

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.

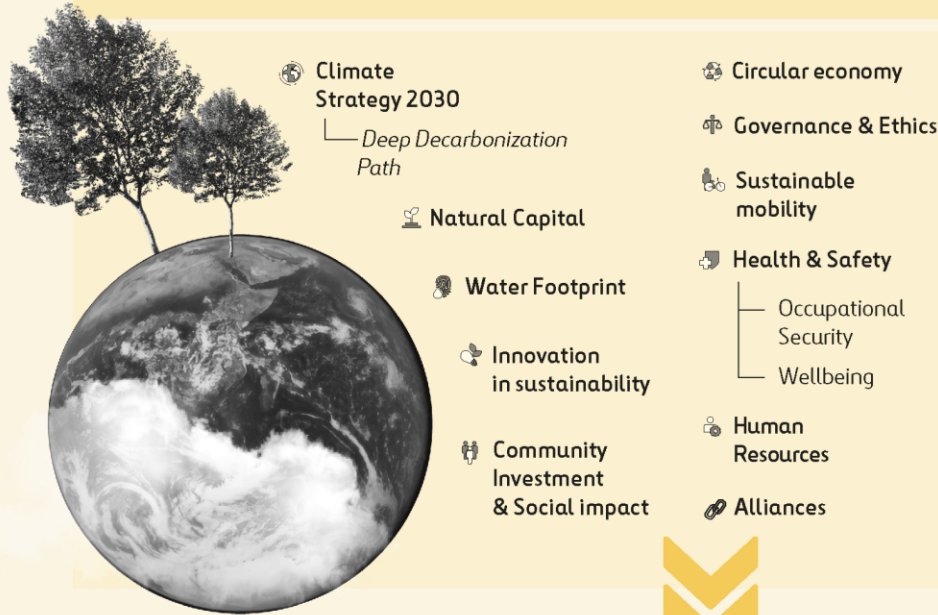


SUSTAINABILITY STRATEGY AT A GLANCE

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

ferrovial

SUSTAINABLE APPROACH TO BUSINESS



BUSINESS PORTFOLIO (Sustainable infrastructures)

HORIZON 24

- Low Carbon Infrastructures
- Sustainable mobility
- Energy and Electrification



Water Cycle

Green Aviation

NEW BUSINESS MODELS

MANAGEMENT AND PERFORMANCE



FUTURE GROWTH

COMMITMENTS & TARGETS (Horizon 2030)

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, motorways,
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

