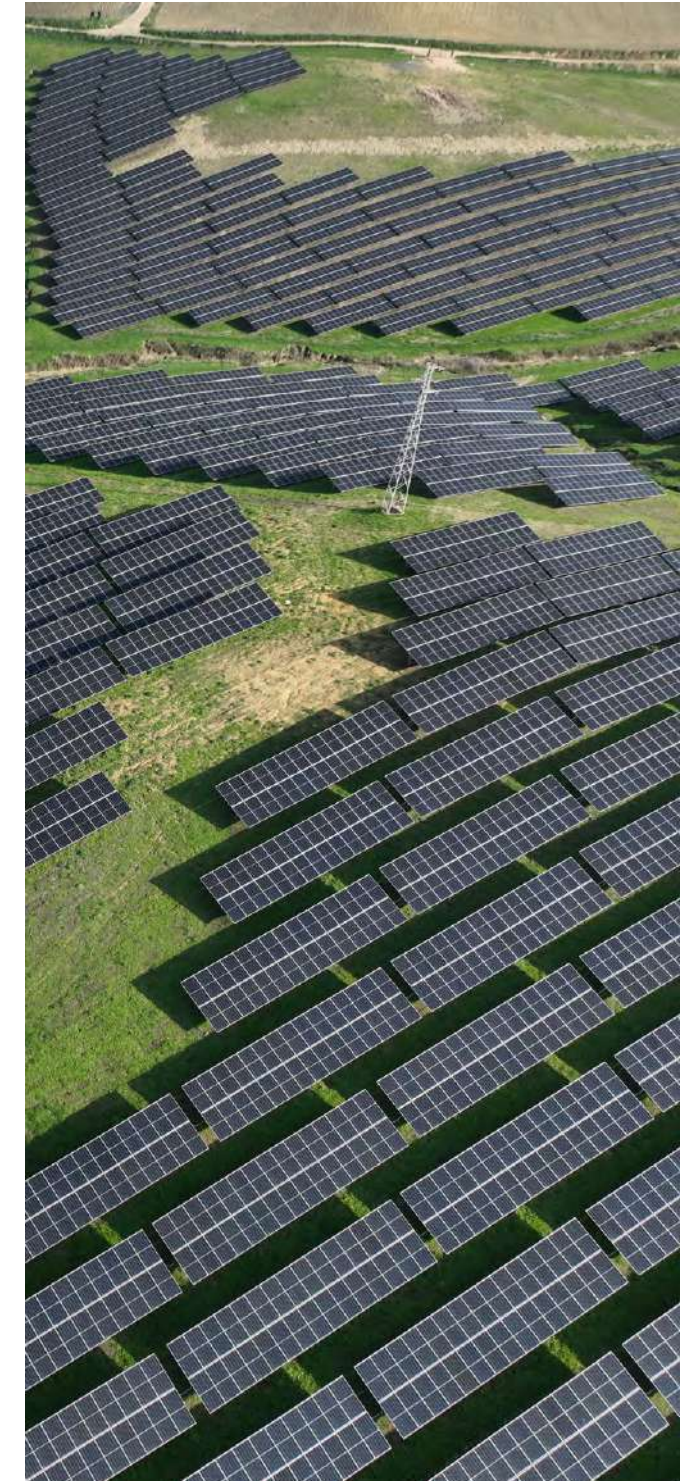
Integrating the Elecnor Foundation into the Elecnor Group is a pivotal strategic move that ensures the effectiveness, efficiency and sustainability of all our projects. This proximity enables us to maximise the impact of our social work by drawing on the structure, knowledge and experience of a leading company in infrastructure, energy and services.



We put our approach into practice in countries where the Group has an operational presence, to ensure we have an in-depth understanding of the local context and needs. The projects we undertake are linked to the Elecnor Group's business areas, and to carry them out we draw on the expertise of Elecnor's 28,000 plus employees worldwide, whose talent is essential to the design of highly complex social infrastructure.

These synergies have a profound and lasting impact. The Elecnor Group's international reach and technical expertise enable us to multiply the transformative effect of our projects. Meanwhile, the support of its people guarantees robust, tailored solutions that ensure long-term viability.

This integration also applies to the regulatory arena. The Foundation is fully integrated into the Elecnor Group's Compliance System, adhering to the principles set out in its Code of Ethics and Conduct and its Compliance Policy. All our social initiatives are therefore carried out in accordance with the same standards of integrity, transparency and respect for human rights that govern the Group's business activities.



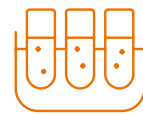
SCOPE OF ACTION



SOCIAL INFRASTRUCTURE

Design and construction of water and energy infrastructure in communities in need:

- » Cutting-edge solutions that tap Elecnor's innovative spirit.
- » Environmentally, technically, economically and managerially sustainable projects.



TRAINING AND RESEARCH

Education and knowledge, fostering relationship between businesses, public institutions and the education sector, currently in two areas:

- » Collaboration and dialogue with other organisations to develop sustainable solutions through engineering.
- » Promoting young people's career prospects and the children's well-being.

