MASMOVIL©
ESG Strategic Plan

January 2022

Purpose and Context

Committed with long-term positive impact, value creation and risks reduction with a concrete action plan

The **MASMOVIL Group** is strongly committed to remain as a long term positive impact and value creation reference in our industry. Our aim is to steadily improve our positioning in terms of sustainability with an ESG strategic framework that strengthens our capacity to detect and develop new solutions that address the challenges of society and environment.
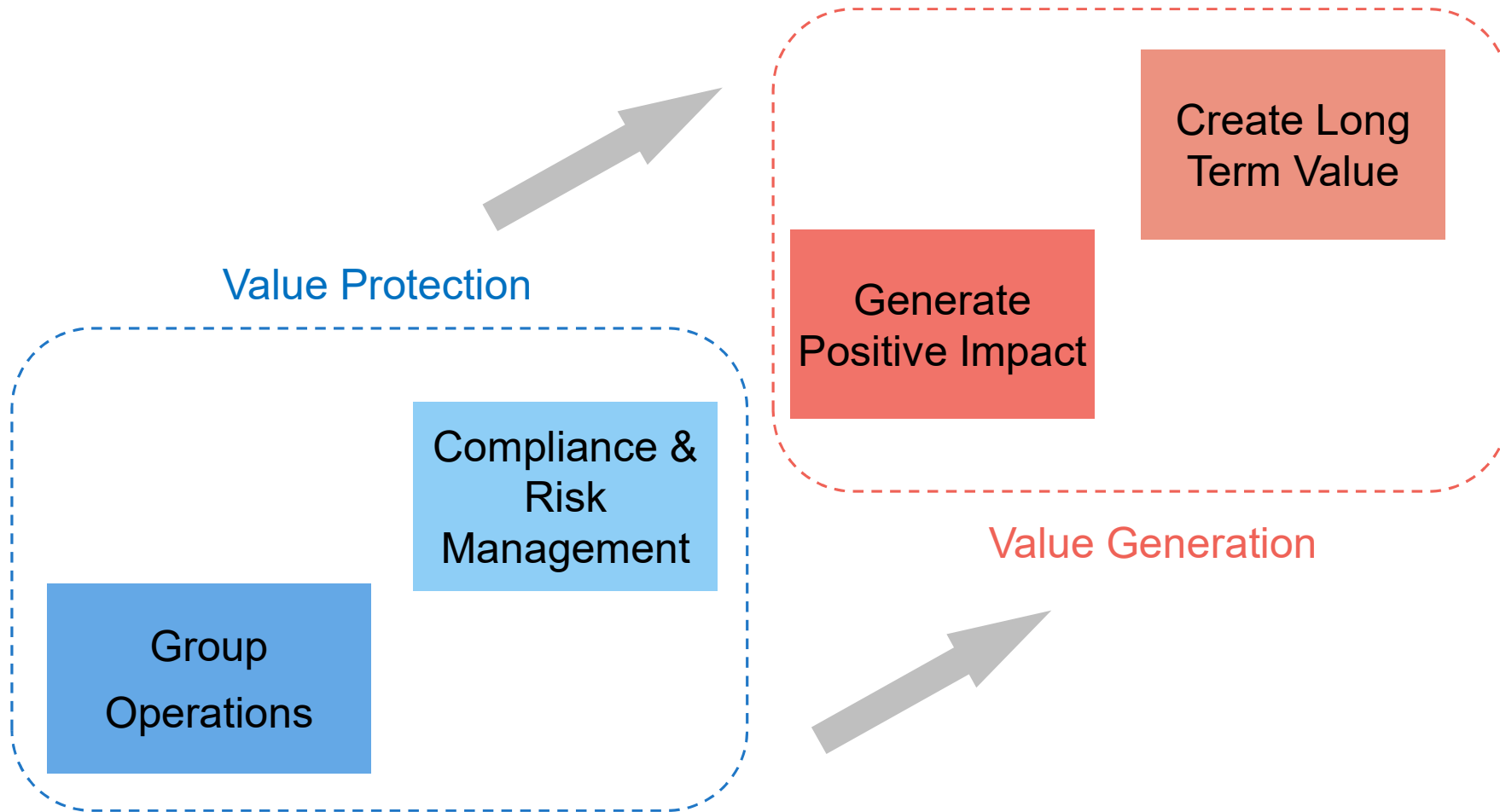
