

Key features	<p>The A2Z Coalition is the world’s largest transportation coalition, with more than 200 signatories (countries, regions, companies...), that support in understanding, developing and implementing ambitious zero-emission transportation policies and plans: all sales of new cars and vans being zero emission globally by 2040 and by no later than 2035 in leading markets.</p>
Main activities 2024	<p>The ZEV Declaration and the Accelerating to Zero (A2Z) Coalition organized a high-level event on accelerating the ZEV revolution, co-hosted by the ICCT, FIA Foundation, and Government of the UK.</p> <p>A2Z also released a new report updating global progress towards a Paris-aligned ZEV transition, in collaboration with CALSTART/Drive to Zero, CEM Climate Group, First Movers Coalition, and Smart Freight Center.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Advocacy, participation in events and joint letters.
Key Iberdrola’s activities in 2024	Iberdrola supports the activities of the A2Z Coalition since their launching.
Contribution group	1

Key features	<p>ABDIB is a private, non-profit business association that promotes the development and growth of Brazil's infrastructure and basic industries. It brings together companies from sectors such as energy, transportation, sanitation, telecommunications, and construction, aiming to foster investment, improve regulatory frameworks, and support sustainable economic development.</p>
Main activities 2024	<p>In 2024, ABDIB's activities focused on advancing Brazil's energy transition and sustainability agenda. Key highlights include:</p> <ul style="list-style-type: none">• Participation in COP-28, where ABDIB represented Brazil in global climate discussions.• Promotion of energy transition themes such as green hydrogen, carbon credits, and sustainable taxonomy during the ABDIB Experience event.• Support for the Carbon Market Regulation Bill, emphasizing the need for stronger incentives and governance structures.• Advocacy for environmental licensing reform and strengthening of regulatory agencies to accelerate infrastructure investments with climate considerations.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>Neoenergia is vice president of the entity. Advocacy, participation in events and joint letters.</p>
Key Iberdrola's activities in 2024	<p>Neoenergia representative was the mediator of the forum Bases for Neo-industrialization and Sustainable Development, in the energy transition Pannel that addressed topics such as:</p> <ul style="list-style-type: none">• Business environment and attraction of investments in the energy sector;• Security of energy supply, Tariff realism, diversity of the energy matrix, natural gas, sustainability, legal certainty;• Energy transition, Green hydrogen and Carbon credit.
Contribution group	1

Key features	<p>The Brazilian Wind Energy Association is a non-profit institution that brings together and represents the wind energy industry in the country, including companies from the entire production chain. Since its foundation, ABEEólica has effectively contributed to the development and recognition of wind energy as a clean, renewable, low environmental impact, competitive and strategic source for the composition of the national energy matrix.</p>
Main activities 2024	<ul style="list-style-type: none">• Support for the Offshore Wind Legal Framework (Law No. 14.801/2024, which regulates offshore wind energy in Brazil.) The association publicly supported the presidential veto of articles 22, 23, and 24 of the bill, which were considered harmful to consumers and unrelated to the core topic of offshore wind.• Prioritized themes such as the end of subsidies, expansion of the free energy market, and regulatory clarity for self-production and data centers—all framed within a broader energy transition and sustainability context.• Annual Report Statements: The 2024 Annual Report emphasized the sector’s role in reducing CO₂ emissions and highlighted the association’s commitment to the global climate agenda, despite a challenging year for the industry.
Alignment score	Aligned
InfluenceMap Score	Partially Aligned (B-)
Iberdrola’s role	<p>Neoenergia participates in the Hydrogen Working Group and the Regulatory Group, the Carbon Market Working Group, aiming at monitoring and drafting the legislation, through the participation of Hearings and Public Consultation, of the Hydrogen regulatory framework and Offshore wind regulation.</p> <p>Neoenergia's Executive Director of Renewables, Laura Porto, was elected to the new management of the Association's Board of Directors.</p>
Key Iberdrola’s activities in 2024	<p>Neoenergia representative was the mediator of the forum Bases for Neo-industrialization and Sustainable Development, in the energy transition pannel that addressed topics such as:</p> <ul style="list-style-type: none">• Business environment and attraction of investments in the energy sector;• Security of energy supply, Tariff realism, diversity of the energy matrix, natural gas, sustainability, legal certainty;• Energy transition, Green hydrogen and Carbon credit.
Contribution group	1
Actions to be taken:	Keep advocacy activity and level of engagement to strength association alignment with Paris Agreement.

Key features	A private non-profit organization that represents the energy trading businesses and promotes the Free Energy Market in Brazil.
Main activities 2024	<p>In 2024/2025, ABRACEEL primarily focused on topics related to the energy market liberalization, market security, such as self-regulation of its associates and prudential monitoring of CCEE members, and competition in the retail market:</p> <ul style="list-style-type: none">• Advocated for a fully open energy market, including residential consumers (Group B), emphasizing consumer freedom and market efficiency.• Promoted the concept of Open Energy, aiming to democratize access to energy data and empower consumers with more control over their energy choices.• Co-authored and submitted a comprehensive legal proposal to the Ministry of Mines and Energy for full market liberalization—an unprecedented joint effort with other associations.• Engaged in structured dialogue with the MME and CCEE through events and working groups focused on consumer freedom and market design.• Led a “shadow monitoring” initiative to assess market security, resulting in 18 proposals for regulatory improvement and a new expert working group.• Collaborated with CCEE and ONS on technical studies to improve the DESSEM model and price formation mechanisms.
Alignment score	Partially Aligned
InfluenceMap Score	-
Iberdrola’s role	<p>Supports those activities in line with Neoenergia climate ambitius and take defensive stance in discussions with positions that conflict with Neoenergia climate stances.</p>
Key Iberdrola’s activities in 2024	<p>Discussions were held regarding the following ANEEL public consultation processes:</p> <ul style="list-style-type: none">• Public Consultation for Input No. 14/2024, which addressed competition in the energy retail market.• Second phase of Public Consultation No. 28/2023, which focused on simplifying the rules of the energy retail market.• Public Consultation No. 7/2025, which discussed new improvements to the rules of the energy retail market and measures to enhance competition within this segment.• ABRACEEL also addressed topics related to self-regulation and prudential monitoring of CCEE members.
Contribution group	1
Actions to be taken:	<p>ABRACEEL associates are mostly independent agents whose interests often diverge from those of companies operating in both distribution and trading. In this context, Neoenergia usually takes a defensive stance in discussions promoted by ABRACEEL, aiming to mitigate the association’s positions that conflict with the interests of companies involved across multiple segments of the electricity market.</p>

Key features	A Brazilian non-profit entity, whose objective is the development of the electric power distribution sector in Brazil. It provides support services to its members in the technical, commercial, economic-financial, legal and institutional areas.
Main activities 2024	<p>ABRADEE published a technical paper in 2024 analyzing the impact of extreme climate events on electricity distribution and advocating for investment in resilient infrastructure and adaptation systems.</p> <p>In a 2024 ANEEL workshop, ABRADEE emphasized the need for systematic innovation and regulatory support to enhance grid resilience amid increasing climate risks.</p> <p>ABRADEE has worked with ANEEL and other stakeholders to promote regulatory frameworks that support climate adaptation in the electricity sector.</p> <p>Partnered with the U.S. Trade and Development Agency (USTDA) to incorporate global best practices in climate resilience planning.</p>
Alignment score	Partially Aligned
InfluenceMap Score	-
Iberdrola's role	Membership. Neoenergia actively participates in technical and strategic initiatives within the association
Key Iberdrola's activities in 2024	<p>Neoenergia has participated in the preparation of technical notes and advocacy with the legislative and executive branches, aiming to defend the interests of the distributors in legislative matters. Some examples of strategic themes monitored by the Institutional Committee are:</p> <ul style="list-style-type: none">• Modernization of the Sector; Extension of Concessions; Maintenance of the percentage allocated to Energy Efficiency and Distributed Generation• Regulation of Distributed Generation (micro and mini generation)• Extreme weather events: regulatory risk discussions on assignment of liability not in line with the concession (Afforestation). Potential increase in compensation amounts in climate events.• Extreme weather events PDI ABRADEEi.
Contribution group	3
Reasons for being partially aligned	Casting doubts on the contribution of the energy transition to competitiveness and security.
Actions to be taken:	ABRADEE associates interests and ambitions could diverge from those of Neoenergia. In this context, Neoenergia usually takes a defensive stance in discussions, aiming to mitigate the association's positions that conflict with the interests of Neoenergia.

Key features	<p>AEC is the Australian peak industry body for electricity and downstream natural gas businesses operating in the competitive wholesale and retail energy markets. The AEC supports reaching net-zero by 2050 as well as a 55 per cent emissions reduction target by 2035 and is committed to delivering the energy transition for the benefit of consumers.</p>
Main activities 2024	<p>The AEC works to promote renewable energy and facilitate the energy transition in Australia through policy work. In 2023, the AEC was involved in several policy-related activities. The AEC contributed to the Australian Energy Statistics, which is the authoritative and official source of energy statistics for Australia. The AEC published a report on the energy transition in Western Australia, discussing the challenges and bottlenecks of investing in new generation in the Western Electricity Market. The AEC was involved in discussions and advocacy related to the \$4 billion allocation by the Federal budget allocation to turbo-charge Australia's green hydrogen sector and drive the electrification of Australian homes and small businesses. The AEC contributed to the Clean Energy Generation report, which is a landmark analysis of the clean energy workforce and advocates for comprehensive reforms across multiple sectors to ensure Australia has the workforce required to achieve net zero. The AEC supports reaching net-zero by 2050 as well as a 55 per cent emissions reduction target by 2035 and is committed to delivering the energy transition for the benefit of consumers.</p>
Alignment score	<p>Partially Aligned</p>
InfluenceMap Score	<p>Partially Aligned (C)</p>
Iberdrola's role	<p>Iberdrola Australia's Chairman/CEO is a Director on the Board of the AEC. Also, other representatives from the company participate in AEC discussion groups as appropriate. These discussion groups regard energy policy, sustainability, safety and system design.</p>
Key Iberdrola's activities in 2024	<p>In the context of the AEC, Iberdrola Australia has maintained an ongoing engagement with industry on energy policy, sustainability and system design issues, particularly in the context of increasing alignment of Commonwealth and State government policy settings.</p>
Contribution group	<p>1</p>
Reasons for being partially aligned	<p>Delivering on Australia's Energy Transition</p>
Actions to be taken:	<p>Understanding peak and back up gas generation provides supply security for the deployment of renewables; continue as a board director so that this position continues to be refined.</p>

Key features	<p>AEE is the voice of the wind energy sector in Spain. With more than 350 member companies, it represents more than 90% of the sector in the country which includes promoters, wind turbines and component manufacturers, national and regional associations, organizations connected with the sector, consultants, lawyers and financial entities, among others.</p>
Main activities 2024	<p>AEE’s main goal is to promote the development of wind energy. AEE coordinates research into the areas surrounding wind energy and it contributes to the formulation of the normative framework. AEE also disseminates the reality of wind energy and publishes reports and studies which are a reference .</p>
Alignment score	<p>Aligned</p>
InfluenceMap Score	<p>-</p>
Iberdrola’s role	<p>Iberdrola is member of the Executive Commission of AEE – the main executive body of the association – and participates in different working groups to analyze, design and agree on the main aspects of the wind sector.</p>
Key Iberdrola’s activities in 2024	<p>During 2024, Iberdrola has worked with AEE on multitude of regulatory initiatives, both at national and European level in defense of the interests of the wind sector and being an active part on the key events organized by the wind sector in Spain.</p>
Contribution group	<p>1</p>

Key features	Organization created for the dissemination and social education on Energy Economics issues and international cooperation in these matters.
Main activities 2024	Organization of an annual conference where the main national academic papers on energy transition and industrial opportunities. Organizing a high-level event at COP 29 (Bakú) with academic organizations, multilateral banks and companies and some technical seminars on climate policies (e.g. “Effectiveness of policies in the adoption of electric vehicles on 30 January 2025)
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Patron partners and members of the Board of directors as Institutional VP and members of the Management Board
Key Iberdrola’s activities in 2024	Collaboration in the strategic design of activities through participation in the board of directors in the organizing committee of the different activities. We have collaborated with AEEE, SGGG (Spanish Green Growth Group) and Cambridge Institute for Sustainable Leadership in the organization of an event on climate action at COP29 in Baku.
Contribution group	1