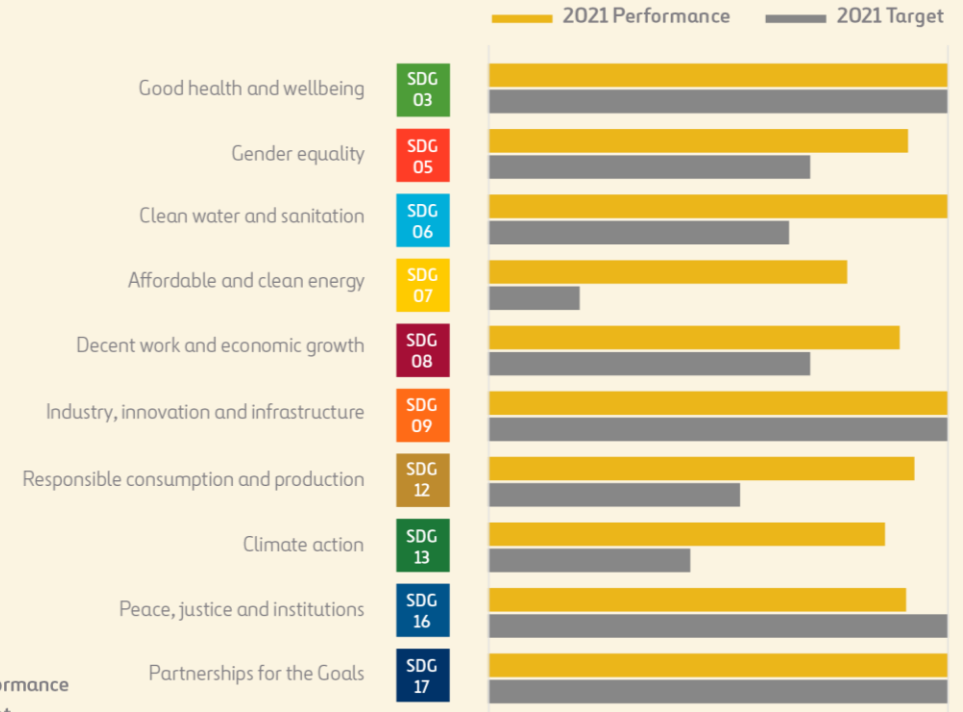
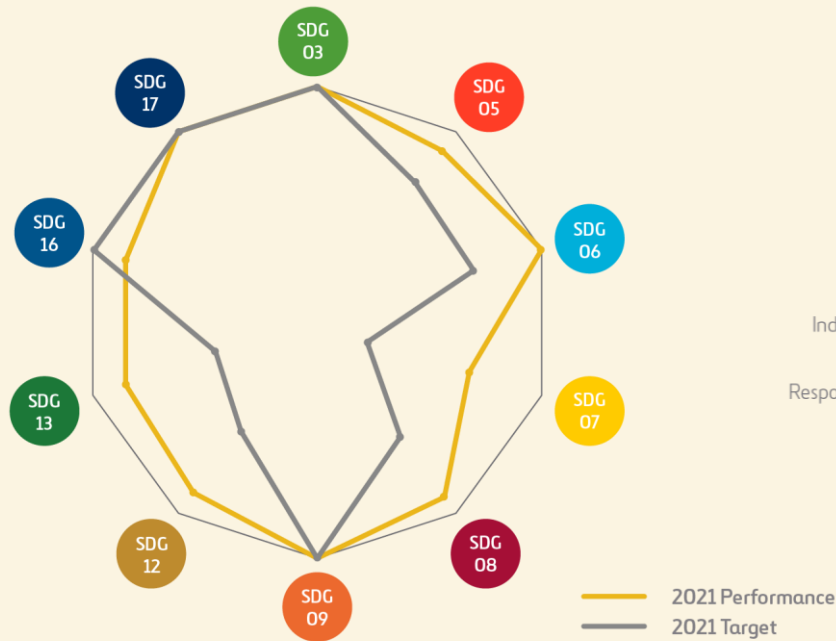
Carbon Disclosure
Project (CDP)

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, and the strategy's performance results in 2021:



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

OUR PILLARS IN ENVIRONMENTAL TERMS

01 Climate Strategy 2030

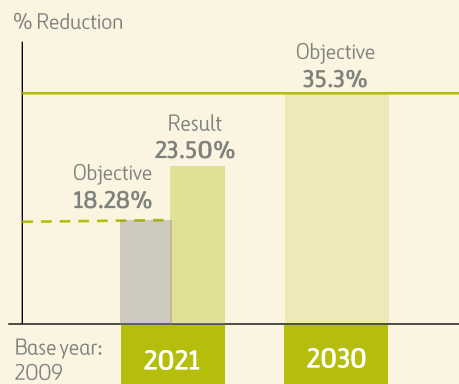
ferrovial

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

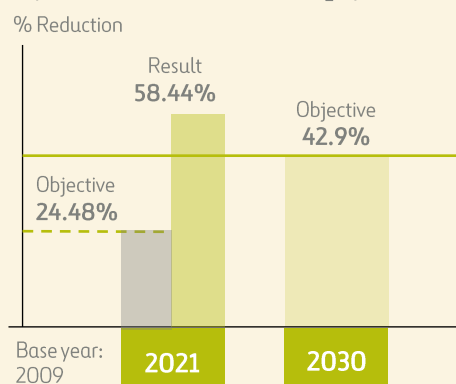


1. Emissions reduction targets approved by Science Based Targets Initiative

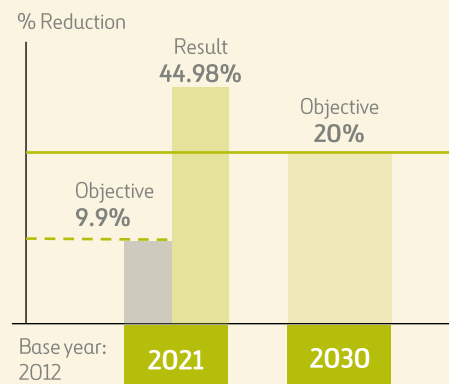
Scope 1&2 in absolute terms (tCO₂eq)



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

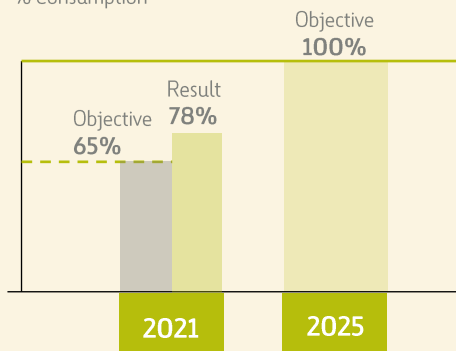


Scope 3 (tCO₂eq)



2. Renewable electricity

% Consumption



3. Towards neutrality

Objective 2050:
To be carbon neutral

4,000 trees will be planted,
which over the next 50
years will absorb
some 2,000 tonnes of CO₂.



Aligned with the SDGs



4. Management of climate risk and opportunities

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

TCFD

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 | India

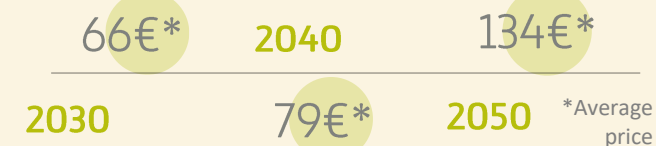


Project types

- Airports
- Motorways
- Waste management
- Water management
- Energy assets (natural gas)



Time horizon

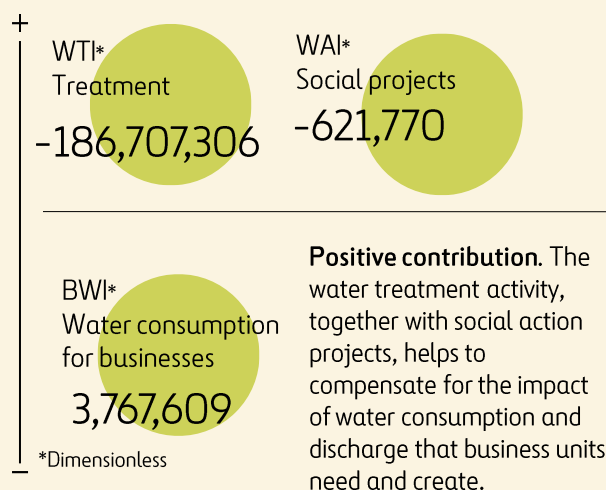


* The "Deep Decarbonisation Path," Ferrovial's strategic plan (excluding Services activity), establishes a 35.3% reduction target for Scope 1 & 2 emissions in absolute terms; that's more ambitious than the 32% that the SBTi initiative approved.

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).** Impact of the water footprint of the community water supply projects in developing countries in which Ferrovial participates.



Goals to improve our water footprint	Results 2021
Reduce water consumption (BWI) by 20% by 2030	Reduction of 31.23% in BWI vs. 2017
Annually compensation of our water footprint (BWI): $(WTI + WAI)/BWI = 30$	Compensation of 50 times in BWI

Aligned with the SDGs



03 Natural Capital

We 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, aligned with the **Natural Capital Protocol**.
- We promote the protection of biodiversity through the Spanish Green Growth Group.
- We have launched the **TIFIES plan** to fight against illegal logging and wildlife trafficking.



