

SUSTAINABILITY STRATEGY 2030

ferrovial



Our **2030 Sustainability Strategy** stands at the CORE of our company. It is the tool that helps us address the challenges faced by society and to create new business opportunities.



SUSTAINABILITY STRATEGY AT A GLANCE

Inspired by **Horizon 24** and based on materiality analysis, the Sustainability Strategy is focused on business opportunities and growth.



KPI's

01

WE VISUALIZE
PROGRESS WITH
PERSPECTIVE

We employ innovation and efficiency to **adapt to new global trends.**

Aligned with the **SDGs.**



02

HORIZON 24,
OUR BUSINESS
STRATEGY

We respond to Global changes through the development and implementation of **innovative, efficient, and sustainable infrastructure.**

Linked with our priorities:

- Occupational safety & health, and talent.
- Sustainable growth.
- Excellent, efficient, and agile.
- Carbon footprint reduction.
- Innovation.
- Ethic and respect of human rights.

To continue to be recognized by the main international **sustainability indexes:**

03

CONSTRUCTION AND
IMPLEMENTATION OF SUSTAINABLE
INFRASTRUCTURE

We adapt urban planning, reduce CO₂ emissions, promote green jobs, boost renewable energies, and minimize inequalities.

04

DECARBONIZING OUR
ACTIVITIES AND DEVELOPING
MORE SUSTAINABLE BUSINESSES

We apply **ESG criteria** to decarbonize our regular activities (airports, toll roads, construction) and to develop others (mobility, water and electrification) that are more environmentally friendly.

05

OUR VISION:
"FOR A WORLD
ON THE MOVE"

We contribute to the progress of Society within the limits of the planet. This requires **sustainable infrastructure.**



Dow Jones Sustainability Index (DJSI)

FTSE4Good

Carbon Disclosure Project (CDP)

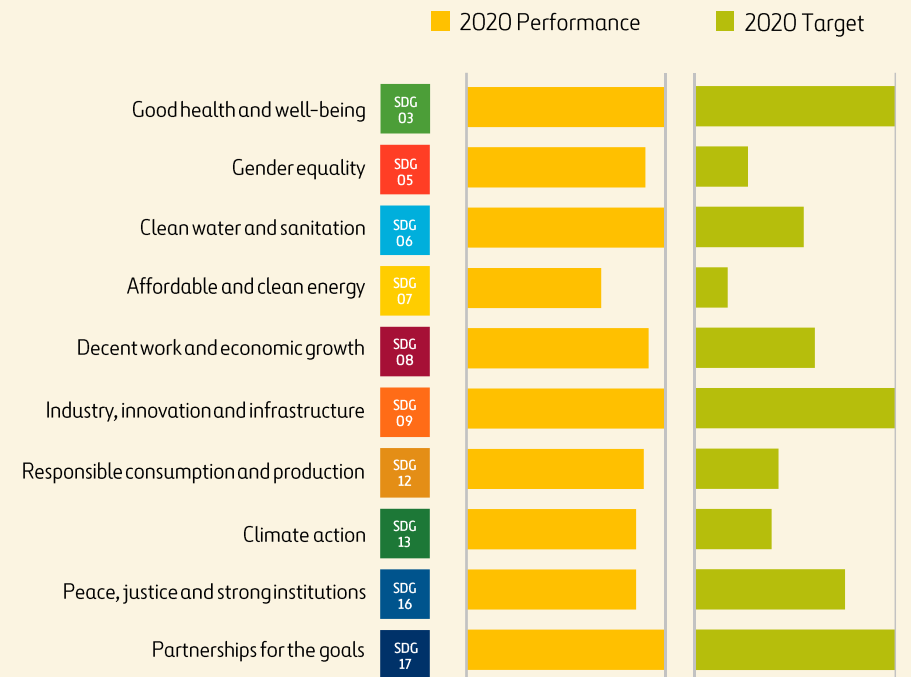
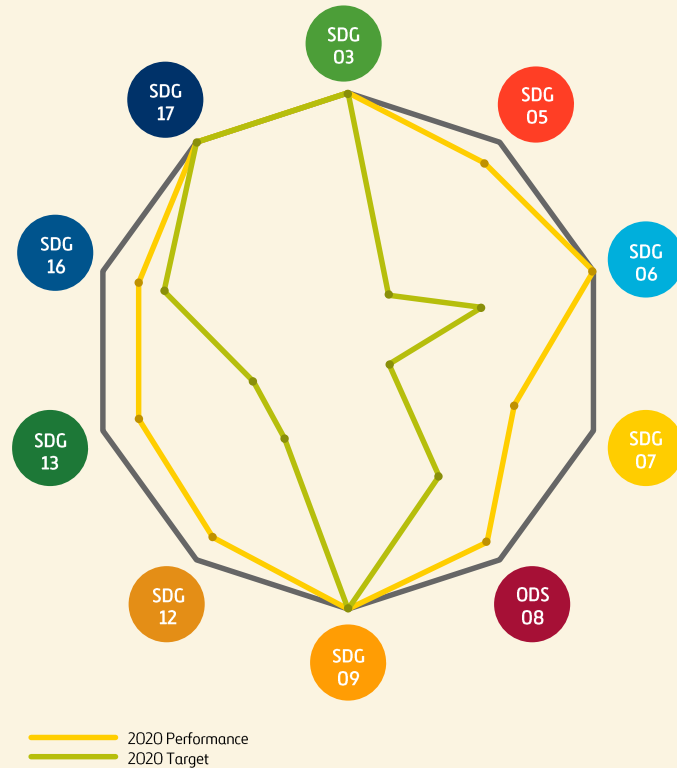
MSCI

