

# Sustainable Development Master Plan

2026-2029

Foundations Committee, December 17th, 2025



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## 1. Background

To ensure proper coordination among foundations or other entities of a foundational nature to which Iberdrola Group companies have entrusted the execution of activities of general interest and sustainable development and which have adhered to the Foundations Committee (the “**Foundational Entities**”), the Board of Directors of Iberdrola, S.A. agreed in June 2014 to establish the Iberdrola Group Foundations Committee (the “**Foundations Committee**”). The Foundations Committee is responsible for approving a Sustainable Development Master Plan and reporting to the Sustainable Development Committee of Iberdrola, S.A. on the annual programmes of activities of the Foundational Entities and their respective budgets.

The Sustainable Development Master Plan defines the Group wide strategic lines of action in sustainable development and serves as a guide for prioritising and aligning actions of common interest, considering the context, regulations, and challenges of each country, particularly the autonomy of their respective boards of trustees and governing bodies (the “**Master Plan**”).

The 2022-2025 Master Plan guided the actions of the Foundational Entities, updated their mission, vision, and values, included contributing to the Sustainable Development Goals (SDGs) among their aims and principles, and established a common framework for carrying out their activities. Upon its completion, and considering the new dimension of the Group and the continuous change in the social and economic reality of the different countries, it is appropriate to approve the 2026-2029 Master Plan, aligned with the creation of value, progress, and well-being pursued by the Group’s social dividend and, in particular, with the adaptation to a social reality that goes beyond the mere achievement of the SDGs to focus on the needs of each of the communities in which the Foundational Entities carry out their foundational activity.

The Master Plan has been approved by the Foundations Committee, having been reported to the Sustainable Development Committee of Iberdrola, S.A. and presented to the Board of Iberdrola, S.A. for its acknowledgment, as a global action plan for the Foundational Entities, without prejudice to the autonomy of their respective boards of trustees and governing bodies, and their adaptation to the social reality of each of them, which must be evaluated in each case taking into account the context, regulations, and challenges of each country.

## 2. Foundational Entities

Since its creation, the Iberdrola Group (the “**Group**”) has been committed to the energy, cultural, and social development of the communities in which it operates. True to its firm commitment to creating sustainable value for society, the Iberdrola Group works every day to strengthen initiatives that generate a positive impact for all its stakeholders, as a result of the company’s commitment established in its By-Laws, which is reflected in the social dividend, which reflects the positive impact of its activity in all the communities where it operates.

Through its foundations—the ScottishPower Foundation, AVANGRID Foundation, Neenergía Institute, and Iberdrola Spain Foundation, or any others that may join this category—the group confirms its commitment to the development and ecological transition of the countries in which it operates through its five lines of action:

- Training and Research
- Social Action
- Biodiversity
- Art and Culture
- New Technologies



## 3. Governance and Sustainability System of the Foundational Entities

The Master Plan—aligned with the Purpose and Values of the Iberdrola Group—defines the strategic lines of action in sustainable development to be implemented by the Foundational Entities. It contributes to improving the quality of life of the most vulnerable people and promoting sustainable development in the communities where Iberdrola is present, offering a response based on social and environmental commitment, coordinated by the objectives defined by the Foundations Committee.

## VALUES

- ✓ **Sustainability:** contributing to the achievement of sustainable human development to promote positive changes for people and the planet, within its commitment to the highest ethical standards and compliance with the best practices of good governance generally recognised in international markets applicable to non-profit entities.
- ✓ **Social commitment:** improving the lives of the most vulnerable people and promoting sustainable development in communities, fostering synergies, and mobilising technical, institutional, and financial capacities to contribute expertise and added value to the work of the entities with which we collaborate.
- ✓ **Rigour and excellence:** deepening the quality of our programmes, committing to the continuous improvement of processes to be more efficient and ensure greater impact. To establish alliances with prestigious entities and institutions that demonstrate experience, expertise, viability, and solvency.
- ✓ **Transparency:** carrying out our foundational activity by promoting equal opportunities and non-discrimination, in accordance with annual action plans aimed at achieving results, deepening evaluation and accountability mechanisms, and disseminating and publicising our goals and activities to reach beneficiaries, stakeholders, interested parties, and society.

