

# Sustainability Strategy

focus on ESG

now

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Infrastructure is a key tool for the **development** of people and communities.

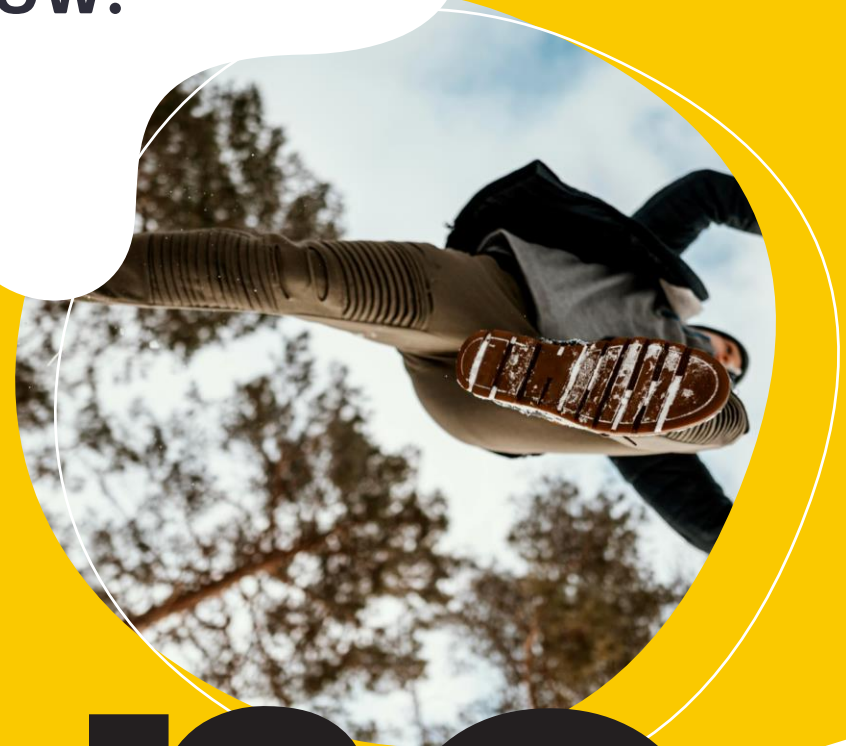
For **more than 70 years**, we have contributed to society by designing, building and managing sustainable infrastructure that advances communities and protects the environment in our own unique way. **The Ferrovial style.**

A world in constant motion challenges us to adapt the way we do things in order to protect the environment. Based **on experience and knowledge**, at Ferrovial, always one step ahead, we pursue business the only way we understand to be **right**, with integrity and transparency, respecting **people** and the **planet**, multiplying our contribution through collaboration with our stakeholders.

It is something we drive in our activity around the world, a commitment that evolves and prepares for the coming horizons.

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The time is  
**NOW.**



**now**

# Sustainable infrastructure for a world on the move

## Vision

Developing and operating sustainable, innovative and efficient infrastructure, creating value for our stakeholders



## HIGHWAYS

- Private development of transport infrastructure, examples are the 407 ETR in Toronto and the NTE, NTE35W and LBJ managed lanes in Texas, I-77 in North Carolina and I-66 in Virginia.



## CONSTRUCTION

- More than 70 years of design and construction of emblematic projects in the fields of civil engineering and construction, mainly large transport infrastructure in more than 50 countries on 5 continents
- Design, construction, operation and maintenance of drinking water, urban wastewater, industrial and desalination treatment plants



## AIRPORTS

- Over 25 years experience in airport infrastructure investment, development and operation, in the UK, USA and Turkey