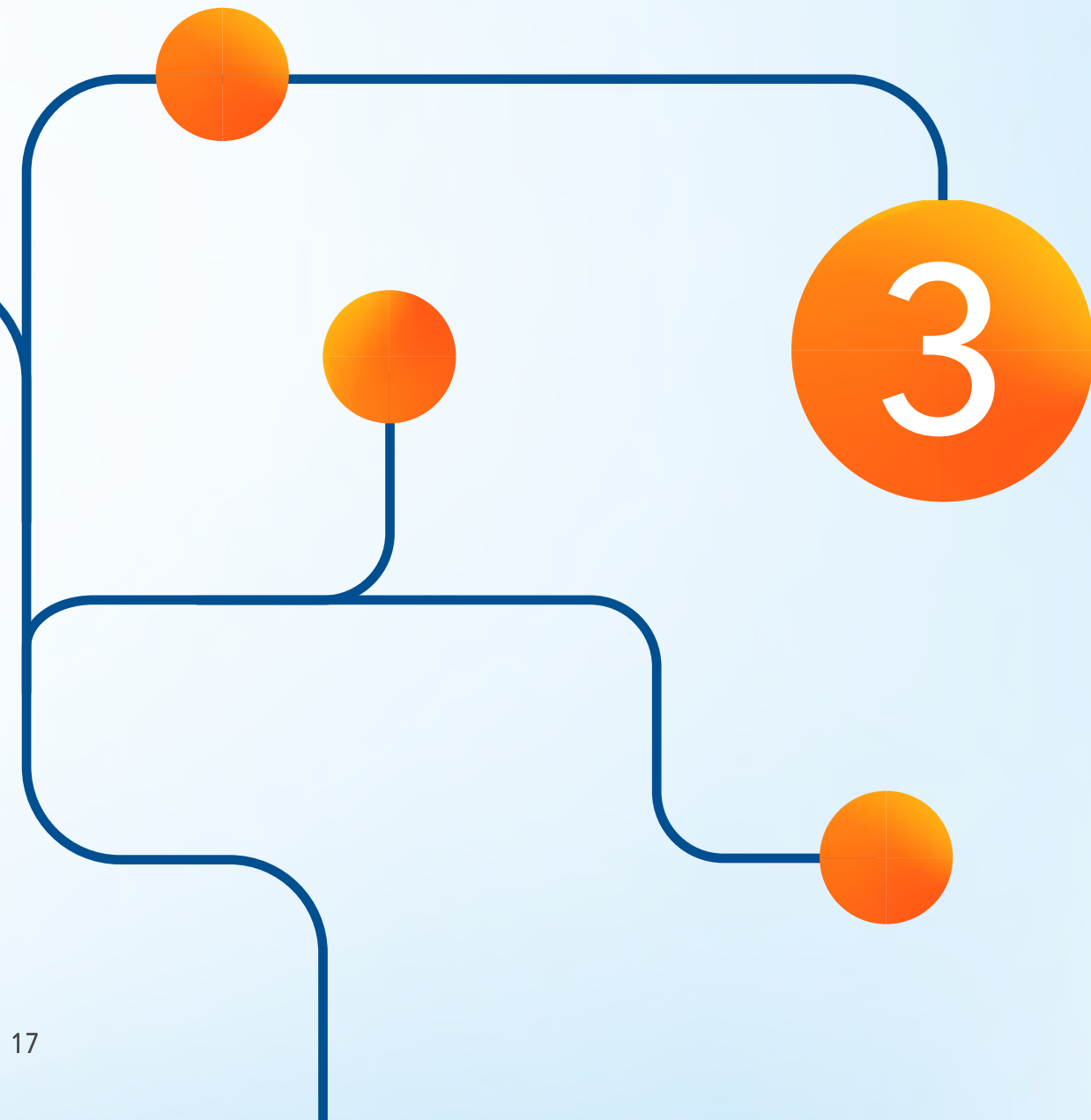


A NETWORK OF EXCELLENCE: OUR PARTNERSHIPS

The Elecnor Foundation is strengthening its impact model through a network of alliances with national and international strategic partners, based on the conviction that combining innovation and sustainability is the only way to secure the future for the next generations.



2025: OUR IMPACT ACROSS FOUR DIMENSIONS



The Elecnor Foundation generates a positive impact through projects focused on health, education, sustainability and technology. Our aim is to improve the quality of life in vulnerable communities by promoting access to essential services and fostering skills and talent in areas that are key to the future.

The Foundation harnesses innovation, collaboration and the use of advanced technologies to contribute to the Sustainable Development Goals (SDGs), promoting lasting change wherever it operates.



HEALTH AND CRITICAL ENERGY

WHERE THERE IS WATER AND LIGHT, THERE IS HEALTH



Brazil

Drinking water all year round thanks to the new water treatment system in Muratubinha.

Mozambique

100,000 beneficiaries following the launch of Sunpower Health. A 142.12 kWp facility comprising 212 PV modules, ensuring a reliable power supply to El Carmelo Hospital.

Honduras

36,000 people will benefit from improved healthcare in Pespire.



EDUCATIONAL REVOLUTION

GROWING UP WITH EMOTIONAL PREVENTION



Scope

77,022 schoolchildren given emotional support.

Growth

An increase of more than 26% compared with 2024.

Schools network

621 schools, with an emphasis on inclusion (43 centres for special educational needs).



ACCELERATING KNOWLEDGE

CONNECTING TALENT



Community

More than 2,300 new unique users on the IE-Elecnor Knowledge Hub.

Learning

Educating the next generation in sustainability through practical experience and innovation.

Technical expertise and training

supporting the energy transition.



CUTTING-EDGE SCIENCE

ULYSSES PROJECT

DATA AND INNOVATION TO PROTECT THE OCEANS



Recognition

Winners of the *Technical Assistance Award* from the European Commission.

Deployment

More than 1,000 satellite tracking devices.

Technology

Active videometry on the Nervión and Deba rivers.

TRANSFORMATIONAL PROJECTS

4

Social infrastructure

- 4.1 **H₂OME:** energy, water, health and education
- 4.2 **Sunpower Health:** stable and efficient energy
- 4.3 **Powering Health:** comprehensive improvement of healthcare infrastructure
- 4.4 **CETPRO Don Bosco:** technical capacity-building and renewable energy

Training and research

- 4.5 **IE-Elecnor Knowledge Hub on Ethical Business:** leading the debate on ethics and sustainability
- 4.6 **Sustainability Classroom:** training the next generations through innovation
- 4.7 **Specialised course in electrical installations:** promoting technical talent
- 4.8 **Polytechnic University of Madrid:** advanced training for the energy transition
- 4.9 **Growing up with Emotional Prevention:** emotional health for a happy childhood
- 4.10 **Agri-Photovoltaic Chair - UPV:** solar energy for the future of agriculture
- 4.11 **The Ulysses Project:** leading the marine data revolution

The Elecnor Foundation's projects are designed to provide practical solutions that bring about long-term change in communities. Taking a holistic approach, the aim is to improve people's quality of life by providing access to essential resources and creating resilient infrastructure that meets local needs.