The Iberdrola Group's Ethical and Basic Principles of Governance and Sustainability (the "**Principles**") and Purpose and Values, approved by Iberdrola's Board of Directors as part of the ongoing evolution of its Governance and Sustainability System at the forefront of international best practices in this area, are the basic strategic pillars that inform the regulations established in the governance and sustainability systems of the Foundational Entities.

The Principles are inspired by relevant international reference frameworks, including the Universal Declaration of Human Rights; the United Nations (UN) Guiding Principles on Business and Human Rights; the OECD Guidelines for Multinational Enterprises; the principles underlying the United Nations Global Compact; the United Nations (UN) 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs); the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy; the conventions of the International Labour Organization (including Convention 169); and the United Nations Declaration on the Rights of Indigenous Peoples.

## COMPLIANCE

Within the framework of the Iberdrola Group's Governance and Sustainability System, the Group's Foundations are firmly committed to implementing a common system of effective compliance that integrates all rules, formal procedures, and material actions to ensure that the Foundations operate in accordance with ethical principles, legality, and internal regulations, contribute to the full realisation of the Foundations' Purpose and Values and the foundational interest, and prevent, manage, and mitigate the risk of regulatory and ethical non-compliance, in accordance with the highest standards of good governance at the international level.

## 4. General objectives

- Support education, training, and research to promote and enhance equal opportunities and employability.
- Support the protection and improvement of sustainability—of the environment and biodiversity—to actively contribute to the conservation of ecosystems and the responsible management of natural resources.
- Protect and safeguard artistic and cultural heritage by promoting its conservation and restoration, promoting sustainable local development, and improving citizens' access to art and culture.
- Improve people's quality of life through programmes that promote the reduction of inequalities, through partnerships with entities of general interest.
- New technologies' impact analysis: i) how Artificial Intelligence applies to Work areas and, ii) new technologies' impact on society, especially on vulnerable groups.
- Collaborate with entities of institutional interest that contribute to the achievement of the foundational objectives.

## 5. Lines of Action

### EDUCATION, TRAINING, AND RESEARCH

#### Objective

To support education, training, and research to promote and enhance equal opportunities and employability, with a special focus on STEM subjects at all educational levels, primarily aimed at women.

#### Work areas

- **Research grants** to develop research talent and promote the energy transition.
- **Scholarships:** Grants for studies aimed at promoting equal opportunities, with a special emphasis on studies related to the energy transition and STEM training.
- **Support for educational institutions** to promote equity in access to education and training for people in vulnerable situations.
- **Job training** to facilitate the employability of vulnerable groups, with a special focus on green skills.



## BIODIVERSITY AND ENVIRONMENT

### Objective

To support the protection and improvement of the environment and biodiversity to actively contribute to the conservation of ecosystems and the responsible management of natural resources.

### Work areas

- **Wildlife protection:** aimed at species conservation by supporting the growth and stability of their populations to prevent their extinction.
- **Ecosystem conservation:** to contribute to the protection and restoration of natural areas of biological interest.
- **Dissemination:** promoting the dissemination of actions to improve biodiversity and protect the environment.
- **Sustainable electrification:** promoting new, environmentally friendly electrical installations in protected natural areas.
- **Circular economy:** encouraging the development of initiatives that minimise the management of all types of waste.

## ART AND CULTURE

### Objective

To protect and safeguard the artistic and cultural heritage by promoting its conservation and restoration, supporting sustainable local development, and improving accessibility to art and culture.