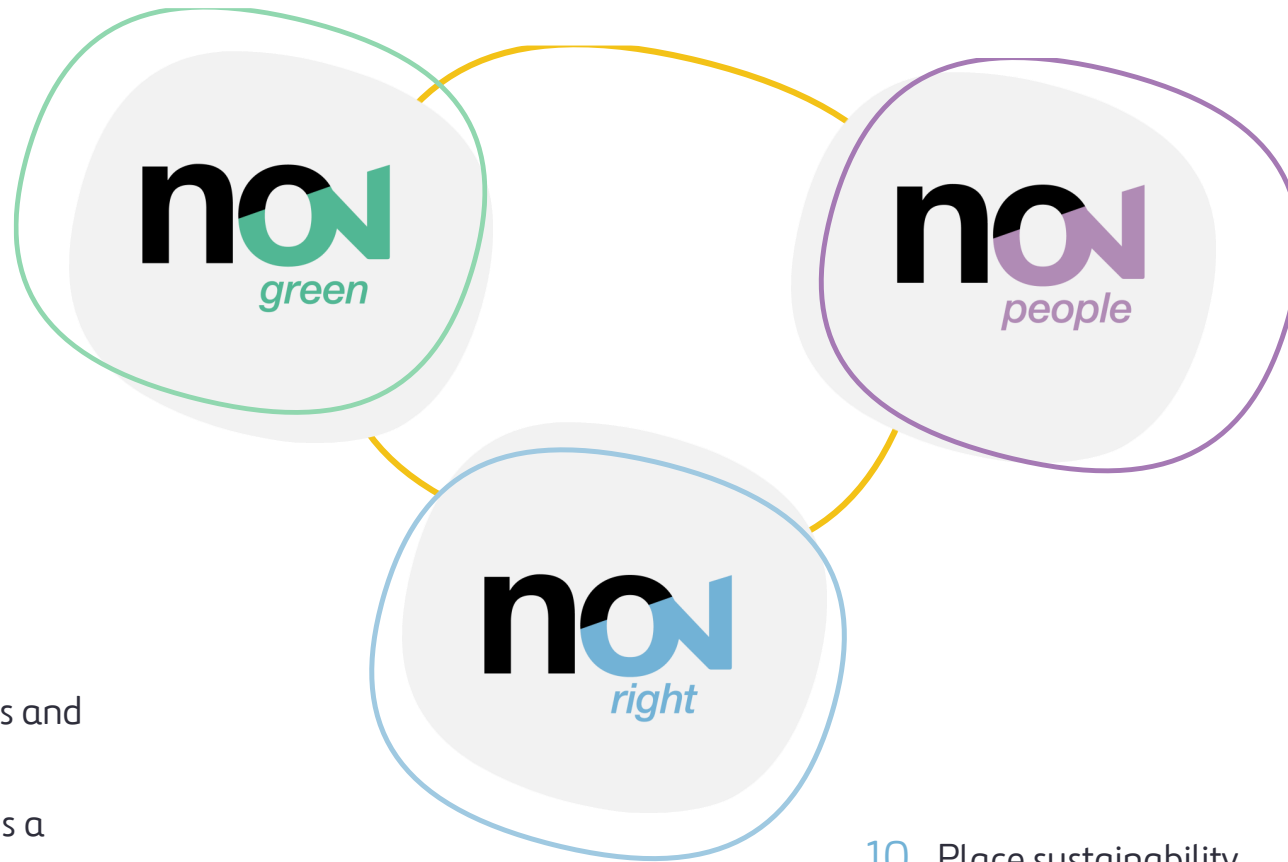


## ENERGY

- Development and operation of renewable energy plants, with a focus on the execution and management of assets in the United States, Latin America and Spain

# Ferrovial's 3 commitments to sustainability

1. Contribute to decarbonisation
2. Reduce our environmental footprint
3. Adapt infrastructure to the risks of climate change
4. Promote businesses that contribute to solving environmental challenges and global agendas
5. Promote business towards a taxonomic portfolio



6. Promote economic development and involve local communities.
7. Improve the quality of life of people (focused on the user)
8. Improve safety, health and well-being.
9. Develop talent by guaranteeing diversity and inclusion.
10. Place sustainability governance at our centre to create long-term value
11. Be a reliable long-term partner



# Caring for the Environment

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Photo: Madrid-Galicia high-speed line Spain



Ferrovial is committed to caring for the environment, aligning its strategy with the Paris Agreement and the 2030 Agenda. To this end, it has defined a roadmap with ambitious **emission reduction targets**.

With regard to **water management**, the company takes into account its availability, quality and the balance of the ecosystems in question.