The Foundation fosters cooperation and collaboration with organisations and communities to promote economic and social development, using innovation as a driver of change and ensuring sustainability in all its initiatives. The aim is for every project to create lasting value, contributing to a more equitable society committed to the common good.

SOCIAL INFRASTRUCTURE



A WORD FROM THE
CHAIRMAN



1 PURPOSEFUL
ENGINEERING



2 FROM PURPOSE
TO ACTION



3 2025: OUR IMPACT
ACROSS FOUR DIMENSIONS



4 TRANSFORMATIONAL
PROJECTS

WATER AND ENERGY ARE ESSENTIAL FOR PROGRESS

The Elecnor Foundation's projects provide technical solutions to expand opportunities for vulnerable communities and individuals, and to support organisations that provide essential services which cannot be guaranteed on a consistent basis.

These are infrastructure projects that generate value for the community.

Sunpower Health
MOZAMBIQUE



Powering Health
HONDURAS



CETPRO Don Bosco
PERU



H₂OMe
BRAZIL



4.1 H₂OME

Energy, water, health and education

The H₂OME project is a comprehensive and innovative social infrastructure designed to radically improve the quality of life and promote sustainable development in remote communities, such as the Quilombola community in the Amazon region.

It is a purpose-driven engineering model that empowers vulnerable communities by providing them with autonomy, healthcare, education and connectivity, while fully respecting their natural environment.

This infrastructure acts as a vital hub, providing the community with four essential resources:

» **Safe drinking water (DWTP).** It has a self-sufficient water treatment plant that supplies treated water to the community. The plant is key to reducing disease, facilitating hygiene practices and food preparation, as well as protecting local biodiversity by preventing excessive water extraction from rivers.

» **Comprehensive healthcare.** It has a medical centre providing primary care, antenatal and paediatric care, emergency response and psychological support. The centre serves as a venue for vaccination campaigns, and a nurse is available every week to provide care for mothers and children.

» **Education and digital connectivity.** The complex includes a digital classroom which, thanks to the installation of the Starlink satellite network, provides Wi-Fi connectivity to all areas of the project. This initiative combats community isolation, broadens young people's learning opportunities by providing access to online resources, and enables practical training to be offered, including Microsoft Office classes.

» **Clean, independent energy.** The entire project is energy self-sufficient thanks to a 32 kW solar photovoltaic system, comprising 72 panels and a monitoring and remote control system. This guarantees a reliable electricity supply for essential services (lighting, refrigeration, healthcare), boosts local employment and protects the Amazonian ecosystem by eliminating dependence on fossil fuels.



BRAZIL
Óbidos, State of Pará

Status
Completed in April 2025
(with ongoing technical support)



ENSURING A SUPPLY OF DRINKING WATER ALL YEAR ROUND

Although the original water treatment system functioned correctly at the outset, it eventually became clear that it was unable to cope with the extreme conditions at the water source: the Igarapé, a tributary of the Amazon that borders the community. The quality of the available water is directly affected by the drastic changes this river undergoes between the dry and rainy seasons.

During the dry season, the water level drops by up to eight metres. This makes abstraction more difficult and causes the water to have different properties, such as a lower volume and a higher concentration of particulates. Conversely, during the rainy season, the river level rises sharply, but so too do turbidity and the presence of pollutants. The original system was unable to guarantee a year-round supply of drinking water due to these conditions, which potentially put the health of the community's 290 residents, including the 95 children who attend the local school, at risk.

H₂OME promotes access to drinking water, healthcare and clean energy for remote communities in the Amazon in a sustainable way

Faced with this challenge, the Elecnor Foundation set to work in 2025 to redesign and adapt the water treatment system, ensuring it would operate optimally even amid the seasonal fluctuations in the Igarapé. To this end, it implemented a comprehensive technical solution which included:

- » **Modernisation of the water collection and treatment system:** a surface water collection system and a primary settling tank were installed, alongside sustainable technologies such as natural coagulation using plant-based tannin and disinfection with sodium hypochlorite. In addition, an ultrafiltration unit was installed that can remove more than 99.9% of viruses and bacteria. This ensures that the water meets Brazilian regulatory standards for drinking water.
- » **Technical monitoring and strengthening of local capacity:** a specialist local company was contracted to carry out comprehensive monitoring of water quality over a full year. This monitoring involved detailed analyses during critical periods of drought and heavy rainfall, providing essential data to adjust the plant's operations and ensure that drinking water is available throughout the year. A detailed operation and maintenance manual was also provided to strengthen local management.





+ 290
PEOPLE BENEFITING
IN THE COMMUNITY

**SAFE DRINKING
WATER**
FOR THE 95 PUPILS
AT THE LOCAL SCHOOL

+ 99.9%
OF PATHOGENS REMOVED
BY ULTRAFILTRATION

1 year
OF GUARANTEED
TECHNICAL SUPPORT AND
MONITORING

The new ultrafiltration system has significantly reduced cases of gastrointestinal illness in the community, and ensures a 24-hour supply of clean water, even during periods of river flooding or drought.

Thanks to this project, the community of Muratubinha now has a resilient system that ensures a continuous supply of safe drinking water, regardless of seasonal fluctuations in the river. This initiative not only improves the community's quality of life, but also ensures that children at the local school have access to safe water for their well-being and development.

This project has given the Elecnor Foundation valuable experience of the unique challenges posed by the Amazonian environment, and has also reaffirmed the Foundation's commitment to sustainable development and universal access to essential resources, such as drinking water.

4.2 Sunpower Health

Stable and efficient energy



MOZAMBIQUE
Gaza
Status
Launched in 2025

El Carmelo Hospital in Chokwe, situated in Gaza Province, is a leading healthcare centre run by the Daughters of Charity of San Vicente de Paúl, which provides essential care to the rural population affected by critical conditions such as HIV, malaria, tuberculosis and malnutrition.

Historically, the quality of their service and patient safety were compromised by the instability of the electricity supply and high operating costs, factors which limited their ability to respond to emergencies and to maintain vital services such as the cold chain for vaccines and laboratory operations.

