**ferrovial**
airports

# Innovative, efficient and **sustainable aviation infrastructures**
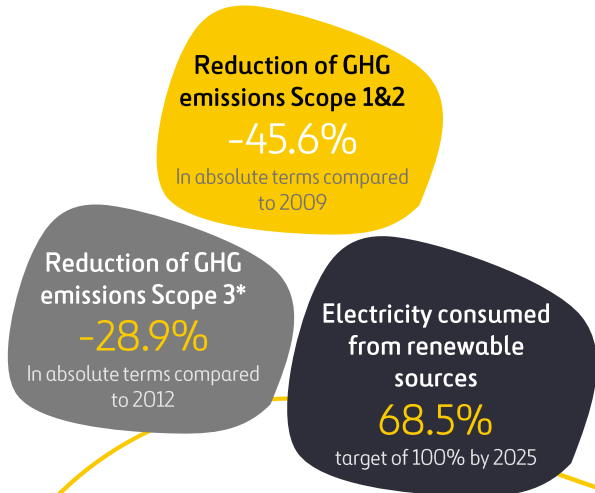
2030 Sustainability Strategy

# Ferrovial Group's commitment to promoting ESG criteria

Ferrovial Group is a leading global infrastructure operator that actively participates in all life cycle phases, including design, financing, construction, operation, maintenance and rehabilitation.
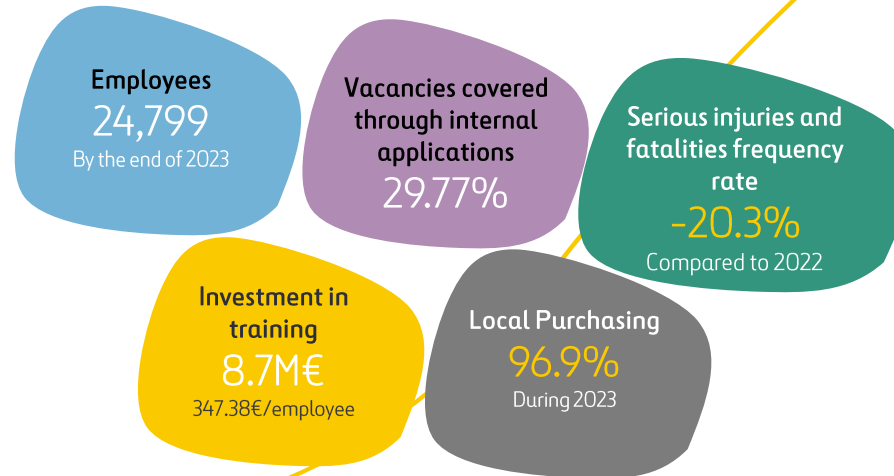
Sustainability is at the core of Ferrovial's strategy. The company creates value by developing and operating innovative, efficient, sustainable infrastructures.
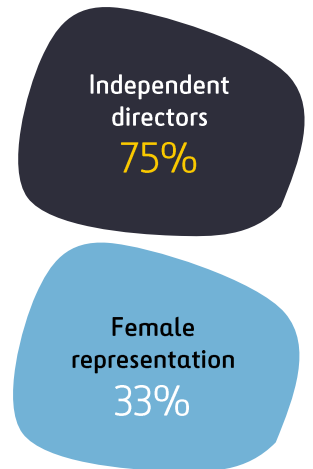
"Sustainable infrastructures for a world on the move"

## ENVIRONMENTAL

Reduction of GHG emissions Scope 1&2
−45.6%
In absolute terms compared to 2009

Reduction of GHG emissions Scope 3*
−28.9%
In absolute terms compared to 2012

Electricity consumed from renewable sources
68.5%
target of 100% by 2025

## SOCIAL

Employees
24,799
By the end of 2023

Vacancies covered through internal applications
29.77%

Serious injuries and fatalities frequency rate
−20.3%
Compared to 2022

Investment in training
8.7M€
347.38€/employee

Local Purchasing
96.9%
During 2023

## GOVERNANCE

Independent directors
75%

Female representation
33%

*Excluding capital goods and services categories

# Sustainable airport infrastructure life cycle as a business model



Control tower

Passenger & Cargo terminal

Aviation security

Runways

Public & Private transport

Aircraft apron
Pax traffic

Hotel

Logistics

Car parking

Taxi runways

| Real estate | Access | Retail & Duty free – Food & Beverages – Rents | Airport charges | Air navigation charges |
|---|---|---|---|---|