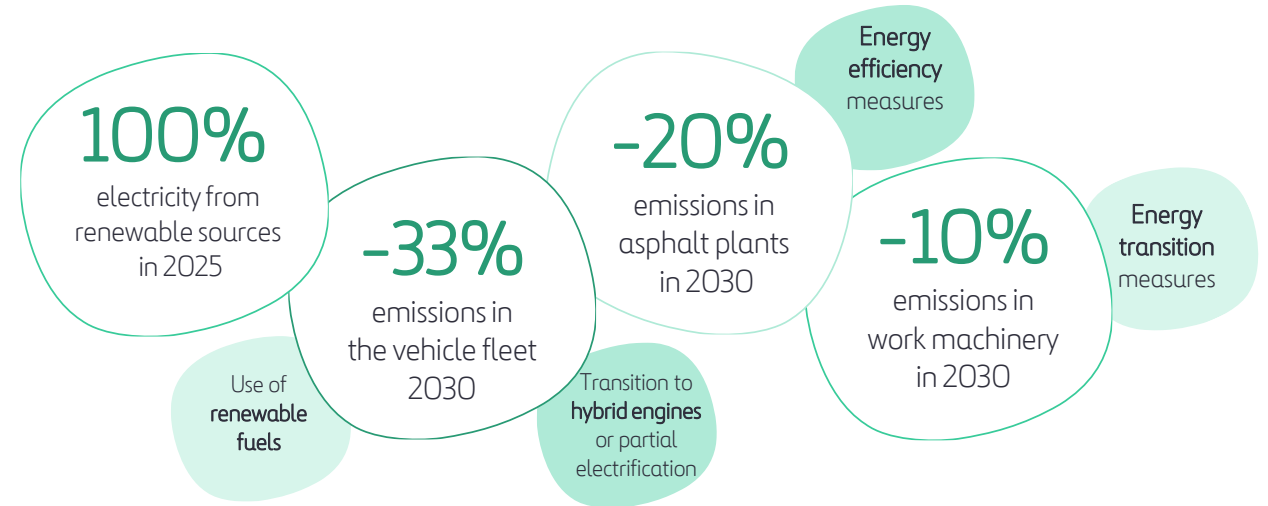
**Natural capital and biodiversity** play a key role in the provision of services that support the economy and social well-being. Therefore, their management and protection are regulated by a specific policy.

The **Circular Economy Plan** establishes guidelines for waste management and the efficient use of materials, following the principles of the circular economy in its processes.

# Contribution to decarbonisation



The **Deep Decarbonization Path (DDP)** sets out the mitigation pathways to follow in order to achieve the 2030 emission reduction targets:



## Road to the Net-Zero

Ferrovial is acting to increase its commitment to climate neutrality towards a Net-Zero scenario. To this end, it develops low-carbon infrastructure and addresses sustainable business opportunities, supported by innovative designs and technologies.



## 2030 TARGETS

-42.9% scope 1&2 emissions\* vs 2009  
-73.35% in 2023

-35.3% scope 1&2 emissions\*\* vs 2009  
-45.55% in 2023

-20% scope 3 emissions\*\* vs 2012  
-28.9% in 2023

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\*In terms of intensity \*\*In absolute terms

CASE STUDY  
Ikongreen



Photo: Ikongreen, modular energy system and works services

# Reduction of the environmental footprint



## Water

Ferrovial manages **water resources** responsibly and efficiently, addressing the entire water cycle, from groundwater and surface water to wastewater, favoring social development and the conservation of ecosystems.



## TARGETS

**-20%** of the BWI\* in 2030 vs 2017  
-31% in 2023

**x70** compensation of the water footprint

## Biodiversity

To address the crisis of biodiversity loss and ecosystem degradation, the company is aligning itself with the Taskforce on Nature-related Financial Disclosures (TNFD).



Photo: Silvertown Tunnel, London, United Kingdom



**now**  
green

## CASE STUDY

Circular economy  
in worksite  
Silvertown Tunnel



## Circular economy

Circular economy principles in operational processes are incorporated through a specific plan based on:

- Increase in waste reuse and recycling
- Promotion of the efficient use of materials, as well as the use of recycled materials.
- Reuse of water.

## TARGETS

**+70%** annual recovery of construction and demolition waste

# Adaptation to climate risks

Identification, analysis and management of transition and physical risks and opportunities related to climate change in all businesses and geographies.