In 2025, the Elecnor Foundation launched the Sunpower Health project, a clean energy infrastructure initiative developed in strategic partnership with Manos Unidas. The project involved installing a photovoltaic system comprising 212 PV modules, distributed equally across the roofs of the hospital and its laboratory, with a total peak power output of 142.12 kWp.

100,000

DIRECT BENEFICIARIES AMONG
THE RURAL POPULATION

142.12 kWp

OF PEAK POWER
INSTALLED

212

PHOTOVOLTAIC MODULES
INSTALLED

REMOTE CONTROL
REAL-TIME DIGITAL MONITORING
SYSTEM
FROM MOZAMBIQUE AND SPAIN





SAVINGS ON POWER GRID CONSUMPTION



- 43.3%

AT THE HOSPITAL

- 56.3%

AT THE LABORATORY

This technological solution incorporates an advanced remote control system that enables real-time digital monitoring of performance from the Elecnor Foundation in Spain, ensuring efficient technical management and immediate detection of any incidents.

This infrastructure has had an immediate and transformative impact on the 100,000 people who benefit from the centre's care each year. Since it was commissioned, daily electricity consumption has been cut by 43.3% at the hospital and by 56.3% at the laboratory.

These energy savings guarantee the institution's financial sustainability, enabling the hospital to redirect financial resources towards the procurement of medicines and the improvement of healthcare services, thereby establishing a more resilient and self-sufficient healthcare model for the provinces of Gaza and Inhambane.

These energy savings guarantee the institution's financial sustainability, enabling the hospital to redirect financial resources towards the procurement of medicines and the improvement of healthcare services, thereby establishing a more resilient and self-sufficient healthcare model for the provinces of Gaza and Inhambane.

4.3 Powering Health

Comprehensive improvement of the healthcare infrastructure



HONDURAS
Pespire
Status
In progress

The Hipólito O. Cruz Health Centre is a critical facility that provides healthcare to more than 36,000 people in the department of Choluteca.

Until the Elecnor Foundation began its work, the centre was operating in critical conditions due to an unreliable electricity supply, with weekly power outages, and unreliable access to drinking water. These shortcomings compromised patient safety and the quality of care, hindering essential tasks such as sterilising equipment, maintaining the cold chain for vaccines and providing emergency care in a dignified environment.

To comprehensively address this challenge, the Elecnor Foundation is implementing a project that combines renewable energy and water sanitation solutions. The project involves the installation of a 38 kWp PV plant equipped with a battery backup system designed to ensure 14 hours of critical operation in the event of a power outage.



At the same time, work is underway to modernise the electrical infrastructure, by installing 75 kW transformers and grounding system, and to completely refurbish the water supply system, including commissioning a new water treatment plant, a high-capacity storage tank and the refurbishment of the sanitation system with water-saving taps.

The project's sustainability is further enhanced by refurbishing the facilities, including rebuilding perimeter walls and repairing roofs and floors, as well as running an intensive technical training programme for local staff. Knowledge transfer and the provision of operating manuals mean the centre is able to manage its new resources independently.

This project has a direct and transformative impact on the quality of life of people in the Pespire region, by ensuring the basic conditions for safe and efficient healthcare.



GOALS

1. **Guarantee a stable electricity supply.**

The installation of the PV plant with backup batteries has made it possible to eliminate the weekly – and even daily – power outages that were disrupting the hospital’s essential services. A reliable electricity supply is vital for saving lives and ensuring high-quality healthcare.

2. **Access to safe drinking water.**

The refurbishment of the water supply system, including installing a water treatment plant, ensures that the water used at the centre meets the necessary quality standards for human consumption and sanitation purposes. This reduces the risk of water-borne diseases and improves hygiene standards for both patients and medical staff.

3. **Comprehensive refurbishment of the facilities.**

Modernising the electrical infrastructure, upgrading the sanitation system and refurbishing the building (including walls, ceilings and floors) has transformed the centre into a safe, functional and dignified space where patients can receive optimal care and staff can work without restriction.

4. **Impact on public health.**

Not only does this project improve conditions at the health centre, but it also has a knock-on effect in the wider community. An efficient healthcare system reduces the spread of preventable diseases, improves the response to emergencies and raises public health standards across the region.

5. **Sustainability and autonomy.**

Technical training for local staff ensures that the improvements put in place can be managed independently and sustainably, thereby guaranteeing the centre’s long-term operation.

36,000 DIRECT BENEFICIARIES	COMPREHENSIVE WATER AND SANITATION MODERNISATION BASED ON EFFICIENCY CRITERIA
38 kWp OF SOLAR ENERGY AND 14 hours OF BATTERY BACKUP FOR CRITICAL SERVICES	STRENGTHENING CIVIL INFRASTRUCTURE FOR A SAFE AND DIGNIFIED HEALTHCARE ENVIRONMENT
WATER TREATMENT PLANT AND WELL REFURBISHMENT TO ENSURE A CONSTANT SUPPLY OF SAFE WATER	TRAINING AND KNOWLEDGE TRANSFER FOR LOCAL OPERATIONAL MANAGEMENT

4.4

CETPRO Don Bosco

Technical capacity-building and renewable energy



PERU
Arequipa

Status
Currently in the planning
and strategic
implementation phase

The Centre for Technical and Vocational Education (CETPRO) Don Bosco plays a vital role in the María Auxiliadora district of Arequipa, providing future opportunities to an annual average of 250 young people aged between 17 and 28.

The student body, comprising around 170 young men and 80 young women, is affected by extreme poverty, with household incomes of less than 1,000 soles a month (equivalent to approximately 240 euros).

Despite having completed their secondary education, these young people lack the resources needed to access technical training that would enable them to successfully enter the labour market and break the cycle of economic vulnerability.

To address this need, the Elecnor Foundation has partnered with Misiones Salesianas to develop a wide-ranging initiative that links energy sustainability with quality education.

The project involves installing a solar photovoltaic system at the school to drastically reduce its operating costs. These savings are reinvested directly into improving training activities, ensuring CETPRO's long-term financial viability and turning the centre itself into a living learning laboratory.