The **ESG Strategic Plan** creates a platform for implementing such strong commitment and reflects the determination of the MASMOVIL Group and its stakeholders to contribute to the creation of a more human, diverse and sustainable environment. The ESG Strategic Plan generates a global framework, defining a series of short to mid-term actions based on **5 pillars** that add value to our Group's Business Plan.
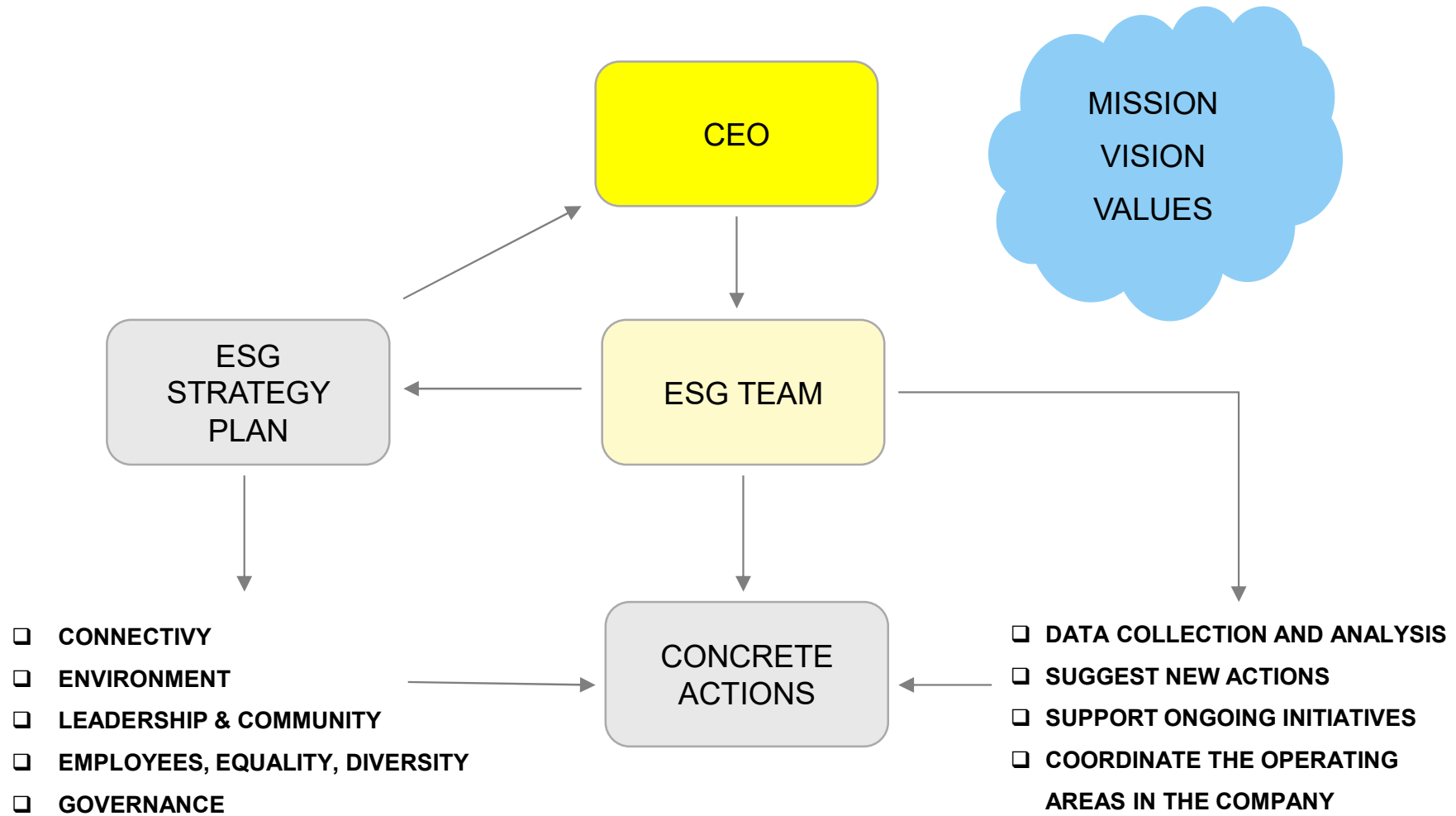
Furthermore, the Plan is conceived with the goal of aiding to minimise environmental, social and corporate governance risks, reducing all other inherent risks in the Company's business and bolstering our role as an **agent of change**.