**Community**
Economic, education and employment development

**Environment**
Committed to climate change and reducing emissions

**Innovation**
Innovative and efficient solutions focused on increasing passenger satisfaction

Landside services

Airside services

ferrovial airports

# Taking off toward a greener and fairer future

Ferrovial Airports' strategy is built on the three commitments of protecting the environment, improving lives and communities, and responsibly leading its business. It encompasses an overview of Ferrovial Airports' priorities, actions, and targets based on the journey it wants to follow **to help society overcome challenges and be a reliable long-term partner.**

To develop its sustainability strategy, Ferrovial Airports route targets its mission statement,

"**We make good airports great**"

To do so, its work must be supported by the Airports division's values engraved in its day-to-day work's DNA
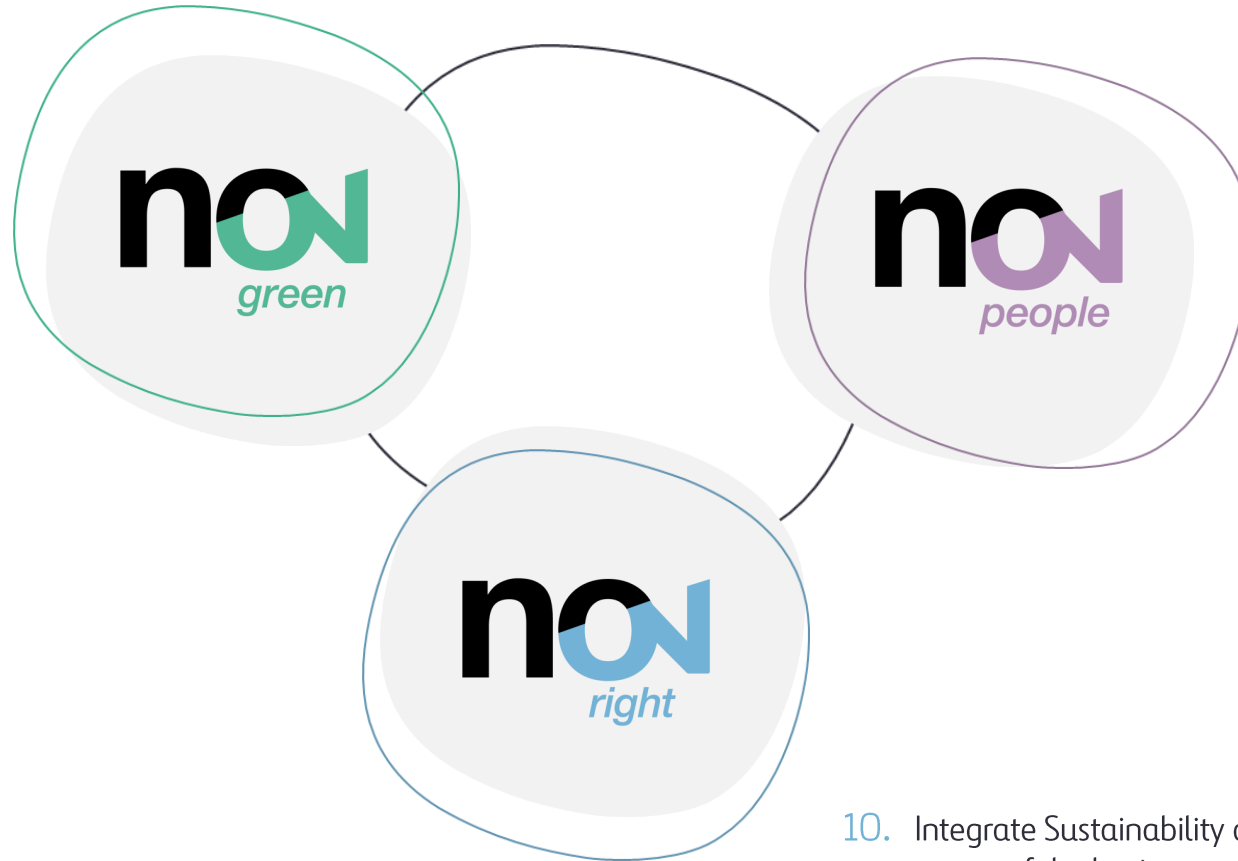
RESPECT

