

ANNEXES

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ANNEX 1. Scope, governance and deployment of the Sustainability Policy

1. Scope of the Policy

This Sustainability Policy applies to:

- The Company and the entities that make up the Ferrovia Group, regardless of their business sector, geographical location or activities they undertake;
- Members of the governing bodies and employees of the Company and of Ferrovia Group companies (including supervisory boards or equivalent bodies).

For these purposes, "Ferrovia" or "the Company" refers to Ferrovia, S.A. and "Ferrovia Group" refers to the group of companies headed by that company, which includes all the companies that it directly or indirectly controls. "Control" is understood when a majority of the voting rights are held in the governing body.

2. Governance and management parameters

The principles of the Policy are constituted to encompass those already approved in terms of sustainability, particularly in relation to shareholders, employees, customers, suppliers, social issues, environment, diversity, fiscal responsibility, respect for human rights and prevention of corruption and other illegal conduct (see details in Annex 4).

These policies are deployed through the corresponding strategies, which in turn have governance schemes, performance indicators and accountability. In this sense, both the Sustainability Policy and the Sustainability Strategy serve to integrate and provide consistency to all of them, ensuring a coordinated deployment of the different areas of action.

Likewise, the Sustainability Strategy has a set of key performance indicators (KPIs, included in Annex 2), which serve to assess the progress of this Policy, as well as the degree of achievement of the targets set. The indicators are the quantitative basis for both internal reporting (to the management bodies detailed in the "Sustainability Governance" section) and external reporting through the integrated annual report, the sustainability *microsite* on the corporate website, and the documents that are made public concerning the different aspects of the Sustainability Strategy (for example, the verified report on Ferrovia's climate strategy).

The Company has also established a framework for monitoring the impact on the SDGs throughout the Ferrovia's value chain. This is an integrated model that takes into account the joint value of the positive and negative impacts on each of the Goals, with a quantified assessment that provides the Ferrovia Group's contribution to the 2030 Agenda to be monitored. This model is certified by an independent external body, and the published data are subject to verification by the external auditor in accordance with international standards in common use.

The Company's Board of Directors is responsible for approving this Policy at the proposal of the Sustainability Department, as well as for supervising its deployment through the Sustainability Strategy and the degree of progress in the actions deriving from it. Once approved, this Policy will be published on the Company's website.

Periodically, and at least annually, the Sustainability Department reports to the Board of Directors on the progress of the Strategy and the level of compliance with the targets, as well as on the progress of the most representative projects or actions in this area.

At least every four months, the Ferrovia Group's Executive Committee also carries out detailed monitoring of the deployment of the Policy and the level of compliance with the targets, as well as the execution of relevant sustainability projects.

Ferrovia Group's Sustainability Steering Committee is the body that executes the Sustainability Strategy and is responsible, among other issues, for its design and implementation, monitoring the degree of compliance with the targets, activating specific working groups on particular issues arising from this Policy and its Strategy, as well as the analysis, assessment and implementation of measures arising from regulatory trends that may affect Ferrovia's activity. The Committee

meets regularly every six months, under the chairmanship of the Group's Sustainability Direction, and is made up of representatives of the corporate divisions involved in sustainability matters, as well as the business areas. The detailed composition and functions of this Committee are included in the Terms of Reference stated in Annex 3.

Finally, each year the Internal Audit Department monitors the traceability and reliability of the information derived from this Policy and its Strategy, applying the usual audit procedures.

ANNEX 2. Key indicators of the Sustainability Strategy

Area	Subject	KPI	Definition	Horizon	Target
Climate Strategy	SBTi	CO ₂ eTon Reduction (%)	Emissions in absolute terms % reduction compared to 2009 (base year)	2,030	-32.00%
Climate Strategy	Carbon Intensity	CI reduction (%)	Carbon Intensity (CI) = CO ₂ eTon / Net Sales (€M) % reduction compared to 2009 (base year)	2,030	-42.90%
Water footprint	Water consumption	BWI Reduction (%)	BWI = BWI _{Consumption} + BWI _{Discharge}	2,030	-20.00%
Water footprint	Water compensation	[WTI + WAI]	$\frac{WTI = WTI_{\text{Intlet}} + WTI_{\text{Outlet}}}{WAI = WAI_{\text{Withdrawal}} + WAI_{\text{Supply}}}$	Annual	≥ 30 x BWI
Natural Capital	No net loss of biodiversity	INCA Index NCD, Net debt Natural Capital (€M)	NCD = [NC Gross loss] x [NC value €/ha x yr]	2,030	TBD
Mobility	Corporate Mobility Plan	CO ₂ eTon Reduction (%)	Reduction of CO ₂ emissions from commuting and business trips	2,030	TBD
Innovation in Sustainability	Investment in sustainable innovation projects	Number of projects with sponsors	Projects with confirmed sponsors (% on total portfolio)	2,024	100%
		Return on Investment (impact assessment)	Completed projects with quantitative, and qualitative assessment and lessons learnt (% on total portfolio)	2,024	100%

Area	Subject	KPI	Definition	Horizon	Target
Governance and ethics	Anti-bribery awareness	Training of target employees	% of trained target-employees	2,021	100%
Governance and ethics	Accession to compliance policies	Compliance certification	% of target-employees	1st Q 2021	100%
Equality	Recruitment	Number of women (postgraduates)	% women in new positions	2,022	35%
Equality	Leadership	Number of women	% of women in senior positions (out of total positions)	4thQ 2024	25%
Local talent	Recruitment	Number of local recruitments (postgraduates)	% of local hires	4thQ 2020	100%
Local talent	Leadership	Number of local recruitments (senior positions)	% of locals in senior positions	2,024	25%
Health and Safety	Resilience	High Potential Event Frequency Rate (HIPO)	[No. of HIPO events x 1000000]/ No. of hours worked	2,024	TBD
Health and Safety	Commitment	Safety Observations Frequency Rate	[No. of observations x 1000000]/ No. of hours worked	2,024	TBD
Health and Safety	Competence	License to operate	[No. of employees trained x 100]/ Total number of employees	2,024	TBD
Community Investment	Social SROI	Number of projects with SROI	% of social projects with SROI assessment	2,021	100%