Purpose and Context

We make of ESG a strategic priority and aim to excel and lead in long-term value creation

Value Protection

Compliance & Risk Management

Group Operations

Create Long Term Value

Generate Positive Impact

Value Generation

ESG Strategy Planning

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                          ┌──────────────┐          ╭──────────────╮
                          │     CEO      │          │   MISSION    │
                          └──────────────┘          │   VISION     │
                                                     │   VALUES     │
  ┌──────────────┐        ┌──────────────┐          ╰──────────────╯
  │     ESG      │ ◄───── │   ESG TEAM   │ ──────┐
  │   STRATEGY   │        └──────────────┘       │
  │     PLAN     │                               │
  └──────────────┘                               │
         │                ┌──────────────┐       │
         ▼                │   CONCRETE   │ ◄─────┘
                          │   ACTIONS    │
                          └──────────────┘
```

- ❏ **CONNECTIVY**
- ❏ **ENVIRONMENT**
- ❏ **LEADERSHIP & COMMUNITY**
- ❏ **EMPLOYEES, EQUALITY, DIVERSITY**
- ❏ **GOVERNANCE**

- ❏ **DATA COLLECTION AND ANALYSIS**
- ❏ **SUGGEST NEW ACTIONS**
- ❏ **SUPPORT ONGOING INITIATIVES**
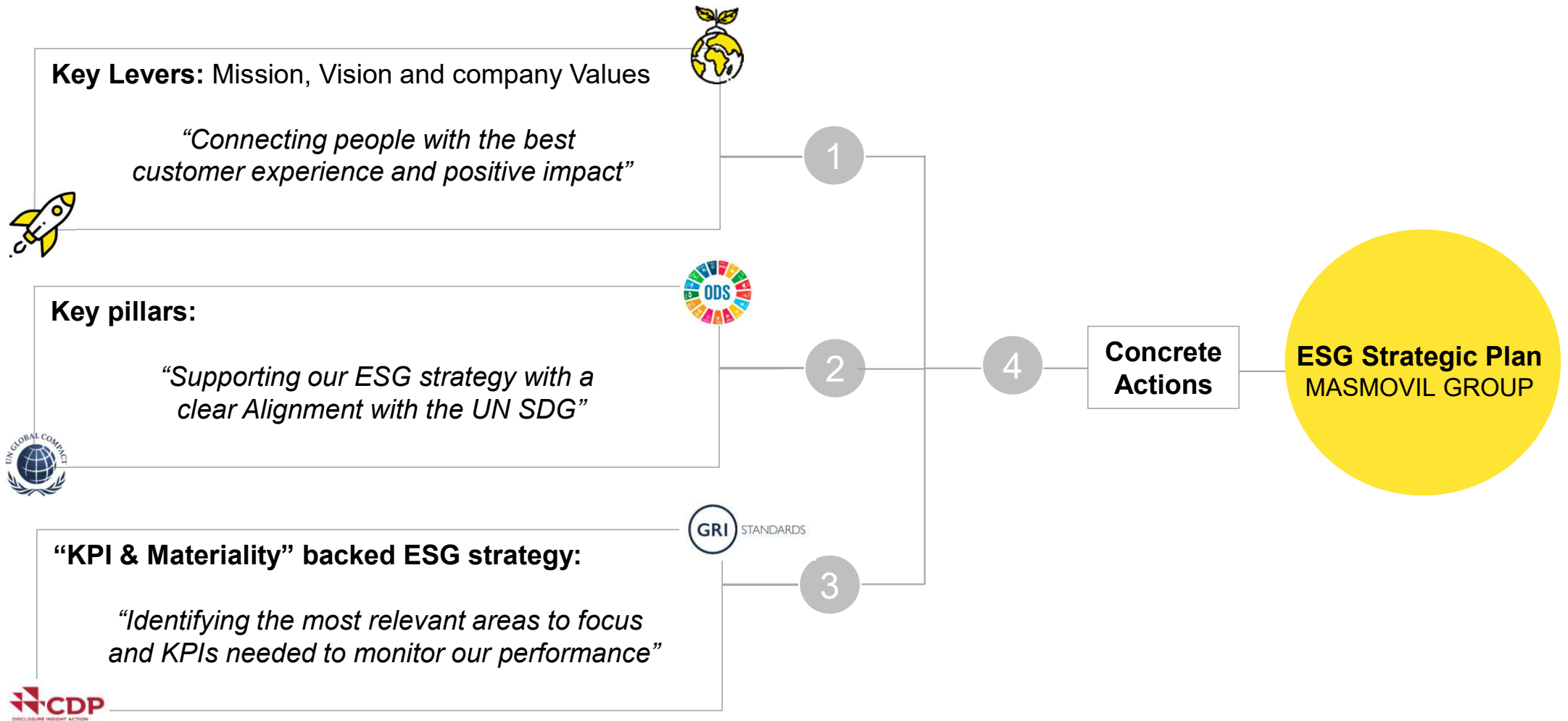- ❏ **COORDINATE THE OPERATING AREAS IN THE COMPANY**

ESG Strategy Framework

We define our long-term strategy based on our mission, vision and values, with a UN SDG approach and short-term concrete actions in place

1   **Mission, Vision and Values:** levers around which we build our ESG long-term strategy

2   **Key pillars:** aligned with our contribution to the UN SDGs, we define the 5 key pillars of our ESG strategy

3   **"KPI & Materiality" backed ESG strategy:** identifying and addressing the most relevant areas and topics, either qualitative or quantitative, where we need to focus

4   **Concrete actions:** we define concrete short to mid-term actions to be implemented and tracked, built around these key pillars

5   **ESG linked financing:** tied to our ESG rating evolution

ESG Strategy Flowchart

Key Levers: Mission, Vision and company Values