In terms of education, the initiative strengthens the continuing professional development programme in electricity and renewable energy, the academic content of which is officially recognised by the



Peruvian Ministry of Education. Thanks to this practical approach, students acquire advanced technical skills by working with real technologies and photovoltaic systems that they will encounter in today's industrial sector.

Beyond technical training and improving employability, the project aims to boost young people's self-esteem and personal skills, providing them with a genuine pathway to professional and personal development so that they can transform their communities.

250

YOUNG PEOPLE BENEFITING
ANNUALLY

INSTALLATION OF
**PHOTOVOLTAIC
SYSTEM**

TO ENHANCE THE CENTRE'S THE
EFFICIENCY AND SUSTAINABILITY

TECHNICAL TRAINING THAT IS
**OFFICIAL
RECOGNISED**
BY THE MINISTRY OF EDUCATION

SPECIALISATION IN
**ELECTRICITY
AND RENEWABLE
ENERGY**

TRAINING AND RESEARCH

KNOWLEDGE AS A DRIVER OF TRANSFORMATION: AN ESSENTIAL TOOL FOR BUILDING PEOPLE'S CAPACITIES TO TACKLE MAJOR CHALLENGES.

The Elecnor Foundation's training and research projects are designed to achieve this goal and are carried out in partnership with prestigious institutions that share the Foundation's values and purpose.



SPAIN

- IE-Elecnor Knowledge Hub on Ethical Business
- Sustainability Classroom
- Specialist course in electrical installations
- Madrid Polytechnic University
- Growing up with Emotional Prevention
- Agri-Photovoltaic Chair - UPV
- The Ulysses Project

4.5 IE-Elecnor Knowledge Hub on Ethical Business

Leading the debate on ethics and sustainability

In a corporate environment shaped by the demand for responsible governance, the IE-Elecnor Knowledge Hub on Ethical Business - the result of a partnership between the Elecnor Foundation and the IE Foundation, and in collaboration with EY - in 2025 established itself as a leading centre for applied research and rigorous scholarship.

This initiative addresses the strategic need to train leaders capable of integrating ESG (environmental, social and governance) criteria into corporate culture, while fostering an ongoing dialogue between the academic and business worlds.



SPAIN
IE University, Madrid
Status
Ongoing



The IE-Elecnor Knowledge Hub promotes ethical leadership through applied research, ESG training and the development of young talent.

The Hub carries out a wide range of activities organised around three key areas. In the field of research, one notable development is the publication of the landmark report “The connection between purpose and profit: Are ESG strategies worthwhile?”, which analyses how good governance drives sales growth and the intangible value of companies.

In terms of training, knowledge is disseminated through ‘Knowledge Pills’ on critical topics, such as the CSDDD regulation, greenwashing, and the “Compliance Matters” podcasts, which feature leading experts.

The Hub is also committed to nurturing young talent through the IEU Labs, where first-year students at IE University tackle real-world challenges set by Elecnor.

The success of this approach is evidenced by the growing impact it is having. The Hub’s digital platform attracted more than 2,350 new unique users in 2025, representing a 20% increase compared with the cumulative total for the previous three years.

+ 2,350

NEW UNIQUE USERS
ON THE HUB

+ 20

ARTICLES PUBLISHED IN
LEADING MEDIA OUTLETS

4 NEW EPISODES

OF THE “COMPLIANCE
MATTERS” PODCAST

STRATEGIC REPORT

ON THE RETURN ON
INVESTMENT IN ESG POLICIES



WORKING
DIRECTLY WITH
YOUNG TALENT
THROUGH THE
IEU LABS

“COMPLIANCE MATTERS” PODCAST



Episode 13

A conversation with Gonzalo Fernández Atela, lawyer and secretary of the Advisory Board of the Hay Derecho Foundation



Episode 14

Daniel Truran, strategist and expert in ethical leadership and sustainability

KNOWLEDGE PILLS



Reflections on sustainability and business ethics



Are whistleblowing channels effective in fostering a culture of ethics within a company?



The link between purpose and profit: Are ESG strategies worth it?

4.6 Sustainability Classroom

Educating the next generations through innovation

Integrating sustainability into corporate culture requires future business leaders to embrace these principles from the very outset of their academic careers.

With this in mind, the Elecnor Foundation, in collaboration with Deusto Business School, will launch a Sustainability Classroom in 2026 – an educational initiative designed to transform the learning experience of around 400 first-year undergraduate students.

This activity forms a strategic part of the “Business and Sustainability” module, providing a practical and state-of-the-art experience that links theoretical knowledge with the real-world challenges of the professional environment.



SPAIN
Bilbao and San Sebastián
campuses of
Deusto Business School

Status
Scheduled for launch in 2026



The Sustainability Classroom promotes responsible leadership through hands-on learning and gamification in higher education.

In addition to its academic value, the Sustainability Classroom plays a key role in raising awareness among young people from their very first semester at university. By introducing key concepts in a stimulating and participatory environment, we ensure that future professionals internalise social responsibility as part of their core values right from the outset of their training.

This initiative has strengthened the long-standing partnership between the two institutions, consolidating a model of knowledge transfer that prepares the next generation to lead with critical awareness in a globalised world.

400
FIRST-YEAR STUDENTS
BENEFITING EACH YEAR

PRESENCE IN
2 CAMPUSES
BILBAO AND SAN SEBASTIÁN

EXPERIENTIAL LEARNING
THROUGH THE SIMULATOR
**“THE TRIPLE
CONNECTION”**

COMPREHENSIVE
MANAGEMENT BASED ON
THE FOLLOWING PILLARS:
**PEOPLE, PLANET
AND PROSPERITY**

CURRICULAR INTEGRATION
IN THE SUBJECT
**“BUSINESS AND
SUSTAINABILITY”**

4.7 Specialist course in electrical installations

Fostering technical talent

The electricity sector requires highly qualified professionals, a technical need that the Elecnor Foundation addresses through its long-standing partnership with the Salesianos Deusto centre in Bilbao.

The specialist course in medium- and low-voltage electrical installations provides vocational training to students with high-level practical specialisation, aligned with the industry's actual requirements and designed to significantly enhance their prospects of entering the labour market.