Key features	<p>Aelec is the association of Spanish Electric Power Companies, it is widely present in the electricity value chain.</p> <hr/>
Main activities 2024	<p>Aelec focuses its activity on the promotion of the technical and regulated aspects of electricity activities, in particular the role of electricity to integrate renewables, increase energy efficiency and contribute to achieving decarbonization objectives. The association works mainly on the following topics:</p> <ul style="list-style-type: none">• Promotion of electrification• Regulatory framework for the energy transition• Contribution of the electricity sector to the energy transition and economic recovery• Electricity tariffs in Spain• Distribution networks• Digitalization• Heat pumps• Electric mobility• Smart meters• Self-consumption <p>Public information about the positioning of the association and its contribution to the main policy making processes regarding energy transition and climate change is publicly available.</p> <hr/>
Alignment score	<p>Aligned</p> <hr/>
InfluenceMap Score	<p>-</p> <hr/>
Iberdrola's role	<p>Iberdrola participates actively in the association being present in different working groups. Iberdrola is also involved in the managing bodies of the association, such as the Directors' Committee and the Managing Board.</p> <hr/>
Key Iberdrola's activities in 2024	<p>Participation in major public hearings on topics related to the defense of electrification and electrical grids. Organization of outreach events on these topics. Active participation in debate forums and associations to convey messages.</p> <hr/>
Contribution group	<p>3</p>

Key features	Alianza Q-Cero was launched in Jan 2024 as the alliance for the decarbonization of thermal energy demand in Spain. Q-Cero is a multi stakeholder alliance open to all agents, but above all focused on thermal energy users. It has over 120 members across the value chain.
Main activities 2024	During 2024 activity has been focused on setting up the governance and developing the work programme and action lines with all members. Work is organized around working groups including cross-cutting groups and sectorial fora. In 2024 it has published its Manifesto setting up the vision of the alliance. It has also organised many in-person events including the annual event in Nov 2024 as well as many only sessions on specific topics. Activities can be reviewed in its website.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is a founding member of the Alliance and an active player in its Steering Group and facilitating office, in collaboration with the Innovation Center in Technology for Human Development at the Polytechnic University of Madrid (itdUPM) and Tecnalía.
Key Iberdrola's activities in 2024	Active engagement in all activities developed.
Contribution group	1

Key features	<p>The Mexican Energy Association (Asociación Mexicana de Energía – AME) is the leading private sector organization representing the electricity industry in Mexico. Its core mission is to advocate for legal certainty, promote private investment, and foster a competitive, efficient, reliable, and sustainable power sector. AME is structured around a strong governance model, comprising a Board of Directors, permanent technical committees, and working groups. The association plays a proactive role in policy dialogue, strategic analysis, and stakeholder engagement, and serves as a key voice in Mexico’s energy policy ecosystem.</p>
Main activities 2024	<p>In 2024, AME strengthened its institutional engagement strategy through the following initiatives:</p> <ul style="list-style-type: none">• High-Level Dialogue: Meetings with presidential pre-candidates and sector leaders to position key energy issues on the public agenda.• Energy Dialogues Forums: Hosted national-level events featuring experts, business leaders, and policymakers, including a keynote by Dr. José Antonio Meade and a panel with Carlos Elizondo Mayer-Serra and Blanca Heredia.• Committee Work: Seven technical committees addressed core sectoral issues such as emissions, regulation, storage, diversity, and innovation.• Strategic Studies: Commissioned high-impact studies on grid code, regulatory frameworks, and circular economy.• Membership Growth: AME successfully expanded its membership, adding at least five new companies with a combined installed capacity over 5,000 MW. <p>25th Anniversary Activities: Communication efforts included new branding, web presence, and commemorative initiatives to reinforce AME’s national leadership.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	<p>Iberdrola México is a strategic partner of AME, providing consistent, high-level participation across the association’s decision-making bodies. Its contribution has been particularly relevant in shaping AME’s technical, regulatory, and policy agenda. Iberdrola shares AME’s long-term vision of a competitive and sustainable energy sector and has served as a key voice in sector dialogue, representing the interests of both Iberdrola and the broader membership. The collaboration reflects a model of value generation through institutional leadership, evidence-based advocacy, and constructive engagement.</p>
Key Iberdrola’s activities in 2024	<p>In 2024, Iberdrola México chaired AME’s Executive Committee, leading the analysis of critical sector issues such as emissions, regulatory frameworks, energy reliability, and taxation. Under its leadership:</p> <ul style="list-style-type: none">• Strategic studies were commissioned on grid code reforms and regulatory impact• Iberdrola’s leadership helped consolidate the Committee as a hub of strategic thinking within AME. <p>This engagement reaffirmed Iberdrola’s role as a key driver of sector development and its commitment to a long-term, sustainable vision for Mexico’s energy future"</p>
Contribution group	1

Key features	Research center focused on climate change, with high international prestige. Aimed to produce multidisciplinary knowledge to support decision making towards sustainable development at the international level.
Main activities 2024	Several events have been organized around the climate and energy transition agenda and different publications at international level have been published. In Spain, it has a platform of information and awareness on the energy transition and climate change, named OTEA that helps to raise government's ambition.
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	Iberdrola supports the Centre with collaborations in meetings, publications and with permanent involvement in OTEA.
Key Iberdrola's activities in 2024	Frequent meetings to address issues related to the process of developing a renewed version of the NIECP and GHG emissions trends in all sectors of the economy.
Contribution group	1

Key features	Bruegel is an independent think tank whose work covers the various areas of economic policy, in particular monetary policy, trade policy, industrial policy, budgetary policy, and financial regulation, as well as the economic aspects of energy and environmental policy.
Main activities 2024	The Think Tank has organized technical seminars with highly prestigious experts and publications to contribute rigorously to European conversations around the Clean Industrial Deal, trade policy, energy markets, finance... Their activities on policy proposals after EU elections have been very dynamic (specially in the climate, energy and industrial areas).
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is a corporate member and is highly active in the review of the annual research program, as well as in the annual assemblies and thematic meetings they organize
Key Iberdrola's activities in 2024	Iberdrola participates and contributes with its expertise in policy and technical meetings, publications and events. Very close relationship with senior researchers in the context of the implementation of the research program.
Contribution group	1

Key features	CEBDS is a non-profit organization that represents over 100 leading companies in Brazil. CEBDS promotes sustainable development by integrating economic, social, and environmental dimensions into business strategies. It is the Brazilian representative of the World Business Council for Sustainable Development (WBCSD).
Main activities 2024	CEBDS works to (i) Influence public policy for sustainability; (ii) Provide tools and methodologies for sustainable business practices; (iii) Educate and train professionals in corporate sustainability; (iv) Promote alignment with the UN Sustainable Development Goals (SDGs).
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	In 2024 and 2025, we have been actively working alongside CEBDS engaging in strategic advocacy forums with the Brazilian government.
Key Iberdrola's activities in 2024	Our contributions have focused on shaping the national Carbon Credit Market and the Brazilian Sustainable Taxonomy – both essential for advancing climate finance and aligning investments with sustainability goals. Additionally, we are supporting the preparations for COP 30 in Belém, recognizing its importance as a global platform to elevate Brazil's leadership in climate action and biodiversity protection
Contribution group	1

Key features	<p>The CEC is the peak body representing Australia's clean energy sector. The CEC works with industry and government to build a competitive and sustainable market to help accelerate the transformation of Australia's energy system to one that is smarter and cleaner. Its membership includes more than 1,000 leading renewable energy, energy storage businesses and rooftop solar installers.</p>
Main activities 2024	<p>In 2024, the CEC played a pivotal role in advancing the country's clean energy transition. Key activities and highlights from their work during the year include ongoing policy and advocacy for stronger policy frameworks to support the energy transition highlighting the need to overcome investment barriers and accelerate project approvals.</p> <p>The CEC convene a number of directorates (offshore wind etc) and working groups (e.g. bird and bat; anti-modern slavery; and planning and approvals)in which members of Iberdrola Australia partipate. They also host an annual clean energy conference and annual awards.</p> <p>Iberdrola Australia Chairman and CEO, Ross Rolfe was appointed Chair of the CEC in late 2024.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	Aligned (B+)
Iberdrola's role	<p>Chairman and CEO of Iberdrola Australia is Chair of CEC; Staff are members of various directorates and working groups.</p>
Key Iberdrola's activities in 2024	<p>Chair of the CEC and participation in directorates and working group by staff across the organisation</p>
Contribution group	1

Key features	<p>CEOE is the national business association representing and advocating for policy on behalf of the Spanish private sector. CEOE voluntarily integrates two million companies and freelancers from all business sectors. At the European level, CEOE integrates within Business Europe, which gathers European business associations. CEOE also engages with global conversation on the climate and energy sphere either directly or through a wide range of alliances.</p>
Main activities 2024	<p>In the climate policy context, the organization has actively participated in key international milestones of the global biodiversity and climate agenda, such as COP 16 (Cali) and COP 29 (Baku), showcasing the role of industry in the response to these two challenges. In the Spanish Context, the organization has participated in consultation processes / events presenting its positions on: the revision of the National Integrated Climate and Energy Plan to 2030, the adjustments of some articles to Law on Climate and Energy Transition, the preparation of the industrial bill (currently under the parliamentary procedure) and the preparation of the Emission reduction strategy for 2050... Additionally, they have engaged in the regulatory conversation on the remaining “Fit for 55” regulatory packages (e.g. CBAM).</p> <p>At the EU level, a new political term has started. In this context, CEOE has provided feedback to key political files / proposals that will shape the whole term such as: Competitiveness Compass, Clean Industrial Deal... Public information about the positioning of the association and its contribution to the main policy making processes and public consultations regarding energy transition and climate change is available online. CEOE has a working group named the 'Commission on Industry and Ecological Transition,' which has, among others, the objective of engaging in interlocution with the government and European and international entities regarding the decarbonization process.</p>
Alignment score	Partially aligned
InfluenceMap Score	Misaligned (D)
Iberdrola’s role	<p>Iberdrola is a member of several commissions and working groups (industry & sustainability, international affairs, environment, health and consumer affairs...).</p>
Key Iberdrola’s activities in 2024	<p>Active engagement in various commissions and working groups defending ambitious approaches on climate and sustainability related files both at EU and national level. There is a fluid conversation in the context of the Climate Summits and an informal WG to explore improvements in the alignment of its narratives with the Paris Agreement, focusing on promoting positives narratives on renewable electrification and clean industrial development.</p>
Contribution group	3
Reasons for being partially aligned	<p>The use of the principle of 'technology neutrality' in some policy developments' contributions from the association casts some doubts in terms of full alignment with the Paris Agreement.</p>
Actions to be taken:	<p>Intensifying engagement in WGs and Committees at technical level in a wide array of policy files</p>

Key features	<p>The Coalition for Linking Energy and Nature for Action was launched at COP26 Glasgow with founding members ARE, Birdlife International, ICLEI-Cities, IRENA, TNC and WWF engaging also private sector companies, policymakers and civil society. CLEANaction brings together all those aware of the link between energy and nature, supporting a clean energy transition that minimizes any negative impacts of new renewable energy developments on people and nature. It promotes collaborative work in spreading knowledge and driving solution-oriented approaches and results.</p>
Main activities 2024	<p>CLEANaction members engage in information-sharing through dialogue, working groups and other knowledge-exchange opportunities. CLEANaction leverages the collective skills and capacity of all members, providing a platform that enables strong partnerships across sectors that allow for joint initiatives, common narratives, and stronger cross-sectoral collaboration in the development of low-impact renewable energies. Its highlights report 2024 illustrates some of the work of partners on the field.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>As a member , Iberdrola works to assure that the renewable energy model is in harmony with nature and people.</p>
Key Iberdrola's activities in 2024	<p>Contribution to the objectives and work program of the coalition, engagement on working groups and contribution with input and case examples.</p>
Contribution group	1

Key features	<p>Brings together European business leaders to accelerate ambition towards a sustainable economy aligned with the most ambitious climate scenarios. Promotes the exchange of ideas, experiences and dialogue with political and institutional leaders to activate positive “ambition loop” in the EU climate policy framework developments. CLG convenes the Green Growth Partnership (GGP), a joint initiative between Ministers from the Green Growth Group (GGG) and the Corporate Leaders Group (CLG) Europe. It provides a forum to promote positive exchange between progressive governments and businesses, with regular involvement of like-minded parliamentarians, and other key stakeholders and opinion formers, determined to support the development of a climate neutral and prosperous Europe.</p>
Main activities 2024	<p>CLG Europe has developed a large set of activities (campaigns, events, declarations, research pieces, briefings, meetings with policy makers...) to support the Clean Industrial deal, National Determined Contributions, and climate and nature policy developments such as the Nature Restoration Law. Special attention has been allocated to positive proposals on green economy after EU elections. The organization has worked and published academic research pieces on EU industrial strategy and competitive sustainability, business assessment an ambitious approach towards 2040 climate target, the Business Agenda for the EU after 2024 elections CLG UK has also developed a wide range of activities to advocate for climate policy ambition in the context of the UK. Both branches of CLG have undergone an active involvement of the global climate agenda, convening business and government leaders in different events at UNGA weeks in New York and COP29.</p> <p>CLG organized the Meeting of the National Green Growth Groups aimed to advocate for an ambitious approach under a climate perspective in key files of the new EU Term: Clean Industrial Deal, Omnibus Package, circular economy agenda...</p> <p>CLG has contributed to release the Ibero-American Business Network for Green Growth that was officially launched on November 19, 2024, during COP29 in Baku, Azerbaijan. This initiative aims to mobilize the private sector in Latin America, fostering collaboration and ambitious green policies to drive sustainable growth in the region. The launch event, held at the Spanish Pavilion, featured key participants such as CLG Chile, the Spanish Green Growth Group, and the Cambridge Institute for Sustainability Leadership (CISL). The network seeks to connect businesses and governments, creating favorable conditions for a green economy and strengthening climate action ahead of COP30 in Brazil.</p> <p>Public information about the positioning of the association and its contribution to the main policy making processes and public consultations regarding energy transition and climate change is available through the following links: letters, consultation responses, letters and statements. For example, CLG launched a letter to the Environment Council, supporting a 2040 emission reduction target that goes beyond 90%, A business and investor support document on the 2040 climate target, emphasizing the need for an ambitious and sustainable approach.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	Aligned (A-)
Iberdrola’s role	Iberdrola is a full member of both CLG EU, where it holds the presidency.
Key Iberdrola’s activities in 2024	<p>The company has been intensively engaged with all the activities both at technical and high level: participation in bimonthly working groups, supporting explicitly campaigns, organizing events at key milestones of the climate agenda...</p> <p>The strategic and structural engagement with the organization has been reinforced in 2024 / 2025, with Iberdrola’s Director of Climate Change and Alliance appointed as Chair of CLG Europe. This role involves active participation in strategic planning and public activities.</p>
Contribution group	1