"Connecting people with the best customer experience and positive impact"

1

Key pillars:

"Supporting our ESG strategy with a clear Alignment with the UN SDG"

2

4

Concrete Actions

ESG Strategic Plan
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"KPI & Materiality" backed ESG strategy:

"Identifying the most relevant areas to focus and KPIs needed to monitor our performance"

3

Mission and Vision

High quality connectivity with the best client experience and a long-term value creation focus

Mission

Connecting people with the latest available technology and ensuring best client experience

Vision

Being the telecom company with the highest client satisfaction in Europe and positive impact in people, our shareholder and the planet

Values

Our culture and way of doing things is our key differentiating factor

Client first always

• We care for them and avoid them any problem.

• We quickly identify any need to provide them with the best solution.

• We innovate to generate tangible quality and value for our clients.

Positivism

• We smile and work with enthusiasm and honesty.

• We dare trying new ways of doing things.

• We enjoy working, learn from our mistakes, and celebrate our achievements together

Simplicity

• We are pragmatic and fast.

• We look for simple and efficient solutions.

• We avoid unnecessary bureaucracy.

Sustainability

• We prioritize long term value creation above short-term benefit.

• We look for positive impact for our clients, employees, partners, shareholders and society.

• We take care of our environment

Key Pillars aligned with our contribution to the UN SDGs

ESG Strategy Plan structured around 5 key pillars with concrete actions put in place for each of them, aiming to strengthen sustainability and supporting our Business Plan

1. Connectivity & Digital Breach reduction
2. Environmental management & sustainability
3. Leadership and community with suppliers and customers
4. Employee engagement, culture, equality & diversity
5. Governance, Ethics and Transparency

Key Pillars: Lines of Action

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1 Connectivity and Digital Breach reduction (SDGs 4, 9, 11)