Vigeo

STOXX

We are the first company to [certify](#) the alignment of our Sustainability Strategy with the United Nations' Sustainable Development Goals (SDGs).

These are the SDGs that we make a greater contribution to:



We materialize our Sustainability Strategy by working on initiatives aligned with **ESG criteria**.

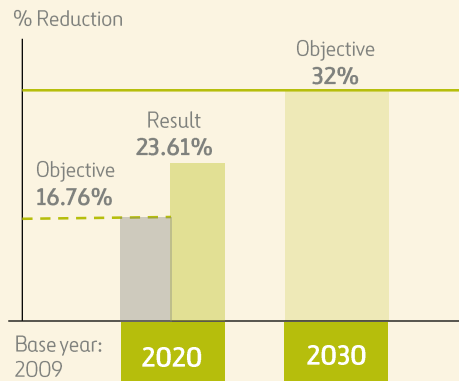
01 Climate Strategy 2030

On track to achieve our **four climate targets**.

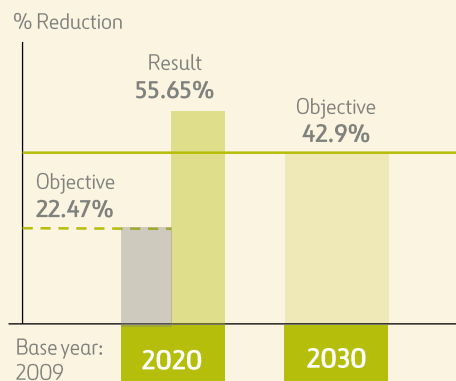
1. Emissions reduction

Emissions reduction targets approved by Science Based Targets Initiative

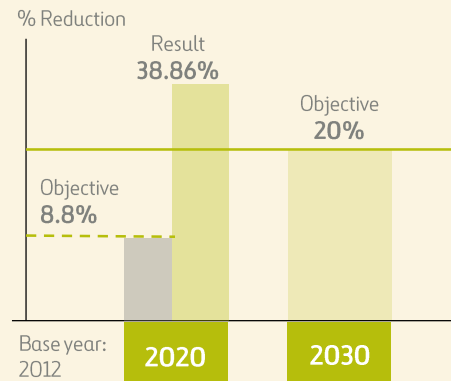
Scope 1&2 in absolute terms (tCO₂eq)



Scope 1&2 in intensity terms (tCO₂eq/million €)

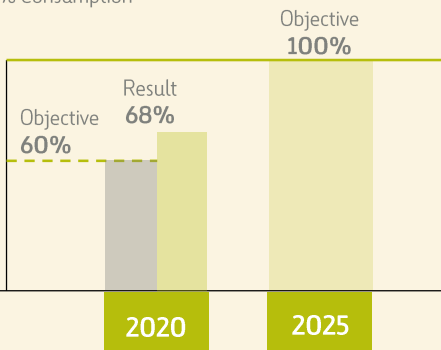


Scope 3 (tCO₂eq)



2. Renewable electricity

% Consumption



3. Towards neutrality

Objective 2050:
To be carbon neutral

5,000 tCO₂eq
compensated in 2020



Aligned with the SDGs



4. Management of climate risk and opportunities

Aligned with the *Task Force on Climate-related Financial Disclosures* recommendations.