Key features	<p>Brings together European business leaders to accelerate ambition towards a sustainable economy aligned with the most ambitious climate scenarios. Promotes the exchange of ideas, experiences and dialogue with political and institutional leaders to activate positive “ambition loop” in the EU climate policy framework developments. CLG convenes the Green Growth Partnership (GGP), a joint initiative between Ministers from the Green Growth Group (GGG) and the Corporate Leaders Group (CLG) Europe. It provides a forum to promote positive exchange between progressive governments and businesses, with regular involvement of like-minded parliamentarians, and other key stakeholders and opinion formers, determined to support the development of a climate neutral and prosperous Europe.</p>
Main activities 2024	<p>CLG Europe has developed a large set of activities (campaigns, events, declarations, research pieces, briefings, meetings with policy makers...) to support climate ambition within the remaining files of the “Fit for 55” files and other policy packages connected with the legacy of the Green Deal and climate and nature policy developments such as the Nature Restoration Law. Special attention has been allocated on positive proposal on green economy ahead of the EU elections in 2024. The organization has worked and published academic research pieces on EU industrial strategy and competitive sustainability, business assessment an ambitious approach towards 2040 climate target, the Business Agenda for the EU after 2024 elections,...</p> <p>CLG UK has also developed a wide range of activities to advocate for climate policy ambition in the context of the UK.</p> <p>Both branches of CLG have undergone an active involvement of the global climate agenda, convening business and government leaders in different events at UNGA weeks in New York and COP28.</p> <p>Public information about the positioning of the association and its contribution to the main policy making processes and public consultations regarding energy transition and climate change is available through the following links: letters, consultation responses, letters and statements. For example, in March 2040, CLG launched a letter to the Environment Council, supporting a 2040 emission reduction target that goes beyond 90%.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	<p>Iberdrola is full member of CLG UK and has active participation in the working groups and strategic meetings.</p>
Key Iberdrola’s activities in 2024	<p>The company has been intensively engaged with all the activities both at technical and high level: participation in bimonthly working groups, supporting explicitly campaigns, organizing events at key milestones of the climate agenda...</p> <p>The strategic and structural engagement with the organization has been reinforced in 2023 / 2024, with Iberdrola’s Director of Climate Change and Alliance appointed as Chair of CLG Europe. This role involves and active participation in strategic planning and public activities.</p>
Contribution group	1

Key features	Club de Madrid is the world’s largest forum gathering democratic former Presidents and Prime Ministers. This alliance stimulates dialogue and engages in advocacy efforts to strengthen public policies and effective leadership through recommendations that tackle challenges such as inclusion, sustainable development and peace, at national and international levels.
Main activities 2024	In April 2024, Club de Madrid launched the "Leadership for Net-Zero" report which aimed at charting a course towards climate neutrality from political leaders forging new pathways for climate action to businesses embracing innovation and sustainability, and from civil society advocating for systemic change to citizens demanding accountability. During 2024 and the first half of 2025, Club de Madrid has organised several international dialogues on relevant international policy agenda topics such as finance, cooperation, governance...
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	In 2024, Iberdrola has been an active member and contributor to the Working Group on Business Leadership that provided the private sector perspective to the "Leadership for Net-Zero " report, focusing on climate neutrality towards a just transition in the global supply chains. Iberdrola has continued its support to the Business leadership working group in the frame of the “Leadership for Net-Zero” initiative in 2024 and the first half of 2025 and participates at relevant dialogue meetings organised by Club de Madrid on key global policy agenda topics.
Key Iberdrola’s activities in 2024	Iberdrola has been an active contributor to the Working Group on Business Leadership that provided the private sector perspective to the "Leadership for Net-Zero" report and has also provided a business case on the support to the decarbonization of its supply chain that is included in the report. After the publication of the report in April 2024, Iberdrola has continued supporting the Business leadership working group in the frame of the second phase of the “Leadership for Net-Zero” initiative, including by providing a best practice example in the transition of supply chains in Brazil. Iberdrola also participates in dialogues and meeting organised by Club de Madrid on relevant global topics such as finance, net-zero leadership...
Contribution group	1
Actions to be taken:	Maintain collaboration in key working groups and in different reports and meetings.

Key features	Association of 11 leader big companies aimed at disseminating sustainability among the Spanish business community, promoting dialogue with stakeholders and best practice benchmarking.
Main activities 2024	The Sustainability Excellence Club organizes events, shares business experiences, provides training and promotes the development of sustainability in business.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is an active member of the association's working groups, showcasing its best practices and leading the private sector's contribution to the 2030 agenda. Specifically, the company coordinates the Communication and Reputation Committee .
Key Iberdrola's activities in 2024	<ul style="list-style-type: none">• Publication of the 2024 Sustainability Initiatives Catalogue: A comprehensive document compiling over 50 real-world sustainability initiatives from member organizations, covering environmental, social, and governance (ESG)• Promotion of ESG Awareness: The catalogue aimed to raise awareness and inspire other organizations by showcasing best practices and innovative sustainability projects.• Cross-sectoral Participation: Initiatives included contributions from sectors such as healthcare, logistics, industry, engineering, technology, education, waste management, banking, hospitality, and the third sector where Iberdrola has actively participated
Contribution group	1

Key features	<p>The UNFCCC PCCB (Paris Committee on Capacity Building) Network is a voluntary association of interested stakeholders engaged in climate-related capacity-building who can share information on good practices of their work, seek to connect with their peers across sectors and regions, and contribute to the work of the PCCB in fulfilling its mandate; with its ultimate goal to foster synergies and enhance coherence and coordination in capacity-building efforts for climate action.</p> <p>Under the auspices of the High-Level Climate Champions, the Marrakech Partnership for Global Climate Action supports the implementation of the Paris Agreement by strengthening the collaboration between governments and non-state actors (cities, regions, businesses, investors...) to lower emissions and increase resilience against climate impacts.</p>
Main activities 2024	<p>The UNFCCC PCCB (Paris Committee on Capacity Building) Network, has organised several meetings during 2024 and 2025, including the Capacity-Building Hub at COP29 and the launch of the Energy Cluster.</p> <p>Under the leadership of the High-level Climate Champions, the Partnership promotes the engagement of non-state actors in the global climate agenda through different campaigns and events.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>Iberdrola is implementing several initiatives and programmes supporting capacity-building actions, related to the energy and climate action sectors, in developing countries and with a special focus on vulnerable groups. In this context, Iberdrola actively contributes to the activities and meetings of the PCCB network, namely to the Capacity-Building Hub at COP29, the annual meeting of the PCB network and the launch of the Energy Cluster in May 2025.</p> <p>Iberdrola closely follows the activities of the High-Level Climate Champions and participates in related calls and events, namely in the frame of the June UN Climate Meetings and of COPs during which Iberdrola supports the involvement and key contribution of the private sector to achieve the global climate goals. Iberdrola is in close contact with the Youth and Gender Engagement Lead of the Climate Champions team in relation with youth opportunities in the frame of the transition. .</p>
Key Iberdrola's activities in 2024	<p>As member of the PCCB network, during 2024 Iberdrola has organized different dialogues and activities to highlight the opportunities for youth in terms of employment that the green transition offers and that have gathered a large number of youth representatives as well as representatives from institutions, academia and private sector. In 2024, Iberdrola organized an online webinar on "Building capacities for youth to fully seize the green opportunities of the energy transition" and at COP29 a session focused on how to attract youth to green innovative opportunities?</p>
Contribution group	1

Key features	<p>CEDA – the Committee for Economic Development of Australia – is an independent, membership-based think tank. CEDA’s purpose is to achieve sustainable long-term prosperity for all Australians. Established for over 60 years, CEDA has identified the policy issues that matter for Australia’s future and pursued solutions that deliver better economic and social outcomes.</p> <p>Through independent research and frank debate, we influence policy and collaborate to disrupt for good. CEDA works to influence future economic, social and environmental policy to enable:</p> <ul style="list-style-type: none">• More Australian businesses and sectors at the forefront of global productivity• Australia to be a leading economy in decarbonisation and climate adaption• Greater economic and social participation by all Australians• World class and sustainable human services• Australia to be a top performer in the use of data, digital and emerging technologies.
Main activities 2024	<p>In 2024, CEDA focused on several key areas, including the Economic and Policy Outlook, State of the Nation conference, and various research and policy initiatives. They examined issues like productivity, the future of work, the energy transition, and Australia's place in the global economy. CEDA also held events like the State of the Nation conference and the infrastructure conference, bringing together stakeholders to discuss pressing policy challenges and opportunities.</p> <p>The annual Economic and Policy Outlook explored key economic and policy trends, with a particular focus on productivity, the workforce, and the global economy. Other actions:</p> <ul style="list-style-type: none">• CEDA hosted its State of the Nation Conference which brings together leaders from government, business, and academia to discuss issues crucial to Australia's prosperity and social cohesion.• CEDA's Infrastructure conference addressed challenges and opportunities in the infrastructure sector, including topics like integrated transport systems and the mental health of workers in the industry.• CEDA also engaged in research and policy submissions on topics like the points test review, clean energy precincts, and the use of migrant skills.• CEDA highlighted Australia's ranking in the IMD World Digital Competitiveness ranking.• CEDA hosted an AI Leadership Summit, exploring the future of AI technology and its impact on Australia's capabilities and infrastructure
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Iberdrola Australia is a member of CEDA.
Key Iberdrola’s activities in 2024	Iberdrola Australia has participated in policy summits and events throughout the year.
Contribution group	1

Key features	Multi-stakeholder platform acting to achieve the goals of the Paris Agreement.
Main activities 2024	Development of activities (events, campaigns, high-level meetings...) to boost climate action in all areas of society. Particularly important are the activities of the AmbiciónCOP platform, created to promote the involvement of Ibero-America in the global climate agenda and to raise awareness of climate agreements and their implications, and Pymes Climate Hub Initiative that helps small and medium-sized enterprises to reduce their carbon emissions, enhance climate resilience, and adopt sustainable practices through free tools and resources
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	Supported its creation as a member and through frequent meetings in its strategic bodies.
Key Iberdrola's activities in 2024	Participation in their strategic meetings and major events. Support for the AmbicionCOP platform and the main activities developed at COP29.
Contribution group	1

Key features	<p>The CBI represents 850 members who themselves comprise 1,100 separate registered companies and 150,000 trade association members. Founded 60 years ago and representing some of the biggest names in business, household brands and globally traded corporations that employ people in all sectors and across every region and nation of the UK</p>
Main activities 2024	<ol style="list-style-type: none">1. Ensuring the government's Employment Rights Bill delivers a landing zone that protects growth and investment2. Co-delivering a modern industrial strategy that embraces trade and foreign policy while prioritising innovation, sustainability, and collaboration across sectors and the four nations of the UK3. Reducing the cost of doing business by creating a competitive, stable, and effective tax environment, and driving competitive energy prices through clean energy policies4. Resetting the UK's relationship with the EU and global trade partners so firms can navigate geopolitical risks and trade challenges effectively5. Creating a more effective regulatory framework that unlocks the UK's full economic potential, ensuring the UK remains competitive for companies of all sizes, including a focus on capital markets for large, listed businesses.
Alignment score	<p>Partially Aligned</p>
InfluenceMap Score	<p>Partially Aligned (B-)</p>
Iberdrola's role	<p>ScottishPower sits on various working groups within CBI. We are on the Scotland Council and chair the SBI Scotland Infrastructure Committee. Our People Director is a member of the CBI Fair Work Committee. ScottishPower has attended numerous conferences, dinners and events at CBI, on topics ranging from skills and training to planning and infrastructure. We also attend smaller roundtables with elected officials and review policy papers.</p>
Key Iberdrola's activities in 2024	<p>ScottishPower has been influential in shaping CBI's work on:</p> <ul style="list-style-type: none">• Planning reforms• Skills and employment• Infrastructure• Renewable energy
Contribution group	<p>2</p>
Reasons for being partially aligned	<p>Use of the principle of 'technology neutrality' in some policy developments contributions from the association without enough detailed assessment.</p>
Actions to be taken:	<p>Intensifying engagement in WGs and Committees at technical level in a wide array of policy files.</p>