EXCELLENCE

INTEGRITY

INNOVATION

COLLABORATION

ferrovial airports

# Ferrovial Airports' Drivers

1. Contribute to decarbonization
2. Reduce our environmental footprint
3. Adapt infrastructure to climate-related risks
4. Promote sustainable business
5. Reorient the business towards a taxonomic portfolio

**non** *green*

**nON** *people*

**non** *right*

6. Economic and social development of local communities
7. Foster relationships with passenger and airlines
8. Health & Safety
9. Talent development through diversity and inclusion

10. Integrate Sustainability at the center of the business
11. Be a reliable partner for our stakeholders

ferrovial
airports

# now green

**The journey to protect the planet and future generations**

Boosting Greener Airports

ferrovial
airports

# Boosting Greener Airports

**nov** *green*

- ### Decarbonization Scope 3

Airlines are being incentivized to use cleaner, quieter aircraft through airport charges. Efforts also include promoting sustainable aviation fuel and exploring hybrid and electric flight options.

⊕ **2030 OBJETIVES**
  −20% emissions 3 in 2030 vs 2012

## ① Contribute to decarbonization

One of Ferrovial's main goals is to achieve Net Zero carbon emissions in the aviation sector by 2050.

- ### Decarbonization Scope 1&2 emissions

Using zero-carbon airport vehicles, installing fixed electric power units and preconditioned air, investing in zero-carbon buildings using renewable energy sources and building and managing eco-friendly airports and terminals.

⊕ **2030 OBJETIVES**
  −35.3% emissions 1&2 in 2030 vs 2009

Case study
## Sustainable Aviation Fuel (SAF)

Heathrow Airport already included SAF, manufactured from renewable or waste resources like biomass or used cooking oil, into its supply from 2021 on a SAF-powered trip to Glasgow. Airlines covering 66% of Heathrow's operations promised to use at least 10% SAF by 2030. Heathrow began offering a financial incentive in its landing charges in 2022 to encourage SAF adoption.

Also, in October 2022, Aberdeen International Airport received its first commercial supply of SAF, which was supplied by Air BP.

**ferrovial** airports

# Boosting Greener Airports

green

## ② Reduce the environmental footprint

Ferrovial Airports is taking a further step to reduce its business's environmental footprint.

- **Water footprint**

Airports cover large areas with water courses. Managing water effectively is vital to prevent impact on water courses.

- **Circular economy**

Ensuring the materials used in operations are of high quality is crucial.

- **Natural Capital**

Protecting local biodiversity by preserving green spaces and biodiversity sites and working with partners and communities to protect natural habitats near airports.

ferrovial
airports

# Boosting Greener Airports

Case study
## Solar Farm on Dalaman Airport terminal rooftops

YDA Dalaman Airport, located in the southwest of Turkey, is a major tourist destination that serves more than 5 million passengers annually. As part of its commitment to sustainability and environmental responsibility, the airport has installed the world's largest solar power plant on the roof of a terminal building. It covers an area of 45,000 square meters and consists of 15,000 panels. This project will protect 200,000 trees annually and is projected to prevent the emission of approximately 4,500 tons of $CO_2$.

- **Renewable energy**

Fostering renewable energy by setting standards and controls for energy monitoring, installing green electricity self-consumption systems, and improving energy efficiency.

- **Air quality**

Reducing nitrous oxide (NOx) emissions removes them from airside vehicles and improves airport access.

- **Noise management**

Applying voluntary measures to restrict flights after midnight to only exceptional circumstances. Reduce or, at least, not increase noise contour areas.

ferrovial
airports

# Boosting Greener Airports

**3** Infrastructural adaptation to climate risk

Risk management and control during climate change are essential for resilience and adaptation.

- **Adjustment and evaluation**

Ferrovial Airports is enhancing its approach to better monitor and manage risks arising from physical and climate changes that impact its assets, specifically within our airport portfolio.

**4** Gear the business towards a taxonomic portfolio

Assess and monitor taxonomic activities' alignment across the airports' portfolio.

- **Reorienting the business towards a taxonomic Portfolio**

Developing systems and tools to respond to the substantial contribution and *Do Not Significant Harm* (DSNH) criteria described in the taxonomy regulation, thus increasing the proportion of aligned assets.