### Work areas

- **Restoration:** To contribute to the conservation and preservation of artistic and cultural heritage by developing a culture of sustainability and securing resources for its future maintenance.
- **Lighting:** To execute lighting interventions on important artistic heritage sites to enhance their value.
- **Support and promote art and culture,** improving their dissemination and accessibility.
- Develop **artistic and cultural** initiatives supported by new technologies. Art through light (light projections, immersive light, etc.)

## SOCIAL ACTION

### Objective

To improve people's quality of life through programmes that promote the reduction of inequalities, through partnerships with social entities, and with particular attention to the integration of groups from diverse backgrounds.

### Programmes or Projects

- Projects that combat **child and youth poverty**, promoting educational continuity and the prevention of risky behaviour.
- Programmes for **career guidance and improving the employability** of vulnerable groups.
- **Support for women**, broadening their professional horizons and promoting their integration into the work market, especially in situations of vulnerability, seeking to promote personal and professional development with equal opportunities, taking as an example, the electrician schools model developed in Brazil, which has yielded such good results.
- **Health and well-being**: programmes to ensure adequate health care, food security, access to basic services, and access to housing for vulnerable groups.
- **Support for the elderly**: promoting the emotional and social well-being of older people by encouraging their integration into the community, to reduce loneliness and isolation.
- Programmes aimed at alleviating the consequences of **humanitarian crises**.

## NEW TECHNOLOGIES

### Objective

To analyse the impact of new technologies: i) how Artificial Intelligence applies to Work areas and, ii) new technologies' impact on society, especially on vulnerable groups.

### Work areas

- **Impact of New Technologies on society**: development of projects aimed at analysing and managing the impact on society, especially on children and young people, and the most vulnerable groups.
- **Artificial Intelligence and its impact on people's lives**, paying special attention to older people and those who have difficulties using these technologies.



## 6. Planning, evaluation, and reporting of the Foundational Entities

The Foundational Entities, duly coordinated by the Foundations Committee, will develop **shared planning**, evaluation, and reporting mechanisms based on a joint methodology by all Iberdrola Group foundations. This methodology will ensure:

- Consistency with the general objectives of the Master Plan.
- Monitoring of the lines of action defined for each area, their plans, and budgets.

Within the framework of the Master Plan, Foundational Entities will draw up their respective annual activities programmes and the budgets associated with their implementation, the contents of which will be verified by the Foundations Committee. On an **annual** basis, the Committee will prepare a comprehensive report measuring results, which will enable the degree of compliance with the general objectives established in the Master Plan to be assessed. This report will include:

- The identification of achievements.
- The monitoring of projects implemented.
- The measurement of the impact of the activities carried out by the foundations.
- The analysis and evaluation of budget execution.
- The identification of opportunities for improvement.

In addition, the Foundations Committee will require each foundation to submit **quarterly updates** that enable:

- Monitoring of projects carried out by each foundation.
- Quantification of the number of beneficiaries per project, in accordance with the established common methodology.
- Regular budgetary control.
- Identification of large-scale projects and/or good practices.

In addition to being a requirement for the proper operation of each foundation, this quarterly report must comply with the Iberdrola Group's reporting rules, both individually and on a consolidated basis. The information reported by the foundations in the corporate tools will be reviewed by the Foundations Committee in order to ensure its consistency and facilitate its integration into the Group's global reports.

## 7. Transparency

The Foundations Committee, in accordance with its commitment to the highest ethical standards and good governance, will promote the disclosure of the following information:

### **In relation to the Foundations Committee:**

- Annual report measuring the overall results of the Iberdrola Group's foundations; and
- Master plan 2026-2029.

### **In relation to the Foundations:**

- Annual action plan, annual activity report, and annual results and accounts report; and
- Detailed and updated information on the composition of the Board of Trustees, organisational model, leadership team, and rules that make up the Governance and Sustainability System.

In addition, the Foundations share details of their foundational activity through communication channels, including social media, established for this purpose in each country.





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