Key features	<p>The Consejo de Empresas Globales (CEG) is a leading business organisation that represents the largest multinational companies operating in Mexico. Its mission focuses on:</p> <ul style="list-style-type: none">• Promoting a more competitive and business-friendly environment.• Enhancing Mexico’s potential as a destination for productive and long-term investment.• Encouraging inclusive and sustained economic growth to foster upward social mobility and broader equity.
	<p>CEG acts as a strategic bridge between global corporations and national policymakers, contributing to Mexico’s development through high-level dialogue and actionable public policy proposals.</p>
Main activities 2024	<p>In 2024 and 2025, CEG engaged in impactful activities that positioned it as a key actor in the country’s political and economic transition:</p> <ul style="list-style-type: none">• Launch of the “20 Ideas for Mexico” Initiative, a comprehensive proposal to shape the national development agenda.• High-level working meetings with key cabinet members and senior officials, including the Secretaries of Economy, Energy, Labor, Education, and the head of the Tax Administration Service (SAT), among others.• National meeting with State-level economic development secretaries, held in partnership with AMSDE.• Sector-specific dialogue tables, addressing priority issues for global companies operating in Mexico.
	<p>These actions reflect CEG’s strategic role in shaping policy and enabling constructive business-government collaboration</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	<p>Iberdrola México is regarded by CEG as a strategic ally due to the scale and relevance of its operations, particularly in the energy sector. The company has consistently demonstrated leadership by:</p> <ul style="list-style-type: none">• Coordinating high-level working groups on energy transition within the Council.• Contributing expert insight to the design and advocacy of the energy chapter within the “20 Ideas for Mexico” proposal.• Enriching broader policy debates through thought leadership on key issues including sustainability, foreign investment, and public-private collaboration.
	<p>Iberdrola’s involvement enhances the quality of CEG’s policy contributions and helps ensure that energy remains a central pillar in Mexico’s economic transformation strategy.</p>
Key Iberdrola’s activities in 2024	<p>The most significant contributions by Iberdrola México during this period include:</p> <ul style="list-style-type: none">• Leading the energy agenda.• Chairing the Energy Working Group within CEG, particularly in the context of the national energy reform process.
Contribution group	1

Key features	A business organization committed to Mexico to foster more and better companies. It offers representation, rights advocacy, legal and tax consulting, business training, and participation spaces to build a freer and more prosperous Mexico.
Main activities 2024	<p>In 2024, COPARMEX carried out several key activities focused on promoting economic development, social inclusion, and democratic values in Mexico:</p> <ol style="list-style-type: none">1. Defense of Democratic and Economic Principles: COPARMEX reaffirmed its commitment to building a prosperous, just, and secure Mexico, especially in the face of political reforms and economic uncertainty2. Opposition to Infonavit Reforms: Alongside 71 business centers and over 250 business organizations, COPARMEX actively opposed proposed reforms to the Infonavit Law, advocating for a tripartite consensus between workers, employers, and the government3. 95th Anniversary Celebration, highlighting its historical role in defending business freedom, democracy, and the rule of law in Mexico.4. Addressed structural challenges in the Mexican education system and analyzed trends in digital media5. National Business Session (SEN): The Coparmex Metropolitano chapter hosted a major event that brought together business leaders and state authorities to foster proactive dialogue
Alignment score	Partially Aligned
InfluenceMap Score	Partially Aligned (D+)
Iberdrola's role	Membership at the local branch of COPARMEX Chihuahua
Key Iberdrola's activities in 2024	Networking activities with the solely purpose of networking to explore new business and commercial opportunities.
Contribution group	1
Reasons for being partially aligned	Use of the principle of 'technology neutrality' in some policy developments contributions from the association without enough detailed assessment.
Actions to be taken:	The renewal will not be pursued in 2025, as the COPARMEX CHihuahua association has been assessed as only partially aligned and lacks sufficient commercial justification

Key features	<p>CSR Europe is the European Business Network for Corporate Sustainability and Responsibility.</p> <p>CSR Europe's corporate membership brings together 38 multinational companies across sectors and regions. Also, CSR Europe's network of 35 national partner organisations reaches out to more than 10,000 companies in Europe.</p>
Main activities 2024	<p>CSR Europe's work is focused on three priority areas:</p> <ul style="list-style-type: none"> • The Evolution of CSR- Working together with companies and national partners and in the engagement with European and national policymakers. • Dealing with Megatrends-CSR Europe's 2030 Strategy is determined by our understanding of the main challenges faced by society: climate change; resource scarcity and geopolitics; the surge in transparency and privacy expectations; labour market transitions; rising protectionism; growing income inequality; the widespread adoption of digital technologies. • CSR Europe's Leadership Model- The sustainability agenda towards 2030 is by necessity both a leadership and collaborative programme. Leadership can only yield impact if systemic change and transformation of the entire ecosystem are envisaged.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>Iberdrola is a member of the CSR Europe Network as a Corporate Member. The company participates once a year on the General Assembly, voting mainly on behalf financial results, audit report, budget and membership fee proposal. The company is part of the new European CSO Network: incubator for learning and collaboration between enterprises and key stakeholders. This initiative aligns with President Von der Leyen's political guidelines, released on 18 July 2024, for the new European Commission 2024-2029, which include making business easier, unlocking the Financing needed for the Green, Digital, and Social Transition.The Network serves as the sole European platform for dialogue between CSOs and EU policymakers.The company also participate in conferences and ateliers, as well as attend to different webinar organized by CSR Europe.</p>
Key Iberdrola's activities in 2024	<ul style="list-style-type: none"> • Annual follow up meeting sharing programme and engagement opportunites for 2024. • European Sustainable Industry Summit 2024 • ATELIER - Monitoring & Reporting Due Diligence Practices • European CSO Network and DG FISMA meeting on limited assurance guidelines
Contribution group	1

Key features	Initiative that aims to accelerate the growth of zero and near zero emission commercial vehicles, with the target of zero emission technology being commercially viable by 2025 and dominating the market by 2040 in specific segments and regions.
Main activities 2024	The number of Global MOU-committed nations grew by 40 percent and includes a meaningful addition of countries from emerging markets and developing economies. Very active in international fora, like the COP or the ITF Summit.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Signatory of the pledge to work towards the achievement of the targets in 2030 and 2040; participating in regular meetings.
Key Iberdrola's activities in 2024	Iberdrola supports the activities of drive to Zero. During 2024, Iberdrola hosted at our premises the Drive to Zero global conference for transport decarbonization, organized by Calstart and the Dutch government. Iberdrola also worked with D2Z to include the Neoenergía's experience in electric trucks in Brazil in a public video.
Contribution group	1

Key features	<p>EASE is the leading member-supported association representing organizations active across the entire energy storage value chain.</p> <p>EASE represents approximately 75 members, including utilities, technology suppliers, research institutes, distribution system operators, and transmission system operators.</p>
Main activities 2024	<p>In 2024, the energy storage sector experienced major growth, supported by new regulatory initiatives and the collaborative efforts of EASE, its members, and policymakers.</p> <p>EASE played a key role in shaping policies, promoting sustainable raw materials, and ensuring the effective implementation of EU legislation.</p> <p>One of the year's highlights was the 7th Energy Storage Global Conference, which gathered over 400 experts to discuss innovations and challenges in energy storage, reinforcing its importance in Europe's clean energy transition.</p> <p>EASE also contributed to key policy advancements, including the Renewable Energy Directive (RED III) and reforms to the Electricity Market Design.</p> <p>Additionally, EASE analyzed the impact of grid fees on energy storage under different tariff regimes, offering insights to improve regulations.</p> <p>To enhance safety, the EASE Secretariat reactivated the Safety for Energy Storage Systems Task Force, resulting in the publication of the EASE BESS Safety Best Practices Guideline.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>Iberdrola is a member of the Executive Board of Directors of EASE, the main governing body of the association, Chairs the Strategic Committee and the Brussels Advocacy Group.</p>
Key Iberdrola's activities in 2024	<p>Iberdrola has worked in multitude of regulatory initiatives, while actively engaging with EASE to advocate for a market- driven and progressive market opportunities while creating a favorable regulatory environment for all formats of storage (thermal, batteries, pumped-hydro...)</p>
Contribution group	1

Key features	Leading philanthropic organization in Europe to support climate action.
Main activities 2024	The organization has financially supported different programs and campaigns to activate positive narratives around climate action, industry and security, that have a long-term influence on regulatory frameworks. The collaboration is being intensified in the context of the new EU term.
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	Holds fluid conversations with the main executives of the association to reinforce impacts and joins key events to support positive climate policy cycles.
Key Iberdrola's activities in 2024	Collaborations in the Spanish framework to create and disseminate positive narratives on the role of climate action to promote industrial opportunities, competitive advantages and jobs creation. Fluid conversations and collaboration in events are essential parts of Iberdrola's engagement with this organization.
Contribution group	1

Key features	Private research center that applies economic analysis to energy issues. The center is originally constituted as a non-profit private association participated by universities, foundations and firms.
Main activities 2024	Preparation of reports and publications with proposals to accelerate the decarbonization of sectors. Organization of events to present publications and to promote expert's debates on topics related to the energy transition, as the European Union's second Emissions Trading System
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is member of EFE's Board.
Key Iberdrola's activities in 2024	Contribution to publications and participation in organized events.
Contribution group	1

Key features	El Día después is an association created to generate transformative partnerships that address the challenges posed by the Sustainable Development Goals.
Main activities 2024	Based on the experience of recent years, the association addresses these objectives through the creation of spaces for dialogue between organizations in the public, private and social spheres.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola was one of the founders of the association and it is an active member of the association's, being part of the Board and the Technical WG.
Key Iberdrola's activities in 2024	<div>In 2024 we worked in several initiatives: public investments tracking private companies for achieving sustainability among others.</div> <ul style="list-style-type: none">• Meeting about polarization• Reduction of inequalities meetings• Soria Conference (October 2024) focused on sustainability
Contribution group	1

Key features	Energy Traders Europe is an association focused on promoting wholesale markets for electricity, and gas. It represents 170 European companies
Main activities 2024	<p>Energy Traders Europe mission is to promote competition, transparency, and open access in the European energy sector and to build trust in electricity, gas, and carbon markets across Europe, so that they may underpin a sustainable, efficient, and secure energy supply and enable the transition to a carbon-neutral economy.</p> <p>Energy Traders Europe is committed since the beginning of the liberalization of EU energy markets in delivering reliable trading standards and meaningful regulatory contributions to promote trusty market environments aligned with upper-level objectives of the EU.</p> <p>Recent years have been focused on free market access, integration of renewable energy in wholesale markets and carbon pricing (EU ETS) and environmental attributes. After an intense advocacy work during the legislative process for the reform of EU's electricity market design (EMD), the association is focused now on implementation of the resulting legal acts: the Regulation (EU) 2024/1747 and the Directive (EU) 2024/1711. Moreover, special attention is made to the reform of the implementation Regulation (EU) 2015/2022 regarding the electricity market coupling (the so-called CACM regulation).</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is active in the relevant Energy Traders Europe Committees (Electricity, Gas, Legal, Market Supervision) and their main task forces, and is also involved in regional task forces, focused on key business development geographies.
Key Iberdrola's activities in 2024	Iberdrola is actively involved in Energy Traders Europe. In 2024 the participation of the company has been focused on contributing to the responses to consultations and contacts with regulators regarding numerous technical proposals included in the EMD and regarding the CACM regulation
Contribution group	1

Key features	Energy UK is the largest energy sector trade association in the UK. It represents the common interests across over 100 energy suppliers, generators and the supply chain in the UK.
Main activities 2024	Achieving clean power by 2030 Refining and reforming the Contracts for Difference scheme as the main mechanism for delivering large renewable projects; making long-awaited decisions on nuclear, hydrogen, storage and carbon capture to provide the flexible and secure power to underpin a clean energy system. Affordable energy bills and a sustainable retail market A clean energy system powered by homegrown sources will mean cheaper bills for homes and businesses. However, the Government needs to help customers in the meantime by providing better-targeted support for those most in need.
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	ScottishPower (the subsidiary of Iberdrola in the UK) is represented on the Energy UK Board through its Customer Chief Executive. Also, ScottishPower sits on a further 22 different committees across the following workstreams: Investment, Customers, Energy systems and Communications and Public Affairs
Key Iberdrola's activities in 2024	Scottish Power has been influential in shaping a number of Energy UK positions, including areas such as: <ul style="list-style-type: none">Identifying Energy UK priorities for REMA (Review of Electricity Market Arrangements) and Energy UK positions on REMA reforms;Calling for full "price transparency" on the future retail market;Supporting grid reform and improvements to the planning system through the Planning and Infrastructure Bill;Responses to recent consultations on the consenting reforms, Capacity Market and electrolytic hydrogen production. Finally, ScottishPower has held speaking/presenting slots across a number of Energy UK events, Keith Anderson, Chief Executive at ScottishPower, spoke at their 2024 Annual Conference.
Contribution group	1