The technical training comprises 85 teaching hours spread over 14 days, covering modules that are critical to safety and professional performance: the installation and maintenance

of high- and low-voltage systems, working at height, working in confined spaces, live-line working, and training as a Work Area Agent.

A key feature of this project is the optimisation of resources and the creation of operational synergies, as the very same facilities where young people are trained are used by the Elecnor Group for the retraining and ongoing professional development of its own staff.



SPAIN
Salesianos Deusto, Bilbao
Status
13th edition completed

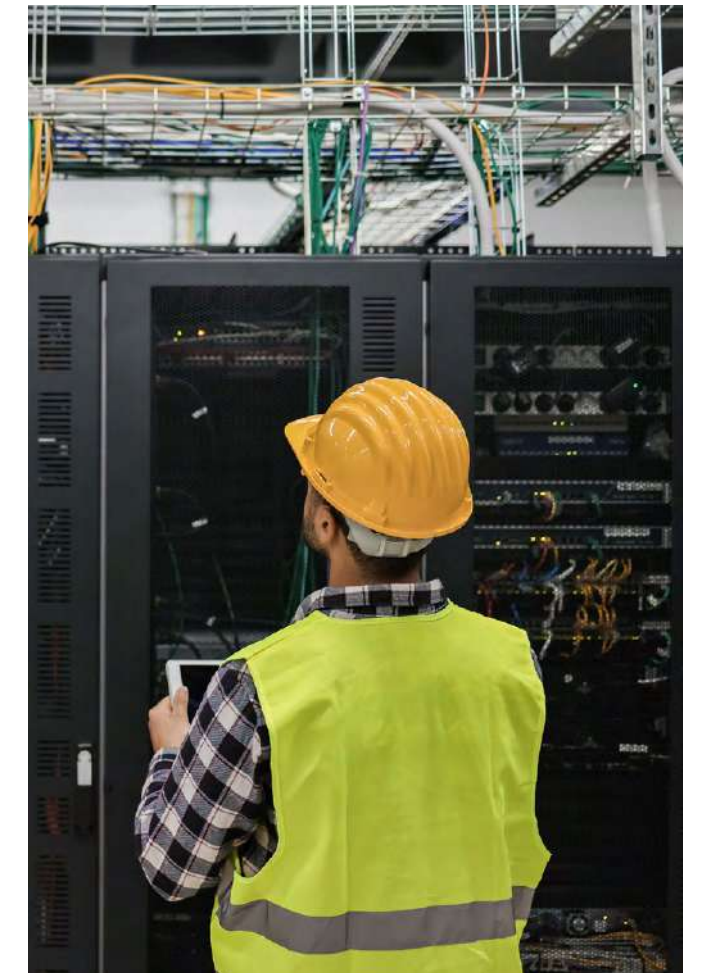
**13TH CONSECUTIVE
EDITION OF
THE TRAINING
PROGRAMME**

18
GRADUATES FROM
THE MOST RECENT INTAKE

85 HOURS
OF TECHNICAL AND SPECIALISED
PRACTICAL TRAINING

**SYNERGY WITH ELECNOR
EMPLOYEES' INTERNAL TRAINING
TO OPTIMISE RESOURCES**

**MODULES SPECIALISING IN
CRITICAL SAFETY
WORK AT HEIGHT, LIVE-LINE
WORKING AND CONFINED SPACES**



In 2025, the programme held its 13th edition, with a total of 18 students having successfully completed their specialisation.

This collaborative model not only strengthens the link between the education system and the business community, but also ensures that young people acquire advanced technical skills in a practical, supervised learning environment, thereby contributing directly to the professionalisation of a sector that is key to the energy transition.

4.8 Madrid Polytechnic University

Advanced training for the energy transition



SPAIN
ETSII-UPM, Madrid
Status
Ongoing



The global energy transition requires engineers with a first-class technical education, capable of designing and managing complex electrical systems based on renewable energy sources.

In this context, the Elecnor Foundation has a strategic partnership with the Department of Electrical Engineering at the Madrid Polytechnic University's Higher Technical School of Industrial Engineering (ETSII-UPM) to promote the transfer of knowledge between the academic world and the business sector.

Throughout 2025, the collaboration has been organised through the "Ingenia Store" project, devised as an essential practical complement to the module "Engineering an Electrical System".

This initiative enables students to undertake advanced study of lithium-ion battery storage systems, go on technical visits to solar thermal power stations and take part in hands-on learning sessions with Elecnor experts on photovoltaic self-consumption.

The aim is to give students a real insight into the challenges facing the sector, enabling them to work with technologies that are transforming today's energy infrastructure.

In a key milestone this year, the Foundation extended this agreement for a further three years under the name "Ingenia-Microrred". This new stage, which will take place between 2026 and 2028, will raise the laboratory's level of sophistication as it moves from nanogrids to conventional microgrids.

The major innovation behind this qualitative leap will be the integration of Artificial Intelligence (AI), which will be used both to control grids and to simulate market participants in real time, forcing students to optimise resource management in highly complex environments.

This project underscores the Foundation's role as a driving force behind human-centric engineering and the development of young talent to lead the way towards a sustainable future.

**AGREEMENT
EXTENDED
FOR 3 YEARS**
(2026-2028) UNDER THE INGENIA-
MICRORRED INITIATIVE

ADVANCED PRACTICAL
TRAINING IN
**LITHIUM BATTERY
STORAGE**

KNOWLEDGE TRANSFER
THROUGH
**SESSIONS WITH
EXPERTS**
FROM ELECNOR AND VISITS TO
POWER PLANTS

TECHNOLOGICAL INNOVATION
THROUGH THE INTEGRATION OF
**ARTIFICIAL
INTELLIGENCE**
IN THE MANAGEMENT OF
MICROGRIDS

4.9 Growing up with Emotional Prevention

Emotional well-being for a happy childhood

Emotional well-being in childhood is a strategic priority within the Elecnor Foundation's social impact model.

The Growing up with Emotional Prevention programme is an educational initiative integrated into the curriculum – the only one of its kind in the country – aimed at pupils in Years 3, 4 and 5 of primary education.