**5** Encouraging businesses to tackle environmental issues

Promote a portfolio of services that allows for solving global environmental challenges.

- **Develop vertiports for low-carbon air transportation**

Developing and managing eVTOL infrastructure, such as Vertiports, contributes to cleaner energy in personal transportation. These facilities exemplify sustainable urban transit by combining effective mobility with minimal environmental impact.

ferrovial
airports

Our journey to empowered airport communities
Airports driving social progress

now people

ferrovial airports

# Airports driving social progress

## ⑥ Economic and social development of local communities

Social commitment is critical to Ferrovial Airports' strategy. Through its infrastructure, it promotes the progress of people and communities.

- **Improve quality of life of local communities**

Airports play a significant social role in their communities by providing employment and contributing to local projects, partnerships, and job creation.

- **Promotion of local supply chains**

Promote ethical, low-carbon, and sustainable practices among airport suppliers and have measures to prevent slavery or human trafficking within the business and supply chain.

Case study
### Project CAELUS, the first national medical drone network in Glasgow Airport

In late 2021, Project CAELUS launched live flight trials to establish the UK's first national medical distribution network using drones. The project involves 16 partners creating a drone network that delivers essential medical supplies across Scotland.

Since January 2020, efforts have focused on designing drone landing stations and developing a virtual model of the delivery network, connecting healthcare facilities across the region. CAELUS aims to enhance healthcare delivery efficiency, especially in remote areas, by ensuring faster delivery of critical medical supplies and test results, ultimately providing equitable care for all communities.

ferrovial
airports

# Airports driving social progress

## ⑧ Care, Health, Safety and Wellbeing

Internalizing health, safety, and well-being as core values in Ferrovial Airports' daily work to ensure safe and healthy work environments.

- **Health and safety plan**

Promoting and caring for the health and safety of passengers, employees and stakeholders to achieve operational excellence, focusing on preventing serious and fatal injuries.

## ⑦ Foster relationships with passenger and airlines

Airlines and passengers play a crucial role at airports, improving people's quality of life with a user-centric approach.

- **Passengers**

Developing policies and procedures that govern customer experience to support airport passengers. Improve passengers' satisfaction through management and operations (e.g., Glasgow digital transformation).

- **Airlines**
Encouraging airlines to increase sustainable services and reduce aviation's environmental impact significantly.

ferrovial
airports

# Airports driving social progress

**9** **Develop talent ensuring diversity and inclusion**

Ensuring diversity and inclusion in the development of talent.

• **A diverse and inclusive workplace**

Ferrovial Airports is committed to enhancing skills and education by implementing inclusive policies for career development, expanding mentoring programs, and supporting talent through apprenticeships and internships.

Case study

## Diversity and equality in the New Terminal One (NTO) at the JFK Airport of New York

The NTO has a Minority and Women-Owned Business Enterprise (M/WBE) as a 30% equity partner (JLC Infrastructure). In addition, NTO also applies to the Equal Employment Opportunity Policy (EEO) and the Diversity, Equity & Inclusion (DE&I) Policy, which suppliers also require. The policies prove NTO's commitment to creating and maintaining a work environment free from discrimination and harassment.