Aligned with the SDGs



04 Circular economy

We have started our Circular Economy Plan structured around four axes:

- **Energy:** improve energy efficiency and promote renewable energies.
- **Waste:** prioritize its recovery as resources.
- **Water:** increase its efficiency, reuse and recycling.
- **Materials:** incorporate recycled materials in construction processes.

In addition, we have an annual target of **80% reuse of land** and **70% reuse of CDW** in Construction.

05 Sustainable mobility

We provide **innovative solutions** to mitigate emissions associated with mobility, highlighting:

- **Managed Lanes:** incorporates a pricing structure that facilitates an efficient and sustainable way to respond to the growing demand for urban mobility.
- **Vertiports:** consisting of the design, build and operation the infrastructures needed by electric vertical takeoff and landing (eVTOL) aircraft.
- **Zity:** zero emission shared electric car service which is charged using energy from renewable sources.

Aligned with the SDGs



06 Innovation and digitalization for sustainability

This year we launched the **Innovation and Digitalization in Sustainability Program**, which has the following lines:

- **Align the Innovation and Digitalization Strategy** with Ferrovial's Sustainability Strategy.
- **Position the innovation and digitalization portfolio** within the framework of ESG objectives.
- **Identify and implement** actions and projects to achieve ESG objectives.

The Program has 3 **lines of action**:

1. Development of projects with the different business units in the following thematic areas: Climate change, pollution and waste, natural resources and biodiversity. E.g., [lkongreen](#) Sustainable energy production module for construction sites.
2. Measurement of the percentage of investment of the projects of the innovation and digitalization portfolio in the field of sustainability.
3. Support knowledge initiatives in sustainability.

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**, in 2024.
- Set the **presence of women** among new recruits to junior positions (0 to 3 years of experience) at **40%**.

Women evolution



Aligned with
the SDGs



02 Local talent

We work to attract local talent, setting goals:

- Hire **100% local people** for junior positions (0 to 3 years of experience).
- Increase to **16%** the presence of **local talent in senior and managerial positions** in 2024.

Aligned with
the SDGs



03 Health and wellbeing

We create **healthy work environments**. In 2021:

- We continue to work on our **HASAVI health and wellbeing program**: workshops on health and disease prevention, nutrition, physical exercise, and emotional wellbeing.
- We publish **health guides**.
- We launched the **Global Network of Wellbeing Ambassador** with more than 80 employee volunteers to promote health and wellbeing internally.

Aligned with
the SDGs



We have been awarded the **"Health & Business Award"** by Digital HR for our HASAVI program.



04 Workplace safety

We create safe and harm-free work environments and operations for everyone, every day. In 2021:

- **870 safety and health “leaders”** have carried out more than 8,400 activities to promote it.
- We continue to focus on “**high potential” events** (HiPo), to extract lessons learned and apply appropriate measures.
- We launched the **Health, Safety and Wellbeing Digital Hub** for knowledge sharing.
- We celebrate the **First Health, Safety and Wellbeing Week**.
- We seek the adoption of new methodologies and technologies to improve safety through the **Safety Lab program**.

Our results:

- HiPo Frequency Index = 2.04, assuming an **increase of 34.41%** with respect to the previous year (target to increase by 20%).
- **15.1%** reduction in the Frequency Rate of Serious and Fatal Accidents compared to the previous year, exceeding the established 10% target.

Aligned with
the SDGs



05 Investment in the community

Through our social programs we contribute to the progress of society and the achievement of the SDGs. In 2021:

- We developed **323 community support projects**.
- We **invest €4.2 million in the community**, with 9% volunteering time.
- We benefit **more than 100,600 people**.
- **100% of the projects carried out have been evaluated** according to the Social Return on Investment (SROI) framework.

Aligned with
the SDGs





01 Good Governance

Ferroviale'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 Ferroviale Risk Management (FRM).
- **Non-financial information annual report**.
- Commitment to legal compliance through our **Compliance Policy and Good Practices in Tax Matters**.
- **Secure and confidential information management**.

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.