Its main aim is to equip children with personal tools that will enable them to improve their psychological well-being, thereby significantly reducing the risk of conditions such as depression, anxiety or behavioural disorders arising in the school environment.

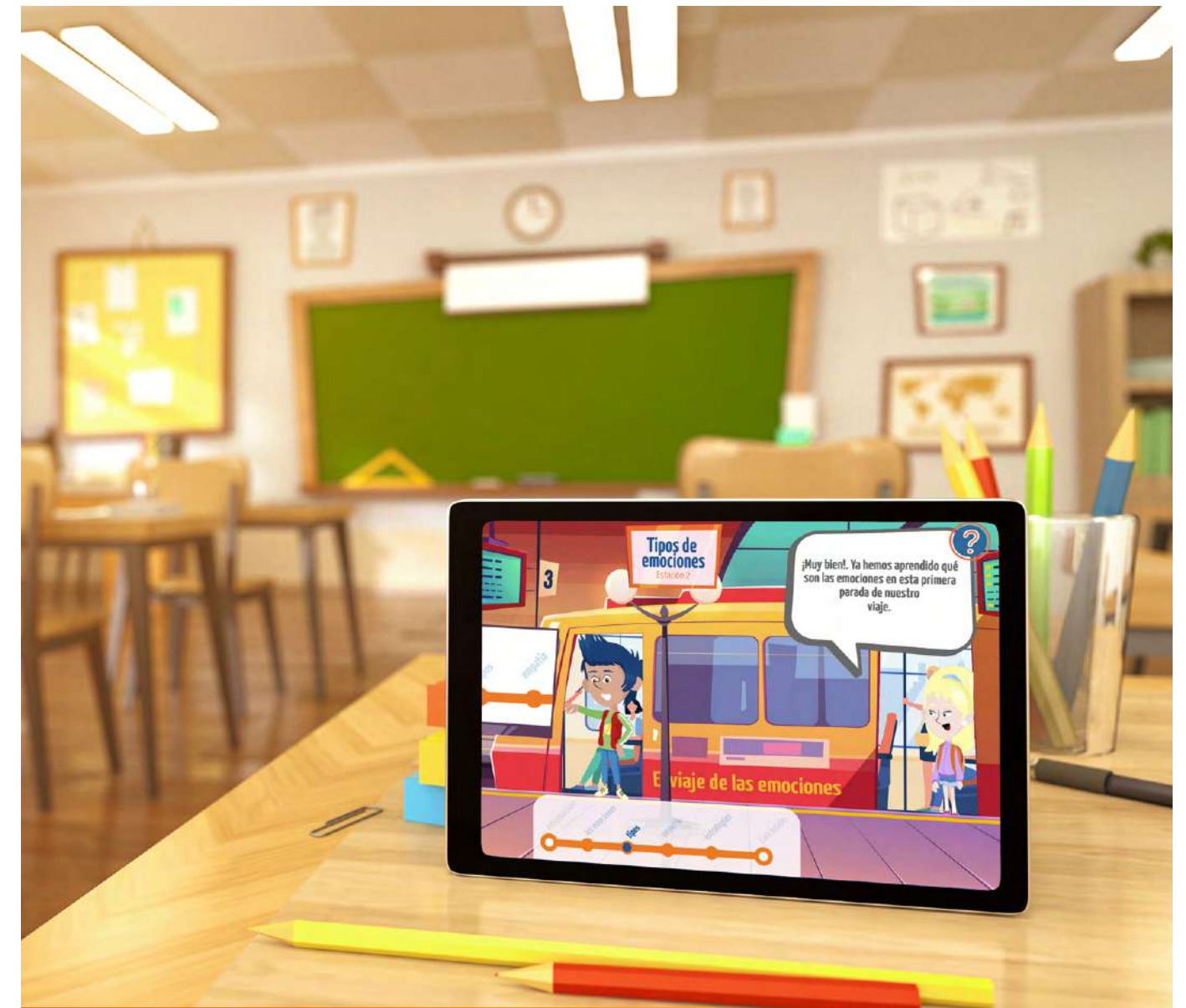
The programme's methodology is delivered via a digital app and supporting materials that teach pupils the so-called **Rules of Prevention: Stop, Think and Suggest** (observe yourself, get to know yourself and manage yourself). This structure enables children to apply what they have learned to their everyday environments: home, neighbourhood and school.

The initiative is fully in line with the educational objectives of Spain's Education Act (LOMLOE) and has received technical approval from the various participating regional education



SPAIN
Castilla-La Mancha, Cantabria
and Murcia

Status
Ongoing



**INCLUSIVE APPROACH
AND UNIVERSAL DESIGN**
43 SPECIAL EDUCATIONAL NEEDS
CENTRES AND 29 MEMBER RURAL
SCHOOLS

Creciendo en
PREVENCIÓN



621

PARTICIPATING SCHOOLS
THROUGHOUT SPAIN

departments. Furthermore, its implementation is overseen by a multidisciplinary team of psychologists, educationalists and teachers who provide ongoing support to educators.

2025 was a milestone year of exceptional growth for the programme, which has reached 77,022 schoolchildren since its inception.

Driven by a firm commitment to inclusion, Growing up with Emotional Prevention has been developed using universal design principles to meet the needs of children with disabilities and the specific characteristics of the Member Rural Centres, with the participation of 43 special educational schools and 29 rural schools.

Also worth highlighting is the strategic partnership with the Prodis Foundation, with whom a specific, in-person programme has been developed, tailored for people with intellectual disabilities, with the aim of promoting the emotional and social well-being of the participants and fostering a safer school and family environment.



77,022

SCHOOLCHILDREN
BENEFITING AS OF 2025

+26.3%

GROWTH IN THE PROGRAMME'S
REACH COMPARED WITH 2024

**STRENGTHENED
INSTITUTIONAL
SUPPORT**

CASTILLA-LA MANCHA, CANTABRIA
AND MURCIA

STRATEGIC PARTNERSHIP WITH THE
PRODIS FOUNDATION
FOR PEOPLE WITH INTELLECTUAL
DISABILITIES

4.11 Agri-Photovoltaic Chair – UPV

Solar energy for the future of agriculture



SPAIN
Valencia
Status
Ongoing

The aim of the UPV Agri-Photovoltaic Chair is to promote and develop agri-photovoltaic systems, which harness the resources of arable land for the generation of renewable electricity while maintaining agricultural production, by analysing yields and the compatibility between different models for integrating photovoltaic installations with agricultural crops.