Key features	Independent think tank working on European and Global climate change policy.
Main activities 2024	Organization of technical seminars and drafting of reports on climate policies in development within the framework of the EU, focused on policy instruments to meet climate targets under a market approach, tackling key topics in the EU policy conversation (e.g. Omnibus regulation, Clean Industrial Deal, evolution of ETS...).
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola takes part on events and workshops. A frequent contact with the team is maintained.
Key Iberdrola's activities in 2024	Iberdrola has actively contributed to the conversations and work carried out within the organization.
Contribution group	1

Key features	ERT is a business alliance that brings together CEOs and chairs from around 60 of Europe's largest companies in the industrial and technological sector. ERT focuses its activities and advocacy campaigns on topics such as competitiveness and innovation, the internal market, energy transition and climate change or digital transformation..
Main activities 2024	Under the energy transition and climate change area, ERT has developed an intense array of meetings, documents and campaigns to advocate for an industrial perspective at key policy files. One remarkable document was the “ERT’s vision for the Clean Industrial Deal”. The document supports delivering a Clean Industrial Deal that turns the “decarbonisation and circular transition of Europe’s economy into a success story of global leadership across industries”. This working stream followed an intense set of actions (including technical meetings) connected to the elaboration and positioning on Draghi report, explicitly supported by ERT. Beyond these publications, documents and activities at all levels have been developed to support the EU energy market, rigorous market design, alignment between energy transition and competitiveness for energy-intensive industries, an effective affordable energy plan ... A new Secretary General (Anthony Gooch) has been appointed in September 2024. He has dynamized a set of contacts with members of the alliance to reinforce engagement and influence in public conversation under an innovative and ambitious approach.
Alignment score	Partially Aligned
InfluenceMap Score	Partially Aligned (C+)
Iberdrola’s role	Iberdrola is part of the main working groups: Energy Transition and Climate Change, State aid Task Force, Trade & Market Access, Competitiveness & Innovation, Competition Policy...
Key Iberdrola’s activities in 2024	The company has contributed with meaningful inputs and interactions to all the working groups, paying special attention to align energy transition and climate change working group positioning with the Paris Agreement and EU Green Deal objectives. Within this working group, Iberdrola co-chaired during 2023 /2024 the drafting of the report on "Strengthening Europe’s Energy Infrastructure" presented in April 2024.”
Contribution group	1
Reasons for being partially aligned	Although overall positions are aligned with Paris agreement, there are some specific draftings in policy documents and reports that could be considered as not fully aligned with an acceleration of the decarbonization pathways.
Actions to be taken	Deployment of an active engagement in WGs and Committees at technical level in a wide array of policy files and participation in high level meetings

Key features	<p>The European Solar PV Industry Alliance (ESIA) was launched by the European Commission and led by EIT InnoEnergy to facilitate innovation-led expansion of a resilient industrial solar value chain in the EU, in particular in the PV manufacturing sector.</p> <p>The Alliance supports the growth of a European industry that is developing and commercializing breakthrough technologies along the whole value chain, leading to more innovative, efficient, circular and sustainable products, and making the EU's climate and energy objectives more attainable.</p>
Main activities 2024	<p>ESIA working groups have worked to bring different proposals forward. Main actions of 2023 are focus on 4 main lines of action: Finance, Supply Chain, Demand Side policies and Skills, having one working group for each of these actions.</p> <p>With different recommendation papers, the alliance tried to give response to the PV sector needs to reinforce the deployment of industrial manufacturing capacity in Europe.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>Since summer 2023, Iberdrola is following actions and discussions on the working groups to identify risks and provide feedback to the relevant topics under discussion.</p>
Key Iberdrola's activities in 2024	<p>During 2024, Iberdrola monitored the actions and provided comments to some of the recommendation papers developed by the alliance.</p>
Contribution group	1

Key features	Global coalition of high-level international experts to accelerate the energy transition. Created in 2015 and based in London. Global and regional focus.
Main activities 2024	Publication of very high-quality reports aligned with Iberdrola’s vision of keeping alive 1,5°C (scenarios, technologies). Also, very active in international media.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Agustin Delgado (Iberdrola’s Chief Innovation and Sustainability Officer) is commissioner; very active participation in working groups; peer review of documents; joint organization of events to accelerate electrification with renewables.
Key Iberdrola’s activities in 2024	2024 reports: buildings decarbonization, electricity grids report, productivity in road transport, situation of offshore wind, NDCs, etc. The chairman of the ETC also took part in the annual event of the CECME (WEC Spanish branch) and in another one organized by Iberdrola in the COP about grids and storage.
Contribution group	2

Key features	<p>Eurelectric is the federation of the European Electricity industry. It includes 33 national associations in 31 countries and 46 business members. It speaks for more than 3,500 European utilities active in power generation, distribution and supply.</p>
Main activities 2024	<p>Euroelectric provides effective representation for the industry in public affairs and advocates for key objectives such as:</p> <ul style="list-style-type: none">• promoting the Green Deal as an opportunity for citizens and businesses alike;• driving an affordable low-carbon lifestyle through the large adoption of electric solutions;• ensuring that all low-carbon technologies contribute to our sector's full decarbonization, and• showing the resilience and flexibility of the power system and of electric industry. <p>In 2024, Eurelectric has engaged in multiple policy issues related with climate change and energy markets such as the design of the new electricity market, the Fit for 55 package, the PowerPlant project, the Grid for Speed project, among others. Public information about the positioning of the association and its contribution to the main policy making processes and public consultations regarding energy transition and climate change is available through the following link.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	Partially Aligned (B-)
Iberdrola's role	<p>Iberdrola is actively participating in the association through 15-20 members in stable working groups, committees and focused drafting teams. Currently, Iberdrola co-chairs the Electrification Committee in the organization and chairs the task force on electrification and energy efficiency.</p>
Key Iberdrola's activities in 2024	<p>In 2024, Iberdrola has supported and contributed to several major studies published by Eurelectric (many of them with major consultancies):</p> <ul style="list-style-type: none">• Grids for Speed, addressing the investment and regulatory needs to deploy the electricity networks required for net-zero emission at 2050;• Europe's 2040 climate target & path to climate neutrality by 2050;• Position Paper on Governance of the Energy Union and Climate Action, to facilitate the implementation of decarbonisation policies;• Harnessing sustainable finance for the energy transition, defining a constructive approach for UE utilities;• POWER PLANT 2.0, a guidebook for integrating biodiversity with renewable and grid projects;• Eurelectric recommendations : Delivering a successful Clean Industrial Deal – The thoughts of the Power Sector;• Decarbonising Distribution, A report on the carbon footprints and mitigation strategies of Distribution System Operators
Contribution group	1

Key features	This platform provides a forum for dialogue and policy interface between private sector and European Commission to discuss about the strategy and roadmap to incorporate biodiversity into business decisions making processes.
Main activities 2024	Active participation in several events throughout the year and like speakers in the yearly EU B&B Summit
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is an active member of the EU B@B platform and participate on parallel initiatives, events and working groups aligned with the EU platform.
Key Iberdrola's activities in 2024	Active participation in several webinars related to TNFD - Nature Positive Initiative and Nature Action.
Contribution group	1

Key features	Initiative of the Clean Energy Ministerial (CEM). EVI is a multi-governmental policy forum devoted to accelerating the introduction and adoption of electric vehicles globally.
Main activities 2024	CEM organizes an annual meeting of Ministers, partners, and the community; it publishes the Global Electric Vehicle Outlook (GEVO) annually; Zero Emission Government Fleet Declaration.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Supporting the initiative since 2018; participation in regular meetings and webinars.
Key Iberdrola's activities in 2024	Peer-review of GEVO and participation in workshops.
Contribution group	1

Key features	The Global Center on Adaptation was launched in 2018 international organization working as a solutions broker to accelerate action and support for adaptation solutions, from the international to the local, in partnership with the public and private sector.
Main activities 2024	Work is structured around three pillars of activity: Programs and Action, Knowledge Acceleration, Agenda Setting and Advocacy.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	In 2021 Iberdrola became GCA Youth Leadership Partner contributing as speakers at different youth leadership events, and sharing lessons learned.
Key Iberdrola's activities in 2024	Support and follow up on their activities.
Contribution group	1

Key features	<p>The Spanish Group for Green Growth (SGGG for its acronym in English) is an association made up of more than 70 companies of various sizes that work together towards a low emission economy.</p>
Main activities 2024	<p>In 2024 and part of 2025, the SGGG has been very active organizing activities and joining conversations and campaigns to support positive narratives on the alignment between the green and digital transitions, competitiveness, security and industrial opportunities. In some specific contexts, bilateral meetings have been organized to disseminate these narratives with governments, NGOs, academia, and other stakeholders. Furthermore, the organization played a significant role in COP 29 (Baku) by organizing events and meetings at high and technical level with very relevant actors at EU and global level (e.g. leading role in the launching of the Iberoamerican Network of Green Growth Groups). Beyond the climate COP the Group has also participated in COP 16 – biodiversity - (Cali) and COP 16 - desertification - (Riad).</p> <p>The Spanish Green Growth has joined forces with its peers at EU level (supported by CLG Europe) to engage with MEPs and representatives of the European Commission to support ambitious approaches in terms of climate action in the new EU term in topics such as: Clean Industrial Deal, 2040 emission reduction target, renewed NDC (2035 horizon), CSRD, CSDDD... In this context, SGGG has organized two capacity building webinars with members on the Clean Industrial Deal and the Omnibus package, in collaboration with the Cambridge Institute for Sustainable Leadership.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	<p>A very active role from a strategic and operational point of view as Iberdrola holds the chairmanship of the group and coordinates the climate change area.</p>
Key Iberdrola's activities in 2024	<p>Iberdrola has contributed to the organization of all GECV activities at the national, European, and international levels. It has been especially remarkable for the engagement of Iberdrola to support ambition at EU and Global level through the creation of new alliances (Iberoamerican network) or the mobilization of members of the EU network of green growth groups. Additionally, Iberdrola has been a leader in the development of positive narratives around climate – industry linkages, organizing meetings with policy makers, and building alliances with other actors to accelerate the deployment of solutions (e.g. Alliance Q Cero)...</p>
Contribution group	1

Key features	GRA is an international platform to strengthen the private sector’s voice on accelerating the energy transition, and call for a tripling of renewable energy capacity by 2030 to at least 11,000 GW
Main activities 2024	The Global Renewables Alliance has played a pivotal role in accelerating the clean energy transition. It has championed the goal of tripling global renewable capacity to 11,000 GW by 2030, secured commitments from over 60 countries and 100 organizations to enhance grid infrastructure, and forged strategic partnerships with industry leaders like Iberdrola. Through advocacy and investment, the alliance continues to push for stronger financial and regulatory frameworks to enable a more sustainable future.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Iberdrola is an active member of the coalition, regularly participating in events and working groups to advance the global renewable energy agenda. One key example of this commitment is its investment in storage and electrical grids, as demonstrated by its involvement in the COP29 Global Energy Storage and Grids Pledge, which seeks to enhance the resilience and efficiency of the world's energy infrastructure
Key Iberdrola’s activities in 2024	Iberdrola supported COP29 activities at the highest level through a sponsorship agreement.
Contribution group	1

Key features	The Global Wind Energy Council is the international trade association for wind power industry.
Main activities 2024	<p>GWEC mission is to ensure that wind power establishes itself as the answer to today's energy challenges. Its main goals focuses in</p> <ul style="list-style-type: none">• Create conditions for wind industry to play a central role in the Global Energy Transition• Communicating the benefits of wind power• Providing and supporting governments and authorities on regulatory research and analysis.
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	During 2024, Iberdrola has participated in the Board of Directors, the Executive Committee (ExCo) to guide the strategy of the association, and in some of the Working Groups of the association, with different experts following the key topics developed within the groups.
Key Iberdrola's activities in 2024	In 2024, Iberdrola sponsored the Global Offshore Wind Report.
Contribution group	2