- Promote connectivity in rural and underserved areas

- Facilitate access to high-quality broadband to less favoured population

- Efficient infrastructure development

- Sustainable networks based on agreements with other operators

Key Pillars: Lines of Action

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2 **Environment Management and Sustainability (SDGs 7,12,13)**

Green and efficient energy consumption (ISO 50001)

Environmental Management System (ISO 14001)

Circular economy and waste management

CO2 emissions reduction and control at residual levels (Net Zero)

Mobility initiatives

Key Pillars: Lines of Action

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3 Leadership and Community with Suppliers and Customers (SDG 17)

Suppliers accountable for Code of Conduct

Supply chain risk assessment and mapping

Supporting and promoting positive impact from suppliers and customers

Customer engagement score analysis (NPS)

Key Pillars: Lines of Action

4   **Employee Engagement, Culture, Equality & Diversity (SDGs 3, 5)**

Sensitization

Inclusion, diversity and closing gender gap

Health & Safety programs

Talent attraction and retention (engagement score)

Training, evaluation and feedback

Key Pillars: Lines of Action

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| **5** | **Governance, Ethics and Transparency** |

Code of Conduct

Corruption and fraude prevention

**Cybersecurity and data protection**

Unified corporate policies

KPI backed ESG strategy

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We select relevant KPIs around our 5 key pillars to address ESG topics to work on

1	**Connectivity & Digital Breach reduction**	Own network deployment in rural areas (below 8k and 20k population) providing high-quality broadband access
2	**Environment & Sustainability**	CO2 emmissions, consumption of electricity, fuel, water, paper, and others. Waste and recycling activities
3	**Leadership & community with Suppliers & Customers**	Code of conduct signed by suppliers, formal risk assesment in place, customer engagement score (NPS) and others