**50%**
of F&B units should be local concepts (Queens)

**10%**
Local Business Enterprises

**10%**
Women Owned Business across all project areas

**20%**
Minority Owned Business

ferrovial
airports

Our journey to honest business
Setting the standard in airport governance

now right

ferrovial
airports

# Setting the standard in airport governance

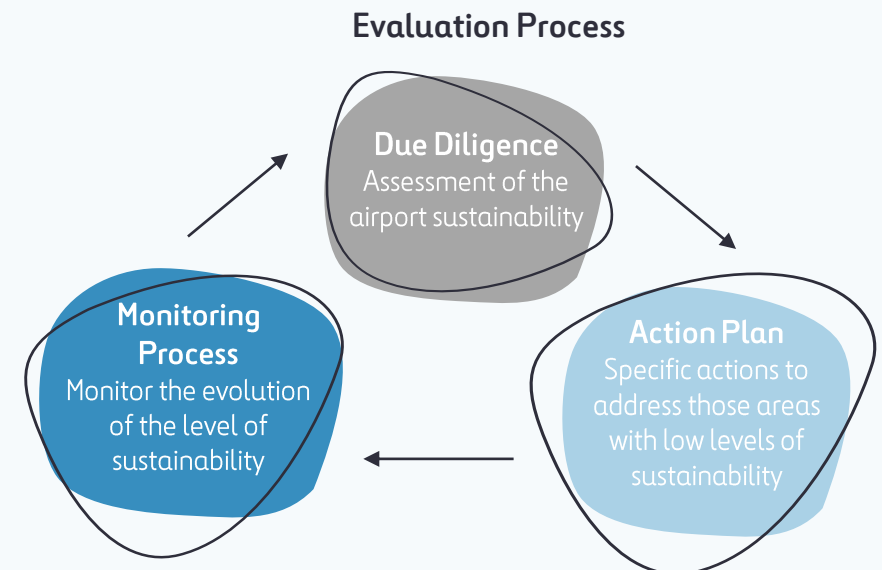## 10 Integrate Sustainability at the center of the business

Ferrovial Airports places sustainability at the center to create long-term value

- **Sustainable Governance**

Ensuring ESG is embedded in Ferrovial Airports' strategy. Adapt the governance structure and procedures to guarantee transparency, integrity and the implementation of values that help define the company in front of its Stakeholders. Develop proprietary tools to assess ESG levels (e.g., Ferrovial Airport Sustainability Index©).

- **Sustainability as part of our DNA**

Integrate ESG in investment decision-making for existing assets and due diligence processes. Improve governance in Ferrovial Airport's assets. Align internal employee remuneration with ESG objectives.

Ferrovial Airports has created a unique tool, the Ferrovial Airports Sustainability Index (FASI) ©, to measure airport sustainability. It features nearly 400 questions covering 19 areas, including CO2 emissions and gender equality, to comprehensively view an airport's sustainability status.

Each area is scored from 0 to 10, helping identify areas for improvement. Ferrovial uses this tool internally to track and assess the sustainability of its airports and those it intends to bid for.

**Evaluation Process**

**Due Diligence**
Assessment of the airport sustainability

**Action Plan**
Specific actions to address those areas with low levels of sustainability

**Monitoring Process**
Monitor the evolution of the level of sustainability

ferrovial
airports

# Setting the standard in airport governance

**11 Be a reliable partner for our stakeholders**

Responsible and ethical management of its business activity, which aims to create lasting value for its stakeholders

- **Strong Corporate Governance**

Promoting a diverse Board of Directors (BoD). Set balanced and diversified BoD that guarantees Ferrovial Airports follows the necessary ethics and integrity in its day-to-day work.

- **Execute Best Governance Practices**

Commit to top governance practices to ensure a responsible business foundation. Develop policies and controls for assets, including:

- Establishing codes of conduct with anti-corruption, anti-bribery, and human rights policies, ensuring all employees are aware.
- Upholding the highest integrity, ethics, transparency, and respect standards.
- Managing and controlling risks to support employees and business objectives.

ferrovial
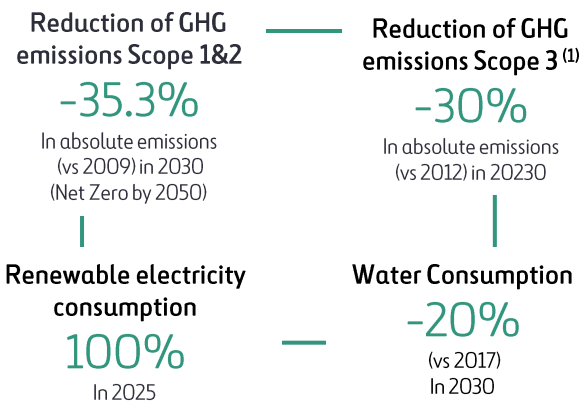airports

# Ferrovial Airports ESG criteria

**Ferrovial Airports** sets objectives and indicators to track the success and evolution of its initiatives towards creating efficient, sustainable infrastructures. We regularly coordinate with Ferrovial Group's sustainability departments to meet our commitments.

Currently, we're evaluating the impact of new **EU Sustainability Reporting Standards (ESRS)** on our business and considering the necessity of an internal control system for non-financial reporting.