Key features	Created in 1974 by the OECD to coordinate measures to ensure oil supplies. Currently, the IEA has become one of the main centers for studies and energy policies at global level, with direct recommendations to governments. Among its member and associated countries, it covers more than 75% of the global energy demand.
Main activities 2024	Reports: World Energy Outlook, (WEO), World Energy Investment (WEI), Energy Technology Perspectives (ETP), market reports, high level technical and policy meetings, etc.
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	Iberdrola performs peer reviews of documents, participates in events and workshops, etc. Iberdrola also has had a secondee for several years.
Key Iberdrola's activities in 2024	Iberdrola has participated in several meetings, working groups and workshops, as well in the peer review of key reports released by the IEA.
Contribution group	1

Key features	<p>The International Emissions Trading Association (IETA) is a non-profit business organisation created to establish a functional international framework for trading in greenhouse gas emission reductions. Its membership includes leading international companies from across the carbon trading cycle.</p>
Main activities 2024	<p>IETA's mission is to empower business to engage in climate action and establish effective market-based trading systems for greenhouse gas emissions (GHG) and removals.</p> <p>To achieve its objectives, IETA works in collaboration with other stakeholders to:</p> <ul style="list-style-type: none">· Develop components of the GHG market and trading systems.· Promote market-based solutions and broad participation in GHG markets.· Strengthen business capacity and embrace innovation.· Develop a global GHG market. <p>Public information about the positioning of the association and its contribution to the main policy making processes and public consultations regarding energy transition and climate change is available online.</p>
Alignment score	Aligned
InfluenceMap Score	Partially Aligned (C)
Iberdrola's role	<p>Iberdrola contributes in IETA in order to support the expansion, and well-functioning of compliance carbon markets and the development of verified carbon credits that serve both voluntary and compliance market needs.</p>
Key Iberdrola's activities in 2024	<p>In 2024 the participation of the company has been focused on the developments on the International Voluntary Carbon Market, such as the international agreements under COP and the guidelines for the use of carbon credits. We have also kept engaging in different working groups regarding compliance markets, especially on the EU-ETS, being aware of the need of keeping environmental integrity and robustness at the center of CO2 market developments.</p>
Contribution group	1

Key features	The Instituto Acende Brasil is a think tank focused on the development of actions and projects to increase the degree of transparency and sustainability of the Brazilian Electric Sector.
Main activities 2024	The institute produces white papers and studies to inform the public about the Brazilian electricity sector and Neoenergia contributes in this regard
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Neoenergia has participated in different forums and regular meetings with representatives of other companies in the sector
Key Iberdrola's activities in 2024	Neoenergia has participated with representatives belonging to its senior management (Its chairman and its Deputy CEO) in one of the events organized by Instituto Acende
Contribution group	1

Key features	<p>The IRENA Coalition for Action forms a key international network to discuss industry trends, determine actions, share knowledge and exchange best practices with the vision to drive the global energy transition in line with the Sustainable Development Goals on energy. Its mission is to convene a global dialogue amongst non-governmental and governmental stakeholders to develop actions to increasing the share of renewables in the global energy mix.</p> <p>Today, the Coalition brings together over 180 leading renewable energy players including private sector companies, industry associations, civil society, research institutes and intergovernmental organisations.</p>
Main activities 2024	<p>The Coalition work is structured around four working groups and engagement opportunities via IRENA's strategic and programmatic activities. The three working groups are:</p> <ul style="list-style-type: none">• Renewable Energy Markets and Finance• Empowering People and Communities• Towards 100% Renewable Energy Systems• Communication and Advocacy <p>According to each group's program, they produce publications on specific topics and engage in discussions and events, etc.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	<p>Member, playing an active role through:</p> <ul style="list-style-type: none">• Contributing to working groups, such as the one on Decarbonising End-Use Sectors, where it has co-authored reports and shared case studies.• Providing expert input on topics like green hydrogen, with Iberdrola representatives contributing to white papers and interviews• Supporting global dialogues between public and private sectors to accelerate the energy transition and increase the share of renewables worldwide.
Key Iberdrola's activities in 2024	<p>Participation in the Coalition for Action strategy meetings, engagement on working groups and contribution with input and case examples.</p>
Contribution group	1

Key features	OCDE organization with 64 member countries. It acts as a think tank of transport policies and technologies for its member countries. It is the only global organization that covers all means of transport. Since Paris Agreement, it has a “Decarbonizing Transport” initiative it focuses more and more on decarbonization.
Main activities 2024	Policy recommendations to governments in the field of decarbonization of transport (it has a publicly accessible “Transport Climate Action Directory”). Technological and sectorial studies, with policy recommendations: Novel energy carriers, Working groups about Aviation, Maritime transport and road transport decarbonization.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Members of the Corporate Partnership Board; participation in reports, annual projects and working groups about different mean of transport decarbonization; participation in the ITF Summit, in the COP and others.
Key Iberdrola’s activities in 2024	Peer review of reports; participation in working groups about decarbonization; speakers at the ITF global summit about decarbonization of transport.
Contribution group	1

Key features	The Powering Past Coal Alliance is a coalition of 167 national and subnational governments, businesses and organizations working to advance the transition from unabated coal power generation to clean energy. The PPCA encourages all members to endorse the PCCA Declaration, including a commitment to phase out coal by 2030 in the OECD and EU, and by no later than 2040 in the rest of the world. The organization develops publications on just transition and sustainability.
Main activities 2024	The coalition supports the acceleration of the energy transition through public declarations, awareness campaigns, and collaborative initiatives. It advocates for a fossil fuels-free energy model.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is a member of the Powering Past Coal Alliance (PPCA), actively contributing to the global transition away from coal. The company regularly participates in high-level events organized alongside major international fora such as the UN Climate Change Conferences (COP), the Clean Energy Ministerial, and other multilateral platforms. Iberdrola supports the PPCA momentum in the lead up to COP30 as a platform for countries to commit to "No New Coal" policies and accelerate the clean energy transition. Executives from Iberdrola have participated actively in PPCA activities organized in London Climate Action Week 2025.
Key Iberdrola's activities in 2024	Follow up of the different activities undertaken by the PPCA and diffusion of those.
Contribution group	1

Key features	The Spanish Network for Sustainable Development (REDS) Association was born in 2015 as a chapter of the global network of Sustainable Development Solutions Network (SDSN) in our country. Since then, it has been established as a reference multi-actor network that brings together universities, public administrations , companies and civil society , with the mission of supporting the dissemination and implementation of the 2030 Agenda and the Sustainable Development Goals (SDGs) in Spain.
Main activities 2024	REDS promotes the effective implementation of the 2030 Agenda in Spanish institutions has been added. To this end, REDS promotes a strategic dialogue that creates value from the interaction and participation of multiple stakeholders: universities, research centers and other technical centers, as well as companies, administrations and civil society.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is an active member of the association's activities showcasing its best practices and leading the private sector's contribution to the 2030 agenda
Key Iberdrola's activities in 2024	The 2030 Agenda and its Sustainable Development Goals (SDGs) are unknown to a large portion of Spanish society, giving rise to misinformation and opposing views. In this context, REDS-SDSN Spain and Iberdrola promoted in 2024 an initiative to contribute to the generation of clear and compelling narratives about the 2030 Agenda, critically analyzing the successes and challenges to date, and integrating perspectives and experiences from different sectors. To this end, we held a series of three dialogue sessions throughout 2024 with the participation of representatives from the public sector, businesses, academia, the third sector, the media, and cultural stakeholders. With the results, ideas, and perspectives of these conversations, we will generate a document with specific proposals on how we should tell the 2030 Agenda in the 2025-2030 period.
Contribution group	1

Key features	<p>The Renewable Hydrogen Coalition (RHC) promotes the critical role of renewable hydrogen to deliver the EU's long-term decarbonisation goals. RHC is a high-level and interdisciplinary network of start-ups, investors, entrepreneurs, innovative companies, and industrial off-takers. It was co-founded by SolarPower Europe and WindEurope.</p>
Main activities 2024	<p>The coalition aims to support and accelerate the uptake of renewable hydrogen solutions in Europe. RHC exercises advocacy with policymakers to promote the use of green hydrogen and to position Europe as a world leader on renewable hydrogen.</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	<p>Iberdrola chaired the Renewable Hydrogen Coalition in the past and now is a very active member.</p>
Key Iberdrola's activities in 2024	<p>Iberdrola is an active partner of the association and works closely with RHC teams in publications of position papers, addressed to the European authorities. Also, in 2024 Iberdrola has had an active role in the Renewable Hydrogen Summit, held in Brussels in November.</p>
Contribution group	1

Key features	The Elcano Royal Institute is the most relevant Spanish think tank dedicated to global challenges and governance, including the energy and climate agendas.
Main activities 2024	RIE has focused its work on key current issues such as the impact on the global agenda and the main energy transition trends of the new Trump Administration decisions, the ties with Latin America in view of COP30 to be held in Brazil, the security dimension of the energy transition, the Clean Industrial Deal, water issues... Related to those main drivers of the current energy and climate agenda, RIE has published relevant publications such as the policy paper “The Energy and Climate Diplomacy of the new European Commission” and has organized several closed-door meetings.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Iberdrola is a member of Elcano’s Board of Trustees and participates in different working groups with a special engagement within the energy and climate working group supporting positive narratives around the energy transition and climate action (such as the need to keep a balance among decarbonisation, competitiveness and energy security, deployment of renewables and electrification...) to ensure the climate goals are met.
Key Iberdrola’s activities in 2024	Iberdrola actively participates in different working groups within Real Instituto Elcano, mainly in the energy and climate group, contributing to research papers and reports as well as to meaningful events such as those held during COP29, namely on sustainable AI for climate action. Bilateral meetings are held frequently in order to seize collaboration opportunities and to strengthen the analysis of the energy and climate framework at national, European and global levels.
Contribution group	2

Key features	The Science Based Targets initiative (SBTi) is a global organization that helps companies and financial institutions take meaningful climate action by setting science-based emissions reduction targets.
Main activities 2024	Submission of the letter of intent for science-based targets commitment.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Submission of the commitment for science-based targets.
Key Iberdrola's activities in 2024	Public consultation on SBTi methodology
Contribution group	1

Key features	<p>SolarPower Europe is an organization that aims to ensure solar becomes Europe's leading energy source. They represent over 300 organizations across the entire solar value chain with the aim of defining the regulatory environment and improving business opportunities for solar photovoltaics in Europe. SolarPower Europe is a co-founder of the RE-Source Platform, Renewable Hydrogen Coalition, and the European Solar Initiative.</p>
Main activities 2024	<p>Solar Power Europe main objectives are:</p> <ul style="list-style-type: none">• Advocating solar energy solutions to European policymakers.• Producing thought-leading energy market analyses.• Engaging the finance community to ensuring solar-based energy solutions have the right access to financing.• Communicating the benefits of solar power.• Coordinating business opportunities for its members.• Fully-supporting the EU Green Deal objective of Climate Neutrality. <p>SPE was landing a top-notch 2030 legislative package, being part on key discussions around renewables and electricity markets legislation which entered into force in 2024- Advancing the industrial strategy for resilient and sustainable solar supply chains, with the adoption of Net Zero Industry Act, the adoption of Forced Labour Ban Regulation and Due Diligence legislation and working to avoid protectionist measures. Leading the first-ever EU solar Charter signed by 23 Member States and 100+ solar companies. Shaping the EU agenda for the next 5 years: including the solar sector on the Clean Industrial Deal; Electrification at the top of the political agenda (#100daysToElectrify Electrification Alliance campaign) or reinforcing their Market Intelligence for better Data & Understanding of solar. Setting new standards & working together with partners in Europe and globally</p>
Alignment score	Aligned Leadership
InfluenceMap Score	Aligned (B+)
Iberdrola’s role	<p>Iberdrola has participated actively in the Board of Directors, CEO Forum, the Advocacy Committee and in many of the association’s Workstreams with different experts collaborating within the groups, as well as Vice-Chairing the ‘Renewable Hydrogen & Electrification’ and ‘Markets & Investments’ Workstreams.</p>
Key Iberdrola’s activities in 2024	<p>Iberdrola has worked in partnership with SolarPower Europe to lobby the European Commission, the European Parliament and The Council in several regulatory topics, as for example on the provisions of the EU solar Charter, REPowerEU, CfD guidelines, implementation of the Electricity Market Design or NZIA (Net Zero Industry Act). Iberdrola has also participated in the association’s main events, including the “EU Solar CEO Forum 2024”, the SolarPower Summit 2024 (as event sponsor), the event Intersolar 2024, the Sustainable Solar Europe 2024 event, and various initiatives like the preparation of some webinars on specific topics.</p>
Contribution group	2

Key features	La Camara – is the official Spanish chamber of commerce in Australia. It promotes dialogue, trade and investment between Spain and Australia
Main activities 2024	A series of boardroom lunches with key guests such as politicians, and representatives of Spanish companies, events with the Ambassador of Spain, and others. La Camara also hosted a forums on renewable energy, infrastructure and trade.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	Iberdrola Australia is a corporate member of La Camara, a partnership that strengthens our presence and engagement in the region. Through this membership, we gain valuable opportunities to promote our initiatives at high-level events, connect with key stakeholders, and enhance our visibility across the Chamber’s platforms. It also allows us to participate in networking activities. This collaboration reflects our commitment to fostering strong international ties and driving sustainable growth in Australia.
Key Iberdrola’s activities in 2024	Iberdrola Australia has participated in various events throughout the year. We have also sponsored certain activities and events such as boardroom lunches and fourms relevant to Iberdrola Australia.
Contribution group	1