ANNEX 3. Sustainability Steering Committee Terms of Reference

Purpose: To follow up, co-design and deliver the Sustainability Strategy at Group level

Functions & Responsibilities

- Co-designing, updating and just in case upgrading the Sustainability Strategy
- Monitoring and benchmarking Sustainability performance through KPIs and action plan
- Proposing working groups on particular topics, as shown below, and approving ToR
- Sharing best practices across different areas involving sustainability topics
- Providing inputs to sustainability disclosure (both internal and external)
- Analyzing and assessing global sustainability trends, as well as emerging risks / business opportunities

All decisions will be made by consensus

Frequency

At least **biannual** or when required

Structure and Composition

- Chair: Sustainability Director
- Secretary: Ferrovia Q&E Dept
- Members* :
 - Representatives from involved corporate departments (listed in attached document; N-1 or N-2 levels)
 - Representatives from each BUs (N-2 level)

* Alternate members (N-3 level) can be considered in exceptional circumstances, subject to prior notification in due form to the chair

Agenda

- Agenda items can be suggested one week prior to the scheduled meeting
- Final agenda will be distributed at least 3 working days prior to the meeting

Minutes and meeting papers

- Prepared by the Secretary of the SSC and sent out 5 days post meeting

Working Groups

- In charge of delivering specific inputs to the Sustainability Strategy and SSC
- Participants: from different departments/BU depending on the topics that are addressed
- N-2 / N-3 levels (other levels would be allowed when particular expertise is needed)
- Specific ToR will be approved for each working group including composition, scope, deliverables & timing

COMPOSITION OF THE SUSTAINABILITY COMMITTEE**Corporate Departments**

- Sustainability (Chairmanship and Secretary's Office)
- Occupational Health & Safety
- Compliance
- Innovation
- Human Resources
- Investor Relations
- Communication and CSR
- General Counsel's Office
- Corporate Strategy

Business Units

- Airports
- Infrastructures
- Construction
- Mobility
- Services

ANNEX 4. Approved policies on sustainability

The Policy has been designed to encompass existing policies and strategies that have sustainability implications. In particular, the following policies approved by the Ferrovial's Board of Directors, which remain in force:

- Quality and Environmental policy
- Corporate responsibility policy
- Occupational Health & Safety policy
- Anti-corruption policy
- Human Rights policy
- Compliance policy
- Anti-trust and competition policy
- General Corporate, Economic-Financial and Non-Financial Communication policy.
- Communication Policy and Contacts with Shareholders, Institutional Investors, other Stakeholders and the Market in General
- Risk Control and Risk Management Policy
- Compliance policy, and the following:
 - o Crime Prevention Model
 - o Due diligence procedure for ethical integrity of third parties
 - o Lobbying and Political Advocacy policy
 - o Gifts and Representation Expenses policy
 - o Ethical Mailbox and Enquiries, Claims and complaints policy
 - o Procedure for the approval and monitoring of sponsorship, patronage or donation projects.
 - o Due diligence procedure for ethical integrity of suppliers

ANNEX 5. Regulatory framework and most relevant voluntary agreements

1. Main reference organisations
 - a. Organisation for Economic Co-operation and Development (OECD)
 - b. United Nations (UN)
 - c. International Labour Organisation (ILO)
 - d. United Nations Environment Programme (UNEP)
 - e. Intergovernmental Panel on Climate Change (IPCC)
2. Regulatory frameworks of reference
 - a. Sustainable development
 - i. Agenda 2030 and the Sustainable Development Goals, United Nations
 - ii. OECD Guidelines for Multinational Enterprises, OECD
 - b. Environment
 - i. Declarations of the United Nations Conference on Environment, UN
 - ii. Paris Agreement on Climate Change, UN
 - iii. European Green Deal, EU
 - iv. European Taxonomy
 - c. Social Issues
 - i. Universal Declaration of Human Rights, UN
 - ii. Guiding Principles on Business and Human Rights, UN
 - iii. Standards and Fundamental Principles and Rights at Work as guaranteed by the eight fundamental conventions (freedom of association, collective bargaining, abolition of forced labour, abolition of child labour, elimination of discrimination with respect to employment and occupation), ILO
 - iv. Modern Slavery Act, UK
 - d. Governance
 - i. United Nations Convention against Corruption, UN
 - ii. OECD Convention on Corruption, OECD
 - iii. Foreign Corrupt Practices Law, US
 - iv. Bribery Act, UK
3. Main agreements and voluntary commitments
 - a. Generalist nature
 - i. UN Global Compact
 - b. Environment
 - i. Decalogue of the Spanish Green Growth Group
 - ii. Paris Commitment to Action
 - iii. Science Based Targets Initiative (SBTi)
 - iv. Task Force on Climate-related Financial Disclosures (TCFD) recommendations
 - v. Carbon Pricing Commitment
 - vi. Natural Capital Coalition
 - c. Social Issues
 - i. National Business and Human Rights Action Plan
 - ii. Diversity Charter
 - iii. Human Rights Lab of the SERES Foundation
 - iv. CEO Alliance for Diversity