## ENVIRONMENT

Our Journey to Protect the Planet and Future Generations:
**Boosting Greener Airports**

**Reduction of GHG emissions Scope 1&2**
−35.3%
In absolute emissions (vs 2009) in 2030 (Net Zero by 2050)

**Reduction of GHG emissions Scope 3 [1]**
−30%
In absolute emissions (vs 2012) in 20230

**Renewable electricity consumption**
100%
In 2025

**Water Consumption**
−20%
(vs 2017) In 2030

## Social

Our Journey to Empowered Airport Communities :
**Airports Driving Social Progress**

**Serious injuries and Fatal frequency rate [2]**
−27.1%
(vs 2022) in 2025

**Female talent in leadership roles**
30%
In 2024

## Governance

Our Journey Honest Business
**Setting the Standard in Airport Governance**

**Assets in our climate risk assessment**
100%
In 2025

**ESG criteria assessment in bidding opportunities**
100%
In 2023

**Employees with ESG objectives in their variable remuneration**
100%
In 2025

(1)     Currently assessing the Scope 3 emissions reduction target by 2030. Firstly, DLM must start measuring scope 3 emissions and then, define the Nez Zero Roadmap.
(2)     Only applies to Ferrovial Airports Headquarters and Dalaman Airport.

ferrovial
airports

# Credentials

**ferrovial**
airports

**ferrovial**


Members of the Steering Committee and champions on Infrastructure Resilience pillar of AoT by The WEF

Members of ACI EUROPE Green Finance Working Group

1st Sustainability Sponsor in the history of ACI Europe Annual Congress and General Assembly

**ferrovial**
airports

**Member of Dow Jones Sustainability Indices**
Powered by the S&P Global CSA
Ferrovial included for the 22nd consecutive year

**FTSE4Good**
Ferrovial included for the 20th consecutive year

Corporate ESG Performance
RATED BY ISS ESG▷ Prime
Leading Spanish company, co-leader European company

CDP A LIST 2023
CLIMATE WATER
Ferrovial included for the 14th consecutive year

Bloomberg Gender-Equality Index 2023
Ferrovial ranked among the companies' most committed to gender equality for 4th consecutive year
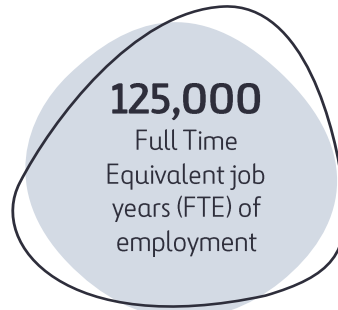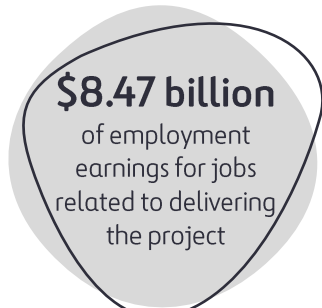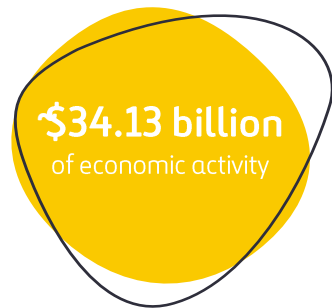
AENOR BUEN GOBIERNO CORPORATIVO
1st infrastructure company to be certified in accordance with AENOR's Good Corporate Governance Index (GCGI)

# Economic Impact of Ferrovial Airport's North American Assets

Ferrovial Airports is currently focused on the construction of **JFK New Terminal One (NTO)** in North America. This project will be completed in multiple phases, and Ferrovial will also be responsible for its operations and maintenance until 2060.

Ferrovial's equity contribution for the new terminal is approximately $1.142 billion, which represents 49% of the total contribution of around $2.33 billion.

The NTO project is the second largest contributor to **economic impact, employment earnings, and employment year** among Ferrovial companies in North America. This is primarily attributed to the scale, size, and complexity of delivering and operating an airport.

**$34.13 billion**
of economic activity

**$8.47 billion**
of employment earnings for jobs related to delivering the project

**125,000**
Full Time Equivalent job years (FTE) of employment

Airports create economic value during the development, construction and operation of assets

Ferrovial Airports drives **socio-economic growth** around it, by contributing to the **transformation of aviation** to reduce its environmental footprint

Now is the time to keep acting.

**Together.**

now

ferrovial
airports