These processes are already reflected in:

- More extensive geotechnical studies
- Design of new flooring
- Adaptation of drainage networks
- New protection in viaducts
- Early detection in operation and maintenance

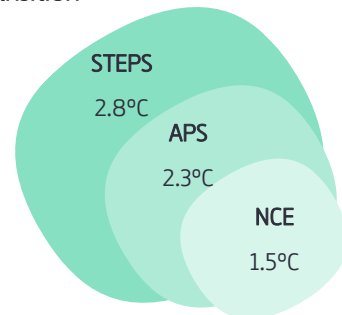
**TCFD** | TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES

## Time horizons

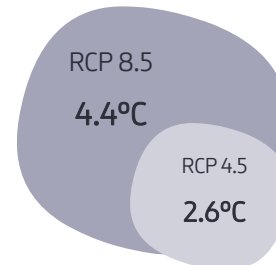
2025 Short  
2030 Medium  
2050 Long

## Climate scenarios

Transition



## Physical



## CASE STUDY

### ADAPTARE

Risk management and climate opportunities



# Investment with a positive environmental impact

## ... and taxonomic activities



### HIGHWAYS

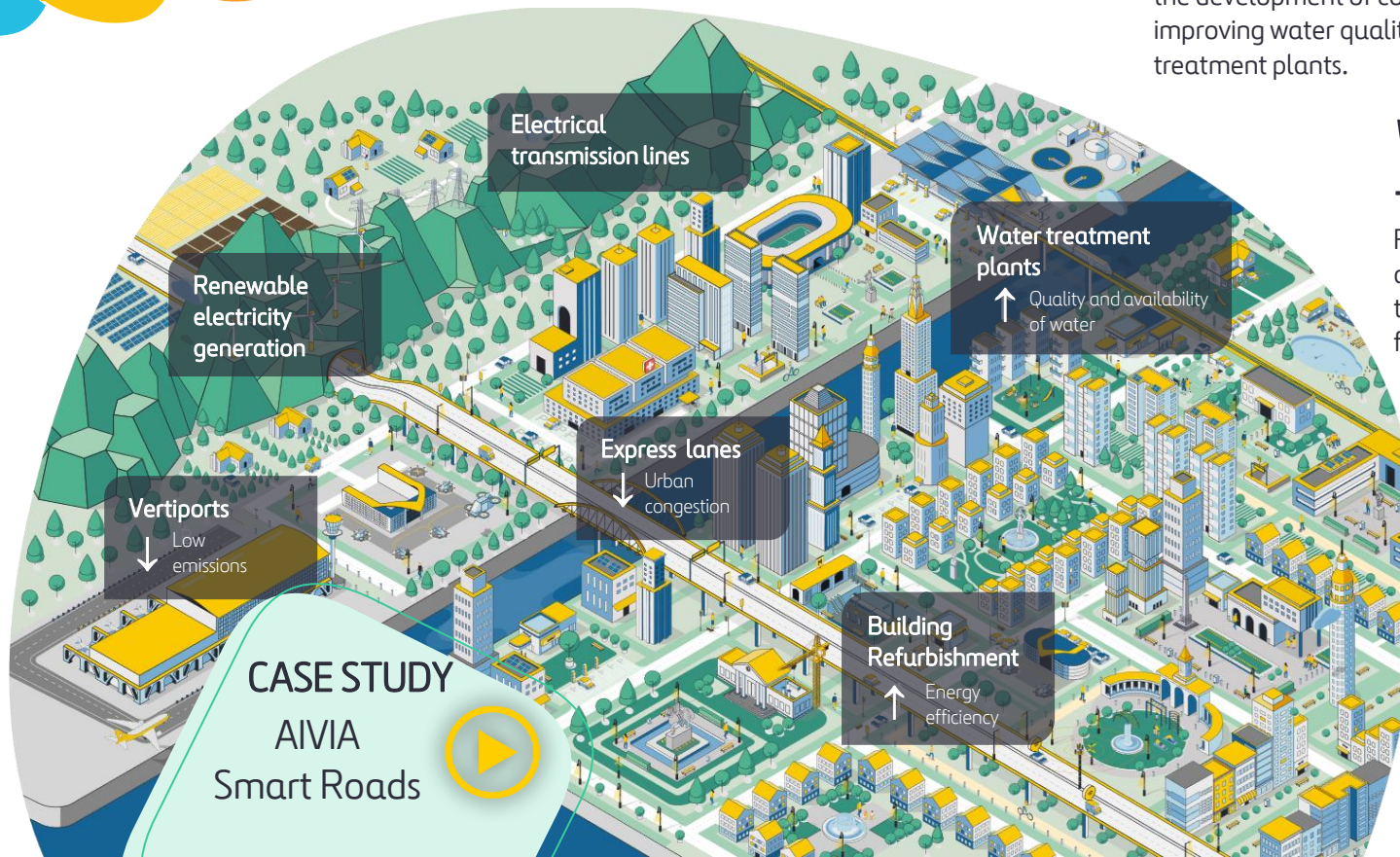
Connecting people through fast, reliable journeys that improve safety and reduce emissions



### ENERGY

Promoting new business models that accelerate the energy transition to solve the challenge of decarbonisation

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### CONSTRUCTION

Promoting responsible, sustainable and efficient design and construction as a basis for the protection of the environment and the development of communities and people. As well as improving water quality and water supply through water treatment plants.