Key features	<p>The B Team is a global collective of business and civil society leaders working to create new norms of corporate leadership today, for a better tomorrow, based on the principles of sustainability, equality and accountability.</p>
Main activities 2024	<p>As co-leaders of the Energy for a Just Transition collaboration with BSR, The B TEAM led the work and meetings that were held in 2024, the last year of the collaboration, including the publication of the report " Stakeholder Engagement in the Transition Context" in which an Iberdrola case study is included.</p>
Alignment score	<p>Aligned Leadership</p>
InfluenceMap Score	<p>-</p>
Iberdrola’s role	<p>Iberdrola is not a member of The B TEAM but collaborates very closely with its team, especially on just transition issues, including through the Energy for a Just Transition collaboration and through different joint activities led by the The B TEAM together with We Mean Business Coalition.</p>
Key Iberdrola’s activities in 2024	<p>Iberdrola collaborates with The B TEAM in different events, campaigns, and activities that promote a just transition to showcase Iberdrola’s experience in this regard. The collaboration has been very intense in the frame of the Energy for a Just Transition collaboration.</p>
Contribution group	<p>1</p>

Key features	Non-profit organization working with business leaders around the world to accelerate climate action.
Main activities 2024	Advocacy, promotion of campaigns and events to accelerate decarbonization and make visible the role of the climate ambitious business community.
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	Iberdrola participates in two of its main campaigns EV 100 and Steel Zero.
Key Iberdrola's activities in 2024	<div>Participation in:</div> <ul style="list-style-type: none">• EV 100: making a commitment to procuring transition its fleet of over 3,000 vehicles to EV by 2030• Steel Zero: making a commitment to procuring transition to using 50% lower emission steel by 2030, setting a clear pathway to using 100% net zero steel by 2050.
Contribution group	1

Key features	ICC Mexico serves as a vital platform for representing, promoting, and supporting the interests of the Mexican private sector in the context of global trade. The organization fosters responsible and sustainable business practices aligned with international standards.	
	<ul style="list-style-type: none">• Strategic advocacy before national and international institutions on trade, regulatory frameworks, and global policy issues.• Capacity-building through specialized training programs.• Active participation in global commissions to shape public policy on key topics such as energy, climate action, digital economy, taxation, and anti-corruption.• Promotion of international best practices such as the ICC Marketing Code, Incoterms®, and sustainable finance frameworks.• Multisectoral collaboration across business, academia, and government to address strategic challenges. ICC México is recognized for its leadership in shaping global policy and defending the rule of law, sustainable development, and multilateral cooperation	
Main activities 2024	In 2024–2025, ICC México focused on five strategic pillars:	
	<ul style="list-style-type: none">• Reducing Trade Frictions: Promoted cross-border trade by participating in customs and trade facilitation reforms and influencing WTO-related discussions. Developed proposals for integrating SMEs into international standards and programs such as the Authorized Economic Operator (AEO).• Strengthening Rule of Law and Integrity: Led anti-corruption dialogues, submitted policy recommendations during the presidential campaigns, and advocated for judicial independence amid proposed constitutional reforms.• Advancing Sustainability and Climate Action: Represented Mexico at COP29 in Baku and contributed to UN negotiations on plastics and carbon markets. Published proposals for decarbonizing the energy sector by 2050.• Accelerating Trade Digitalization: Promoted adoption of digital documentation through UNCITRAL's MLETR and pushed for the use of interoperable data standards across supply chains.• Expanding Multilateral Cooperation: ICC México actively participated in global forums and bilateral dialogues related to trade, taxation, and the future of the T-MEC under the upcoming U.S. administration.• Additional milestones included: Launch of ICC EcoTerms for sustainable trade, Leading role in the revision of ICC's global arbitration and anti-corruption rules, Enhanced national media positioning with over 6,000 media appearances in 2024.	
Alignment score	Aligned	
InfluenceMap Score	-	
Iberdrola's role	<ul style="list-style-type: none">• Expertise on energy transition and climate policy through participation in key commissions (e.g., Energy, Environment).• A global-local perspective that enriches technical and policy debates within ICC México.• Leadership in aligning private-sector perspectives with international climate commitments and sustainability standards (e.g., SDGs, carbon markets).• This partnership creates value by strengthening ICC México's capacity to shape policies, support regulatory certainty, and promote investment in Mexico's energy transformation	
	<ul style="list-style-type: none">• Board-Level Participation reinforcing the association's leadership in corporate governance and sustainability.• Technical Commission Participation. The company actively contributed to the Energy Commission, where key issues such as Clean Energy Certificates (CELs), carbon markets, and grid investments were addressed.• Knowledge Sharing: Through its participation, Iberdrola supported the development of sustainable value chains and promoted the adoption of international standards in energy efficiency, storage, and environmental responsibility.• This engagement underscores Iberdrola's commitment to policy dialogue and its role as a strategic partner in shaping Mexico's energy and sustainability agenda	
Key Iberdrola's activities in 2024		
Contribution group	1	

Key features	<p>The Spanish Chamber of Commerce in Mexico (CAMESCOM) is a dynamic binational business platform that fosters collaboration, strengthens bilateral relations, and supports the strategic interests of its members—primarily Spanish companies operating in Mexico.</p> <p>Its core objectives are:</p> <ul style="list-style-type: none">• To generate added value for its members through targeted networking and collaboration initiatives.• To represent and advocate for common interests across key sectors.• To promote the long-term presence and expansion of Spanish companies in Mexico.• To encourage sustainability, innovation, and social responsibility as guiding principles of business activity. <p>CAMESCOM is recognized for its capacity to convene strategic stakeholders, facilitate dialogue between business and government, and enhance the visibility of Spain’s economic contribution to Mexico</p>	
	<hr/>	
Main activities 2024	<p>CAMESCOM carried out a wide range of high-impact activities to strengthen its business community and advance sector-specific agendas:</p> <ul style="list-style-type: none">• Flagship Events: The 2024 and 2025 Gala Celebrations served as cornerstone events for corporate networking and institutional positioning.• Energy Sector Engagement: The Energy Panel and Energy Cocktail (2024 & 2025), along with the Energy Forum (Jornada Energética 2024), created spaces for dialogue and policy discussion in a critical sector.• Financial Dialogue: The Banking Panels in both 2024 and 2025 addressed strategic financial challenges and opportunities.• Professional Development: The Chamber organized a second edition of the training program “Evolution of the Mexican Electric System” and launched a new workshop focused on infrastructure. <p>These events exemplify CAMESCOM’s commitment to building knowledge, fostering collaboration, and driving sectoral innovation</p>	
Alignment score	<hr/> Aligned <hr/>	
InfluenceMap Score	<hr/> - <hr/>	
Iberdrola’s role	<p>CAMESCOM views its relationship with Iberdrola México as close, strategic, and highly collaborative. Iberdrola is a flagship partner within the Chamber’s network—not only due to its leadership in the energy sector but also for its strong alignment with CAMESCOM’s core values of sustainability, innovation, and bilateral cooperation.</p>	
Key Iberdrola’s activities in 2024	<hr/> <ul style="list-style-type: none">• Participated prominently in the 2024 Energy Cocktail, 2024 and 2025 Energy Forums, and the 2025 Women CAMESCOM event.• Led knowledge sharing in the 2024 edition of the workshop “Evolution of the Mexican Electric System”.• Maintained ongoing contributions through its involvement in the Energy, Human Capital, and Security Commissions, providing strategic input and enriching the Chamber’s multisectoral perspective. <hr/>	
Contribution group	<hr/> 1 <hr/>	

Key features	It's a global coalition for public transport with more than 1,900 members from 100 countries. They work to improve quality of life and economic well-being by promoting sustainable transport in urban areas around the world.
Main activities 2024	Lead Partner in EU-funded research projects; Active participation in COP; Monitoring of legislative developments that impact public transport in the EU; high-impact training and events.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Iberdrola is a Premium Member of UITP; it is also Member of the Sustainable Development Committee. Participation in documents about public transport decarbonization; participation in events and conferences.
Key Iberdrola's activities in 2024	Speakers in webinars: how to source green energy and how to assess the benefits of the energy transition; participation in report about green energy and public transport.
Contribution group	1

Key features	The Brazil Network of the UN Global Compact (Rede Brasil do Pacto Global) is the Brazilian chapter of the United Nations Global Compact, the world's largest corporate sustainability initiative. It mobilizes companies and organizations in Brazil to align their strategies and operations with Ten Universal Principles in the areas of human rights, labor, environment, and anti-corruption, and to advance the UN Sustainable Development Goals (SDGs)..
Main activities 2024	The Brazil Network promotes: (i) Corporate engagement in sustainability; (ii) Public commitments to measurable goals; (iii) Thematic platforms and collaborative forums; (iv) Advocacy for responsible business practices.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola's role	Neoenergia's Vice-President also serves as Vice-Chair of the UN Global Compact Board. In this capacity, Neoenergia reaffirms its commitment to promoting and disseminating the Ten Principles of the UN Global Compact—covering human rights, labor practices, environmental protection, and anti-corruption—both within the organization and across its sphere of influence. The company also actively contributes to the advancement of the Sustainable Development Goals.
Key Iberdrola's activities in 2024	Neoenergia has supported and contributed to several major studies published by UN Global Compact: "PUBLIC POLICY AS ENABLER OF ACCELERATED PRIVATE SECTOR ACTION ON THE SUSTAINABLE DEVELOPMENT GOALS", "INNOVATIVE SUSTAINABLE FINANCE" making contributions in order to follow energy transition and global south context
Contribution group	1

Key features	<p>The UN Global Compact is one of the largest corporate initiatives aimed at aligning businesses strategies and operations with Ten Principles on human rights, labour, environment and anti-corruption; also promoting strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.</p>
Main activities 2024	<p>Within the climate and environment action workstream, The UN Global Compact has convened leaders to move forward in the global climate agenda in the context of several events organized in the margins of the UNGA week or the COP28. UN Global Compact has launched the 'Forward Faster' initiative that aims to increase accountability and transparency by calling on companies to make their commitments public and highlight the related actions taken; Iberdrola has been recognized for its leadership and commitment to sustainability through this initiative. The organization has developed several publications on just transition and is currently focusing on the offshore sector.</p>
Alignment score	<p>Aligned Leadership</p>
InfluenceMap Score	<p>-</p>
Iberdrola's role	<p>Iberdrola has maintained an active and influential presence within the UN Global Compact, significantly contributing across various thematic areas. Notably, as the Patron of the Think Lab on Just Transition, Iberdrola has been instrumental in promoting strategies that ensure the shift towards sustainable energy is equitable and inclusive, addressing both environmental and socio-economic impacts. Additionally, Iberdrola has taken a leadership role in the Ocean Stewardship Coalition, particularly in leading the energy transition work through its secondment.</p>
Key Iberdrola's activities in 2024	<p>Iberdrola has maintained an active and influential presence within the UN Global Compact, significantly contributing across various thematic areas. Notably, as the Patron of the Think Lab on Just Transition, Iberdrola has been instrumental in promoting strategies that ensure the shift towards sustainable energy is equitable and inclusive, addressing both environmental and socio-economic impacts. Additionally, Iberdrola has taken a leadership role in the Ocean Stewardship Coalition, particularly in leading the energy transition work through its secondment. Iberdrola's engagement entails an active participation in technical and high-level events, where Iberdrola's experts and leaders have an active participation with global leaders to drive the climate action agenda.</p>
Contribution group	<p>1</p>

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InfluenceMap Score	-
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Contribution group	1

Key features	<p>In 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development, which include a dedicated and stand-alone goal on energy, SDG 7, calling to "ensure access to affordable, reliable, sustainable and modern energy for all". The UN Department of Economic and Social Affairs (UN DESA), supports these efforts by providing intergovernmental discussions on energy, by conducting and facilitating relevant policy analysis, and by engaging in the required capacity building. Energy lies at the heart of both the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change.</p>
Main activities 2024	<p>Recognizing the need to address the interlinkages between water and energy, Iberdrola supports the “Sustainable Water and Energy Solutions” to promote water and energy sustainability and advance on the energy transition. With a large number of multi-stakeholders from all regions and constituencies, the aim is to bring together all stakeholders to promote an integrated approach to energy (SDG 6 and SDG 7).</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	<p>Iberdrola has been active in participating in high level events during the High Level Political Forum, the United Nations General Assembly Week and COP29. Among others, Iberdrola has also engaged with high level representatives during the Global Conference on Strengthening Synergies between the Paris Agreement and the 2030 Agenda for Sustainable Development held in Copenhagen.</p>
Key Iberdrola’s activities in 2024	<p>Iberdrola has participated in major convenings such as the UN-Energy forum in September at the session SDG7 Action Forum on “Sustainable Energy and Water: Supporting Women’s Empowerment and Economic Development” and at the 2024 High-level Political Forum on Sustainable Development (HLPF) in New York. We have also supported the Second Global Symposium on Sustainable Water and Energy Solutions: Towards a Green Economy in Madrid, Spain.</p>
Contribution group	1