In 2025, a number of activities were carried out as part of the "Development of a pilot plant project on a citrus farm in the municipality of Lliria (Valencia)". These activities include:

- » **Total area:** 38 ha, with a built-up area of 400 m.
- » **Cultivation:** The study was carried out using the Tango variety, which is three years old and planted at a spacing of 6 x 2 metres.
- » **Power:** A peak power of 30 kWp was set.
- » **Modules:** Three rows of modules have been installed, comprising 21 single-sided panels, 21 double-sided panels and 21 transparent panels.
- » **Structure:** the installation has a mixed structure, comprising both a fixed and a mobile part (agri-tracker).



With regard to the design and construction of the plant, a geotechnical survey was carried out by a geotechnical engineer in Valencia, and the final design documents have been drawn up.

The project will be implemented in 2026, building on the progress made and the work carried out in 2025.

The members of the chair are:

- » Valencia's Polytechnic University (UPV)
- » Elecnor Foundation
- » Energy Management & Innovation, S.L.U.
- » Vao Sistemas, S.L.
- » Liria Water Board of the main canal of Campo del Turia
- » Gestión y Administración Técnica Agraria, S.L.
- » GSFI Energía, S.L.

The pilot plant assesses how dynamic shading improves the quality and yield of citrus fruit, whilst optimising photovoltaic energy without reducing the area of farmland. Initial results show greater soil efficiency and reduced water stress in summer.

4.11 The Ulysses Project

Leading the marine data revolution



SPAIN
Bay of Biscay, Basque Country
Status
Ongoing

The Ulysses Project is an ambitious, cutting-edge scientific and technological initiative designed to tackle plastic pollution in marine and river ecosystems through the strategic use of data and innovative engineering solutions.

Using a range of technologies, including high-precision video surveying of rivers, satellite tracking devices and the development of its own digital platform, the project is studying the origin, drift and impact of plastic waste to facilitate its sustainable management and recovery.

Recognised in 2025 by the European Commission with the Technical Assistance Award, Ulysses not only brings scientific rigour to the project, but also fosters social awareness through marine education and promoting the circular economy, establishing itself as a model of internationally scalable impact for the protection of our oceans.



AN INTERNATIONAL MILESTONE: RECOGNITION BY THE EUROPEAN COMMISSION

2025 was a turning point for Ulysses as it received the **Technical Assistance Award** from the European Commission, as part of the “Restore Our Ocean & Waters” mission.

This award recognises the project’s innovative approach to the sustainable management of marine ecosystems and its support for fishing communities.

This success was underpinned by strategic support from PwC Brussels, whose *pro bono* assistance throughout the year has been instrumental in establishing Ulysses as a leading technical partner in ocean protection across the continent.

SCALABILITY AND STRATEGY:
FROM THE BAY OF BISCAY
TO THE WORLD

More than just a local project, Ulysses is establishing itself as a project that can be replicated and sustained in different regions.

A three-phase plan designed to transform the current pilot scheme into a ‘turnkey’ system is being implemented in collaboration with PwC Spain. This system will include operational and financial design, as well as the creation of a long-term sustainability strategy.

- » **Expansion phase:** a strategic study has been carried out with a view to expanding into France, identifying the Nouvelle-Aquitaine region as the first potential market for the internationalising the model.
- » **Value proposition:** the development of a roadmap and a robust scalability plan ensures that Ulysses has a clear pathway for expansion into new geographical markets.

CUTTING-EDGE SCIENCE AND
TECHNOLOGICAL DEPLOYMENT

In 2025, the technical core of Ulysses reached full operational maturity through progress in several key areas:

- » **Monitoring of rivers and seas:** the spring and summer surveys on beaches and rivers were successfully completed, and a detailed analysis of microplastics has begun in collaboration with the University of Barcelona.
- » **Precision hardware:** the videometry installations on the Nervión and Deba rivers are now operating continuously, and authorisation has been granted for the forthcoming deployment on the Zadorra river. Furthermore, the ranger monitoring vehicle is available and ready to begin work in 2026 as a manned autonomous unit.
- » **Tracking devices:** progress has been made in the manufacture of drifting devices, including 500 GPS units for the Travellers boats, a further 500 Wooden units – vessels that drift – and 50 Coconut tracking units to simulate the movement of waste.
- » **Digital infrastructure:** work has begun on developing our own digital platform, a tool that will enable the real-time visualisation of marine litter flows and will serve as a bridge to citizen science.



The Ulysses Project harnesses technology, science and sustainable solutions that can be scaled up internationally to tackle marine plastic pollution.

SOCIAL IMPACT AND THE PUBLIC EXPERIENCE

Not only does Ulysses conduct research, but it also provides education through structured programmes such as **Ulysses School**, where specialists and psychologists work with schoolchildren, and **Ulysses Circle**, which promotes the circular economy based on the 4 Rs (Reduce, Reuse, Recycle and Recover).

Ulysses School opened its first unit in April 2025 at the BBK Klima centre (Urdaibai).



Ulysses Experience, which was a resounding success, featured on Spanish national television (TVE1) programme "Aquí la Tierra". Its facilities are based on:



The project

using a touchscreen and a vinyl-covered panel displaying augmented information, the key aspects of the initiative were explained.



Scientific data

the group of visitors was able to see how the currents in the Bay of Biscay and the rivers in the area work, by viewing real-time data displayed on a scale model and a giant immersive screen. The various types of vessels that make up the project's fleet are also shown.



Gamified area

the more playful side of the experience was showcased, featuring multiplayer and interactive games. These tools help participants to understand the recycling process and how plastics are removed from the sea through collaboration between those taking part in the game, who take on the different roles of explorer and collector.





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