### AIRPORTS

Promoting the socio-economic growth of communities and contributing to the transformation of aviation to reduce the carbon footprint

### 2025 TARGETS

80% of CAPEX aligned  
16.2% in 2023

60% of sales aligned  
32.8% in 2023

A group of children wearing white beekeeping suits and veils are standing outdoors near a white van. In the background, a purple sign lists '15 viaducts' and '3 green tunnels' with corresponding diagrams. The scene is set in a grassy area with a fence and trees in the distance.

**no**  
people

Fostering the development of  
people and communities



Social commitment is key to Ferrovial's business strategy. Through infrastructure, the company drives economic progress and collaboration with the communities in which it operates, **creating shared value** through development opportunities for all and improving people's quality of life.

This commitment involves taking care and looking after the **health, safety and wellbeing** of teams and employees. As well as ensuring the **attraction of key talent** and fostering a **diverse and inclusive work environment** that increases our capacity for innovation and enables us to be a more competitive and sustainable company.

In short, the company is committed **to being a better company every day** by respecting, supporting and promoting **human rights** throughout its value chain.

# Promoting development and collaboration with communities



Ferrovia has established three pillars on which it pivots its **generation of social value** in the community, thus reinforcing the positive impact of its business activities:

- The development of local communities with a focus on minorities and disadvantaged groups, **creating direct and indirect jobs**, encouraging **contracting with local suppliers** and responding to needs identified through dialogue with communities.
- Developing **sustainable infrastructure to serve the most disadvantaged** and promoting access to **education** as a key to building a strong society.
- **The participation of its employees**, with the aim of making them active players in Ferrovia's commitment to the community and thus multiplying the impact on the community while enhancing the capabilities and the feeling of being part of a common project.

## CASE STUDY Social infrastructure



Photo: Social Infrastructure Volunteer, Rwanda

# Health, safety and wellbeing



Caring for the health, safety and wellbeing of employees and collaborators is a core value of Ferrovial. The health and safety strategy sets the way forward to achieve **operational excellence with a focus on the prevention of serious and fatal injuries (SIF)**.

The operational approach of the strategy is based on **successive protective barriers to risk control**, the first being work planning, followed by control and verification of standards, and finally awareness and competence of all people working on its projects. In addition, the strategy has an **organizational approach that ensures it is followed at all levels of the organization** through the pillars of Leadership, Competence, Resilience and Commitment.

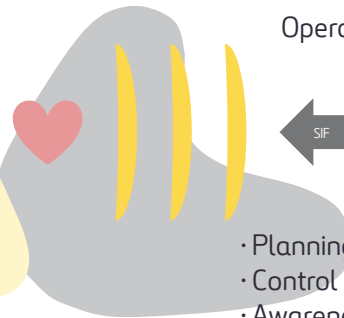
Organizational approach

Leadership ·  
Competence ·  
Resilience ·  
Commitment ·



Operational approach

· Planning  
· Control and verification  
· Awareness and competence



The wellbeing strategy focuses on **creating healthy environments** where people acquire the tools to take care of their health and improve their quality of life in and outside the working environment. To do this, it encompasses its initiatives in four main areas: Physical, emotional and mental wellbeing, social and financial.