Key features	<p>UNEF is the main association representing the photovoltaic sector in Spain. It has 800 members representing more than 90% of the sector's activity in the country. Among these members are producers, installers, engineering companies, manufacturers, distributors and in general any company related to the sector.</p>
Main activities 2024	<p>UNEF's main objective is to promote the development and defending the interests of the Spanish solar sector. This objective is materialized in the promotion of the transition towards a sustainable and efficient energy model, with the aim of contributing to the fight against climate change and the conservation of biodiversity. Regarding the regulation of the electricity sector, the defense of regulatory stability and legal certainty are fundamental pillars of the association's activity.</p>
Alignment score	<p>Aligned</p>
InfluenceMap Score	<p>-</p>
Iberdrola's role	<p>Iberdrola is a member of the Board of Directors of UNEF, the main governing body of the association, and participates in the different working groups to analyze, design, and agree on the main aspects of the solar PV sector.</p>
Key Iberdrola's activities in 2024	<p>During 2024, Iberdrola worked with UNEF on multitude of regulatory initiatives, both at national and European level, in defense of the interests of the solar PV sector. UNEF has also participated in the core events organized by the solar sector in Spain.</p>
Contribution group	<p>1</p>

Key features	UNEZA is an international platform for co-operation within the power and utilities sector, to address and overcome the common barriers hindering the achievement of emissions reduction targets and the realization of global net zero ambitions. Through the platform, the Alliance will shape dynamic new partnerships in the sector and forge effective channels for dialogue with key public and private stakeholders.
Main activities 2024	UNEZA has worked collaboratively on several publications on the role of the electricity sector in meeting climate objectives (Roadmap and Action Plan for next years), which were presented at the IRENAS assembly in April 2024.COP29 Global Energy Storage and Grids Pledge: Uneza supported a commitment to multiply energy storage capacity by six and add or renew 80 million kilometers of power grids by 2040.
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	UNEZA has worked collaboratively on several publications on the role of the electricity sector in meeting climate objectives (Roadmap and Action Plan for next years), which were presented at the IRENAS assembly in April 2024. At the IRENA Assembly 2025 in Abu Dhabi, several key initiatives were presented to accelerate the global energy transition. UNEZA actively collaborated on projects aimed at tripling renewable energy capacity and doubling energy efficiency by 2030. Additionally, UNEZA contributed to policy frameworks that enhance energy security, promote socioeconomic development, and facilitate innovative financing solutions.
Key Iberdrola’s activities in 2024	Iberdrola supported at the highest level the launch of UNEZA at COP28 in Dubai. Since then, we have actively participated in different working groups and campaigns.
Contribution group	1

Key features	Global business organization of around 200 companies aimed at connecting business community with global climate agenda, making business solutions visible and advocating for sustainable and cooperative solutions to global challenges.
Main activities 2024	<p>The organization has worked on publications, business cases, events and campaigns across different working groups and committees, paying special attention to the policy, advocacy and mobilization in the field of the climate agenda (COPs, strengthening NDCs, Responsible Policy Engagement, multistakeholder alliances...). In the energy side, it has been especially important for their activity the connection with the Breakthrough Agenda. WBCSD is the official business partner of the Breakthrough Agenda, and the Business Breakthrough Barometer (a very impactful publication on the vision of business leaders on green transition) has contributed to ensure that business community voice is heard in the UN COP process. Responsible Policy Engagement has been one of the key action streams where the organization has led at global level. After months of internal work (in collaboration with members and Volans), the Mobilising Trade Associations as a Force for Good playbook was launched in May 2025. Additionally, there have been intense actions in hydrogen, energy infrastructure, enablers or x3 RES and x2EE global targets, decarbonization of heating and cooling... The organization has also paid special attention to technical collaborations around scope 3 emission reductions and biodiversity action streams in the context of COP 16 outcomes and projects.</p> <p>It is especially remarkable the intensity of its activities in the context climate agenda milestones (COP29 – Baku -, UNGA...).</p>
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	<p>Iberdrola's liaison delegate has been involved in strategic conversations within the NDC revision process, climate and responsible policy engagement streams.</p> <p>Iberdrola' climate and sustainability and environment team have actively participated in the conversations and projects.</p>
Key Iberdrola's activities in 2024	Iberdrola has contributed with several business cases and expertise to the working groups and the most important events at global and regional level.
Contribution group	2

Key features	<p>The World Economic Forum (WEF) is an international non-governmental organization convening global leaders from different backgrounds to tackle global challenges in different fields: economy, environment, social... The Forum engages the foremost political, business, cultural and other leaders of society to shape global, regional and industry agendas.</p>
Main activities 2024	<p>From a climate perspective, some of the key advocacy activities have been conducted under the umbrella of the “Alliance of CEO Climate Leaders” and the preparatory working groups. Connected to the high level and technical conversations developed in the different agenda milestones of the organization (e.g. Davos Summit) there have been prepared several publications, being specially remarkable those connected with the businesses role to meet net zero targets (an increasing importance to Scope 3 emissions and supply chain challenges) and the scalability of climate supply and demand solutions.</p> <p>From a climate policy perspective, one of the more visible campaigns is the CEO leaders' letter ahead of COPs (more than 100 leaders supported letter at COP29). First movers coalition: coalition of companies using their buying power to create early markets for innovative clean technologies in eight hard-to-decarbonize sectors, Iberdrola has joined the steel related initiative.</p>
Alignment score	<p>Aligned Leadership</p>
InfluenceMap Score	<p>-</p>
Iberdrola’s role	<ul style="list-style-type: none"> Iberdrola is actively engaged in different working groups and specific ad-hoc initiatives. Iberdrola’s Executive Chairman is member of the “Alliance of CEO Climate Leaders”. Iberdrola is a member of the First movers coalition, setting purchase targets for green steel. Iberdrola has a secondee at the WEF premises who is mainly focused on clean power and decarbonisation of industries related topics. Iberdrola is a member of It.org to promote forestry NBS, which deliver substantial CO2 capture benefits.
Key Iberdrola’s activities in 2024	<p>The company participated in the different working groups related to the CEO Alliance of Climate leaders, supported the policy asks presented ahead of COP 28 and contributed to the work of initiatives such as First Movers Coalition, Clean Power, Grids and Electrification.</p>
Contribution group	<p>3</p>

	<p>WindEurope is a leading industry association that represents the wind energy sector across Europe.</p> <p>Mission: WindEurope actively promotes the use of wind energy throughout Europe, advocating for policies and frameworks that support the growth of the wind industry.</p>
Key features	<p>Membership: The organization has over 600 members from across the entire wind energy value chain. This includes:</p> <ul style="list-style-type: none">• Wind turbine manufacturers• Component suppliers• Power utilities and wind farm developers• Financial institutions• Research institutes• National wind energy associations
Main activities 2024	<p>WindEurope analyses and establishes policy positions for the wind industry on key strategic sectoral issues, cooperating with industry and research institutions on a number of market development and technology research projects. Additionally, the lobbying activities undertaken by WindEurope help create a suitable legal framework within which members can successfully develop their businesses.</p> <p>Along 2024, Wind Europe engaged in some policy issues such as the EU legislative proposal on Electricity Market Design, the acceleration of permitting for wind (with the implementation of Overriding public Interest and digitalization), the Net-Zero Industry Act, Carbon Border Adjustment Mechanism, #100daysToElectrify campaign of the electrification alliance, engaging the new European Commission and the new Clean Industrial Deal with the focus on Industrial electrification/decarbonization and Strengthening the EU wind value chain, among other topics.</p> <p>Wind Europe organizes conferences, exhibitions, seminars and workshops to encourage the exchange of information and ideas among wind energy stakeholders. The organization also hosts several annual events, including the WindEurope Technology Workshop, RE-Source, and the WindEurope Annual Event in Bilbao in 2024.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	Aligned (B+)
Iberdrola's role	<p>During 2024, Iberdrola has participated actively in the Board of Directors, CEO Retreat and in most of the association's Working Groups with different experts collaborating within them. Iberdrola is also chairing the 'Electrification' Working Group. Iberdrola was also Event Ambassador during the Annual Event of WindEurope in Bilbao, having a strong participation during the event.</p>
Key Iberdrola's activities in 2024	<p>During 2024, Iberdrola has worked in partnership with WindEurope to lobby the European Commission, the European Parliament and The Council in several regulatory topics, as for example Electricity Market Design, the Net-Zero Industry Act, Carbon Border Adjustment Mechanism, promotion of electrification, engaging the new European Commission and the upcoming priorities for the new Clean Industrial Deal with the focus on Industrial competitiveness (electrification) and security, among other topics.</p>
Contribution group	2

Key features	Alliance of the most influential international business coalitions in climate action (CLG, WBCSD, The B Team, The Climate Group, WBCSD and CERES). They promote global campaigns, declarations and activities to influence and advance the political and business agenda (especially Climate Summits, G20/G7 meetings...).
Main activities 2024	<p>WMB promotes climate ambition loops in climate policy conversations, focusing on the achievement of ambitious decarbonization pathways in line with the 1,5°C scenario. All the activities are supported by a solid network of influential contacts and communication activities.</p> <p>We Mean Business has actively promoted the elimination of fossil fuels through its Fossil to Clean campaign. This initiative urges businesses to phase out fossil fuels by 2040, advocating for ambitious climate policies and corporate commitments. WMB has developed a Corporate Climate Policy Engagement Reporting Template to support companies in their RPE disclosure by guiding them through the process of drafting a corporate climate policy engagement report that includes a business example by Iberdrola.</p>
Alignment score	Aligned Leadership
InfluenceMap Score	-
Iberdrola's role	<p>Iberdrola is a member of several committees (energy advisory board and climate policy advisory board) and supports inputs and high-level engagement in the key campaigns and events that they promote. It is especially relevant to the support of Iberdrola to the activities related to the Fossil to Clean campaign and the support of WMB activities at COP29 in Baku.</p> <p>Iberdrola amplifies WMB messages through its activities and communication actions.</p>
Key Iberdrola's activities in 2024	Iberdrola supported the activities related to the Fossil to Clean campaign and its activities at COP29, including the gold sponsorship of the WMB pavilion. Iberdrola also supports the implementation of the SME Climate Hub in Spain.
Contribution group	1

Key features	<p>Non-profit association whose main purpose is to elevate SUSTAINABILITY to the first strategic level of companies, entities, institutions and society.</p> <p>WAS promotes the commitment of companies, institutions, organizations, and society to sustainability. They also promotes the role of women to elevate sustainability to the highest level of decision-making in all areas. And responds to issues affecting sustainability-related matters, positioning the Association as a point of reference. Finally creates forums for debate and discussion on ESG issues through women experts in the field.</p>
Main activities 2024	<p>Anti-Greenwashing Guide Launch: WAS published a practical guide to help companies and institutions comply with the new EU Directive 2024/825, aimed at empowering consumers and preventing misleading environmental claims</p> <p>WAS Awards – 3rd Edition: Held at CaixaForum Madrid, the awards recognized individuals and organizations for their contributions to social and environmental transformation</p> <p>Thought Leadership and Advocacy: WAS organized forums and discussions led by expert women in ESG (Environmental, Social, and Governance), promoting informed and inclusive sustainability strategies 3.</p> <p>Empowering Communication: The association emphasized the importance of transparent and rigorous sustainability communication, aligning with evolving regulatory frameworks and consumer expectations</p> <p>Community Engagement: WAS continued to grow its network of members and collaborators, fostering a diverse and professional ecosystem committed to sustainable development</p>
Alignment score	Aligned
InfluenceMap Score	-
Iberdrola’s role	<p>Climate Change and Mentoring Working Groups, without being part of the Board of Directors.</p>
Key Iberdrola’s activities in 2024	<p>The Climate Change Working Group’s most relevant actions from last year include:</p> <ul style="list-style-type: none">• Bi-monthly or quarterly meetings of the group’s members to discuss current topics such as emissions offsetting, biofuels, etc.• Preparation of the report “Sustainable Impact: Resilience through Climate Adaptation”, in collaboration with Schneider Electric, which highlights the interdependencies between public and private actors and the collective responsibility needed to drive actions that build resilience amid the growing impacts of climate change. It also includes recommendations for large companies, the financial sector, and public administration to effectively plan and implement climate adaptation actions, ensuring the resilience of businesses and communities in the face of the climate crisis, while identifying market opportunities and gaps that require attention.
Contribution group	1