We apply *Shadow Carbon Pricing* to quantify the climate risk of relevant investments.



Geographies

Australia | Brazil | Canada | Chile | Germany | Ireland | Mexico | Middle East | Peru | Poland | Portugal | Spain | United Kingdom | USA

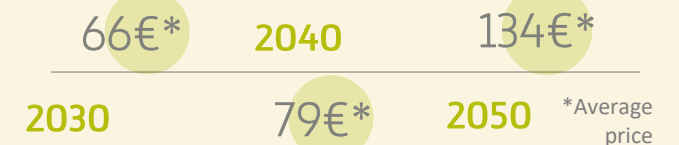


Project types

- Airports
- toll roads
- Waste management
- Water management
- Energy assets (natural gas)



Time horizon

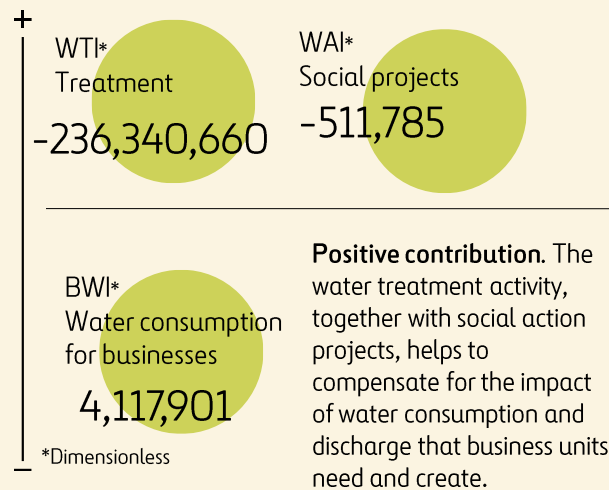


The Deep Decarbonization Path, Ferrovial's strategic climate plan (excluding Services for absolute targets), establishes a Scope 1&2 emission reduction target of 35.3% in absolute terms by 2030.

02 Water Footprint

Our innovative water footprint calculation methodology has been recognized by the **European Environmental Awards** in 2020.

- **Business Water Index (BWI)**. Water consumption and its discharge in our activities.
- **Water Treatment Index (WTI)**. Impact of our water treatment plant processes on our water footprint.
- **Water Access Index (WAI)**. Related to our water supply projects belonging to the Social Action Program



Goals to improve our water footprint	Results 2020
Reduce water consumption (BWI) by 20% by 2030	Reduction of 12.36% in BWI vs. 2019
Annually compensation of our water footprint (BWI): $(WTI + WAI)/BWI = 30$	Compensation of 57 times in BWI

Aligned with the SDGs



03 Natural Capital

We launch initiatives that contribute to the **preservation of biodiversity and ecosystems**:

- We have developed the **Integrated Natural Capital Assessment (INCA)** methodology to evaluate the impact on the ecosystems and the goods and services they provide.
- We take into account the criterion of **minimizing impacts on biodiversity**.
- We align our methodology with the **Natural Capital Protocol**.



Aligned with the SDGs



04 Circular economy

- We enhance the use of **natural renewable** resources.
- We have an annual target of **80% for the reuse of earth and 70% for the reuse of Construction and Demolition Waste** in Construction.
- We apply **eco-design criteria** in the construction of buildings.
- We have developed the **ZRR for Municipal Waste Project**, to apply robotic technology in the classification and selection of urban waste.

05 Sustainable mobility

Initiatives which we are working on:

- **Urban Mobility Pricing**, an incentive strategy to encourage more energy efficient vehicles, car sharing and congestion reduction.
- **“Low carbon” infrastructures**, operating highways with barrier-free tolls and dynamic pricing.
- **Carbon Neutral Mobility** through Zity, the car sharing service with 100% electric vehicles.
- **Wondo**, an application to enable access to urban mobility services.
- **Innovation and mobility**, analyzing the technology required to enable the circulation of connected and autonomous cars.