## TARGETS

**-31.8%** Serious Injuries and Fatalities Frequency Rate (SIF) in 2026 (vs. 2022)

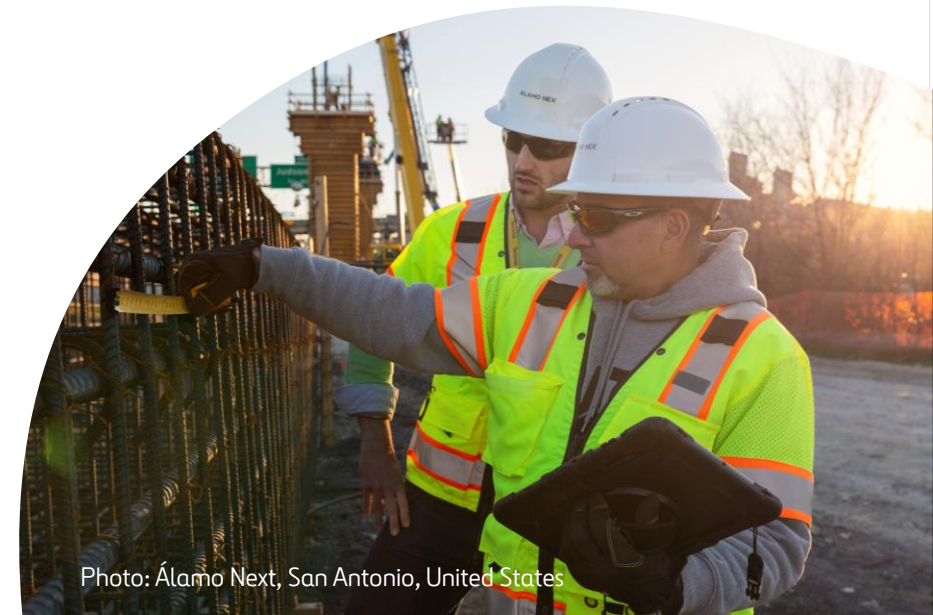


Photo: Álamo Next, San Antonio, United States

# Develop talent by guaranteeing diversity and inclusion



## Attracting and developing talent

Ferrovial's **talent management strategy** aims to ensure that the company has the talent it needs to implement its business plans, making Ferrovia a benchmark employer in its key markets. To this end, it encourages **employee commitment, professional development opportunities and collaboration** between diverse teams. The aim is for each employee to be able to deploy their maximum potential and generate significant and positive changes in the organisation and society.

The company's **talent attraction strategy** focuses on attracting STEM profiles, especially those related to engineering and technology.

The talent strategy revolves around the following areas:

- Commitment
- Organisational agility and innovation
- Digitisation in people management

## 2025 TARGETS

30% of leadership positions occupied by women

## Diversity and inclusion

Ferrovia encourages diversity and promotes an inclusive work environment that recognises and values differences, generating real opportunities for each person to develop their full potential and contribute the best of themselves.

Ferrovia's principles in promoting D&I are:

- To promote **equal access to opportunities** for people to work in fair and equitable conditions.
- To enhance the positive impact of diversity by promoting **collective intelligence** and reinforcing our innovative capacity in competitiveness and sustainability of the Group.
- To act in accordance with **the current legal regulations** on diversity in the countries where Ferrovia operates.

## CASE STUDY

#WeAreFerrovia



Ethical and transparent  
management  
of our business model

**no**  
*right*

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Photo: Central Offices Webber, Houston, United States



Ferrovial is characterised by the responsible and ethical management of its business activity, which seeks to **create lasting value for its stakeholders and contribute to the progress of the communities** in which it operates.

The company is aware that only by being consistent with itself, its culture and values of respect, collaboration, excellence, innovation and integrity, will it achieve success. This is why these principles guide its behaviour in all areas, from **respect for the law and regulations to the care of its teams**, as well as the defence of the environment and human rights.

The interests of its professionals, shareholders and society in general are fully aligned with the company's value proposition.

# Sustainability to create long-term value



Ferrovial has a Compliance Programme that establishes ethics and integrity as one of its key values, and translates this into active policies and procedures that help guide the way we do business and relate to the world around us. Likewise, Ferrovial demands **behaviour in accordance with the highest ethical standards** not only from its executives, employees and directors, but also from third parties with whom it has dealings.

One of the key aspects of Ferrovial's sustainable management is the alignment of **the sustainability scorecard** with ESG materiality and disclosure requirements, which Ferrovial will now further enhance.

It is time to integrate social and environmental factors into **investment decisions**, as well as the use of other types of financial tools linked to sustainability. Similarly, now is the time to push for **long-term incentives** linked to CO2 emission targets and health and safety performance.



# A reliable partner

Maintaining the current **governance model** with a diverse Board of Directors, overseeing the strategy, operations and risks is key for Ferrovial.

The roadmap calls for continuous improvement by reviewing the various policies and processes applicable to the company's activities, expanding communication and training of employees and fostering an **ethical culture** throughout the Group.



Photo: Central Offices Webber, Houston, United States

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