4	**Employee engagement, Equality & Diversity**	Leavers and voluntary leavers, absentee rate, injuries and workday loss, performance review coverage, engagement score, training hours, and others Diversity plan and targets, share of female employees and directors, share of independent directors, gender pay gap, empoyees nationality and others
5	**Governance & Ethics, Cyber & Data Security**	Number of attacks, GDPR breaches, annual training for employees and others

Materiality Analysis

In our Statement of Non-Financial Report 2022 we include our Materiality Matrix where we identify the areas of critical relevance for all stakeholders, mainly around privacy, data protection, cybersecurity and climate

Matriz de Materialidad Grupo MásMóvil

Concrete Actions

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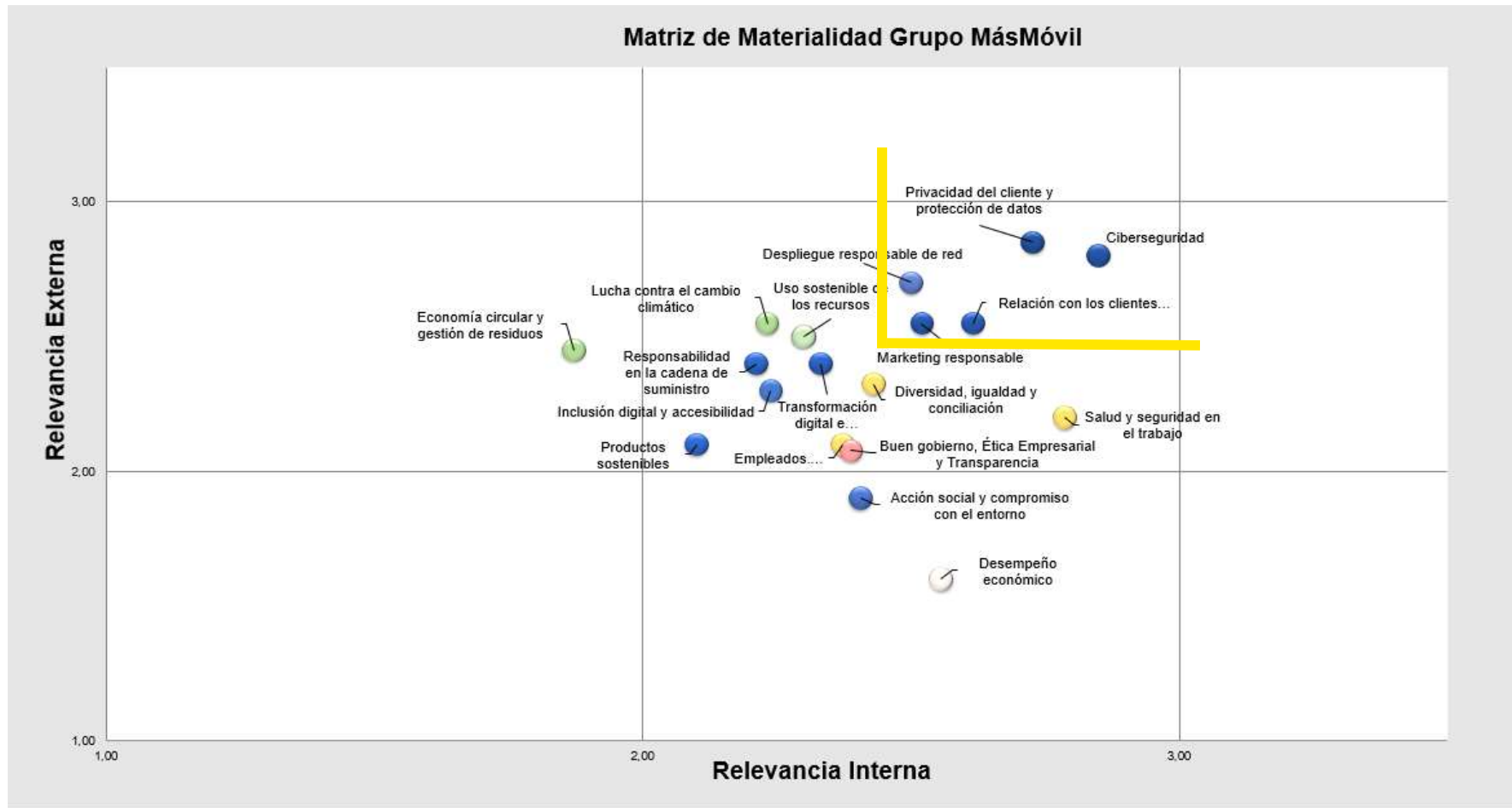
ESG Dashboard:
- ✓ Build an ESG control panel with all relevant required KPIs
- ✓ Coordinate and collect data semi-annually
- ✓ Analyze information and share with the units

Packaging:
- ✓ Plan to reduce paper and plastic from packaging
- ✓ Use of recycled paper and from sustainable forests

New Certifications:
- ✓ AENOR: Strategy contribution to UN SDG
- ✓ B Corp: Launch project to incorporate Euskaltel
- ✓ ISO 50001: energy efficiency (MAS)
- ✓ Move towards unified ESG policies in the group
- ✓ Move towards unified ISO management system documents

Electricity:
- ✓ Electricity saving measures in toilets and basement
- ✓ Change all our headquarter outside parking lights to led technology

Environment:
- ✓ Renew our Net Zero commitment and extend to Euskaltel
- ✓ Use of recycled paper for printers
- ✓ Homogeneous recycling policies across locations
- ✓ Food waste management
- ✓ Reforestation initiatives

Mobility:
- ✓ Electric bikes plan
- ✓ Push to promote internal use of electric/hybrid cars
- ✓ Measuring employees' cars emissions
- ✓ Car sharing initiatives for employees

Social:
- ✓ Initiatives to boost take up of our our MASsolidaria tariff
- ✓ Collaborate with associations aligned with our ESG pillars

Recurrent actions:
- ✓ ESG rating (S&P, MSCI, others)
- ✓ Report on Non-Financial Information (EINF)
- ✓ ISO: 14001, 37001, 50001
- ✓ Sponsors and investors ESG questionnaires
- ✓ Internal audits, EMAS
- ✓ UN Global Compact filing