Aligned with the SDGs



06 Innovation in sustainability

We have a **Strategic Innovation Plan** through which we develop three types of projects:

- **Disruptive**: autonomous vehicles, urban logistics, hyperloop, or aerial urban mobility.
- **Strategic innovation**: in areas such as sustainability or workplace safety, and exploring new technologies (autonomous and connected car, 5G, new payment methods, virtual reality or artificial intelligence).
- **Incremental innovation**: improvements in profitability, operational efficiency or user and passenger experience..

We have launched the **open innovation platform [Foresight](#)** to explore and innovate together with our stakeholders.

We have received the **GLOBAL ROAD ACHIEVEMENT AWARD FOR THE TOOWOOMBA BYPASS**, which recognizes the innovative engineering design solutions and environmental mitigation best practices employed in the construction of this infrastructure..

Aligned with the SDGs



01 Equal opportunities

We promote a **flexible, diverse and inclusive collaborative culture**. Our goals are:

- Increase to **25%** the presence of **women at Executive/Senior Manager levels**.
- Set the **presence of women** among new recruits to junior positions (0 to 3 years of experience) at **35%**.

Diversity evolution

2018	29%	92,113
2019	31%	89,968
2020	32%	80,119

Aligned with
the SDGs



02 Local talent

We work to attract local talent, setting goals :

- Hire **100% local people** for junior positions.
- Increase to **25%** the presence of **local talent in senior and managerial positions**.

Aligned with
the SDGs



03 Health and wellbeing

We create **healthy work environments**. In 2020:

- **We strengthen communication** and publication of initiatives and tools available to all employees.
- We created an office **365 Health and Wellbeing site**: we uploaded Health and Wellbeing articles, blogs, videos.
- **We digitized our Health and Wellness program**, HASAVI, to an online version: Yammer, Teams and Stream.
- We established the **COVID19 committee**, made up of departments and teams from around the world to share learning and knowledge in a rapidly changing environment.

Aligned with
the SDGs



04 Workplace safety

We create safe and harm-free work environments and operations for everyone, every day. In 2020:

- We established an ambitious **plan and business model for Safety, Health and Well-being**.
- We have focused on **“high potential” (HiPo) events**, setting our benchmark.
- **We redefine the learning process** from the analysis of events.
- We introduced the **Safety, Health and Wellness Awards**.

Our results:

- HiPo Frequency Index = **1.51**.
- **18%** reduction in the Frequency Rate of Serious and Fatal Accidents.

Aligned with
the SDGs



05 Investment in the community

- In our role as **social agent facing the pandemic**:
 - **We have maintained essential services** with 16,000 employees in Spain and 9,000 in the United Kingdom, benefiting 25 million people.
 - **We created the “Ferrovial juntos COVID-19” fund** to alleviate the effects of the pandemic that reached 8.7 million euros.
- We develop social projects such as **“Juntos Sumamos”** and **Social Infrastructures** programs, reaching **229,639 beneficiaries** in 2020.
- **Reinforce our relationship with stakeholders.**

Aligned with
the SDGs





01 Good Governance

Ferrovial's Corporate Governance is **committed to ethics, honesty and integrity**, applying the following:

- **Business Ethics Code**, a behavioral guide for all the company's directors, executives and employees.
- **Third Party Ethical Integrity Policy**, which is being updated.
- **Compliance Program** for the monitoring and control of compliance risks, which we reinforce through ethics and anti-corruption training for our employees.
- **Respect for people's rights**, rejecting any type of discrimination in any of the countries in which we operate.
- **Risk Management** through our externally verified Ferrovial Risk Management (FRM).
- **Non-financial information annual report**.
- **Secure and confidential information management**.
- Commitment to legal compliance through our **Compliance Policy and Good Practices in Tax Matters**.

Aligned with the SDGs



02 Sustainability in governance

The **Sustainability Strategy is integrated** into the company's strategy and is managed by its own governance.

- The **Sustainability Steering Committee** monitors and updates the Strategy and extends its application to all business and corporate areas.
- The monitoring of the Sustainability Strategy is **reported to the company's Board of Directors**.
- Given the importance of environmental and climate change issues, we have created a specific committee: **Quality & Environment Steering Committee**.

03 Supply chain

We integrate **ESG principles in the supply chain**, through a Supplier Code of Ethics that we have developed to extend our performance guidelines in accordance with ethics, integrity, respect for legality, transparency, health and safety, environmental commitment and respect for human rights.