

DIVERSITY AND INCLUSION POLICY

1 INTRODUCTION

This Policy formalises Ferrovial’s commitment to diversity and inclusion. Ferrovial shall ensure that its employees are aware of it and have the necessary means to comply with it.

Ferrovial’s Code of Business Ethics states that “All employees shall enjoy equal opportunities for career development regardless of age, gender, marital status, race, nationality and beliefs. Ferrovial is committed to establishing an effective policy of equal opportunities for its employees to carry out their professional activity based on the principle of merit. Decisions regarding promotion shall always be based on objective circumstances and assessments. Ferrovial is also committed to maintaining a policy of investment in the learning and personal and professional training of its employees. Ferrovial employees shall respect the equal opportunity policy in their professional environment and support the personal and professional learning of their colleagues”.

This Diversity and Inclusion Policy (hereinafter “**the Policy**”) is aligned with the aforementioned Code of Business Ethics, the Human Rights, Corporate Responsibility and Sustainability Policies of Ferrovial, as well as with the principles of the United Nations Global Compact and the 2030 Agenda for Sustainable Development.

2 PURPOSE OF THE POLICY

The Policy is designed **to promote a diverse and inclusive work environment at all levels of Ferrovial.** Senior Management is committed to this in all Group companies.

3 SCOPE OF APPLICATION

The Policy **applies to all directors and employees of Ferrovial.** For these purposes, “**Group**” or “**Ferrovial**” refers

both to Ferrovial, S.A. as well as to the consolidated group of companies headed by that company and, in general, to any entity, with or without legal personality, under its direct or indirect control. “Control” is understood to exist when Ferrovial holds the majority of the voting rights of the administrative or management body.

Ferrovial shall promote the application of the principles contained herein in those entities in which there is no control.

4 PRINCIPLES

Ferrovial defines diversity as those characteristics that make us different, unique and genuine, including visible factors and non-visible factors. In this sense, diversity is all the richness that we provide thanks to the variety in our own identity.

For Ferrovial, **inclusion means** fostering a work environment based on meritocracy, which not only recognises, but also values differences and generates real opportunities for each person to develop their full potential and contribute the best of themselves.

In line with this, **Ferrovial’s principles** in promoting D&I are as follows:

- Act **in accordance with the company’s values and guarantee equal access to opportunities** for all people to work under fair and equitable conditions.
- Leverage diversity’s **positive impact on the Group’s competitiveness, profitability and sustainability.** Through diversity, promote collective intelligence by strengthening our innovative capacity.
- Act **in accordance with current legal regulations on diversity** in the different countries where Ferrovial operates.

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5 LINES OF ACTION

As a sign of our commitment and with the aim of fostering diversity and inclusion, we promote these lines of action throughout our organization:

1. Make Ferrovial a **flagship employer** in diversity and inclusion to increase our capacity **to attract and hire diverse profiles**.
2. **Promote the development of diverse talent**, free of bias and based on equity and meritocracy, thus ensuring that diversity is present at all levels of the company.
3. **Guarantee equal treatment of our employees** through measures that ensure fair and non-discriminatory conditions.
4. **Foster a corporate culture that welcomes and embraces differences**, enabling safe environments where each person feels recognized and free to express themselves as they are, thus building a space where we all contribute.
5. **Extend our commitment to diversity and inclusion in the communities in which we operate and to all stakeholders**, particularly suppliers and customers, recognizing the efforts of those companies that promote these principles in their organizations.

This global commitment is supported by specific actions in our operations.

6 COMPLIANCE AND MONITORING

Ferrovial will ensure the implementation, monitoring and verification of compliance with this Policy. The company shall establish actions aimed at ensuring that the principles that underpin it are known, understood and assumed by the Group's employees and third parties with which it conducts business.

Ferrovial has an Ethics Channel through which employees, directors and other stakeholders of the Group can report irregularities, non-compliance or unethical or unlawful behaviour. The Ethics Channel may be accessed from the Ferrovial website or the toll-free telephone numbers, and mailing address listed therein.

This Policy shall be reviewed and may be updated in accordance with changes in the company's strategy or business model, or changes to the greater environment in which the Group operates, ensuring its effective implementation at all times.