

# Sustainability Strategy

Social Value at Ferrovial Construction UK & Ireland

2025

ferrovial





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# Delivering social value through our sustainability strategy



In 2023, Ferrovial launched the UK & Ireland Sustainability Strategy for its construction business. Over the past two years, the company has made significant strides thanks to the dedicated efforts of our employees, joint venture partners, and supply chain. The UK & Ireland construction division has contributed to Ferrovial's global emission reduction targets, enhanced community engagement, and fostered sustainable practices.

Ferrovial's award-winning achievements have further driven collaboration with industry partners and stakeholders. At the heart of our strategy is supply chain engagement and support. With our investment in training and development programmes for employees and supply chain partners, we equip them with the skills they need to drive sustainable practices forward, collectively creating a more sustainable future.

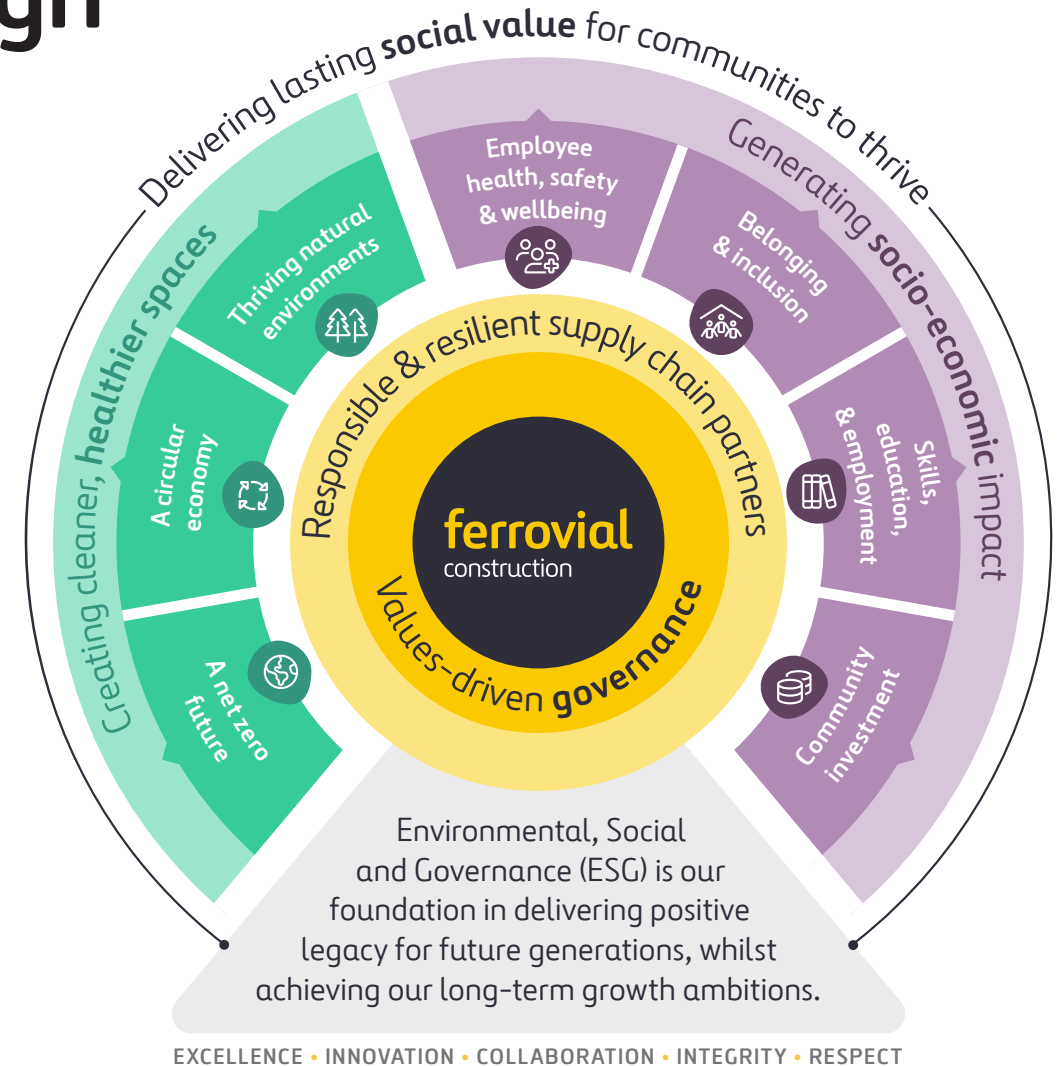
As Ferrovial moves forward into new projects, business areas, and with new clients, so do its sustainability ambitions. In times of increasing ambiguity, uncertainty, and complexity, the Ferrovial values guide and influence corporate decision-making to exceed targets, ultimately creating a positive impact on the environment and the communities served.

The following pages present what has been achieved since launching the Sustainability Strategy for Ferrovial Construction in the UK & Ireland.

I would like to thank our teams that work tirelessly to drive change not only in the company but in our industry, and our supply chain partners whose commitment and collaboration make all progress possible.

**Chris Hall**

Health, Safety, Wellbeing & Environment Director  
Ferrovial Construction UK & Ireland



## OUR PURPOSE:

Develop innovative and efficient infrastructure to meet the demands of our rapidly changing world, where respect for the environment and the generation of positive local social impact are at the forefront of our actions.



# Key figures 2023-2024

**-61%**

scope 1 & 2 emissions  
against baseline

**£16m**

Social value  
generated

**>8,000**

Volunteering hours  
dedicated

**-63%**

scope 3 emissions  
against baseline

**Creating  
cleaner,  
healthier  
spaces**

**85%**

Innovation projects  
support ESG goals

**Values-driven  
governance**

**19%**

Workforce are  
early talent

**Generating  
socio-economic  
impact**

**98%**

recycling rate for  
C&D waste

**32%**

Direct spend  
with SMEs

**28%**

Workforce are  
female



# Our core governance

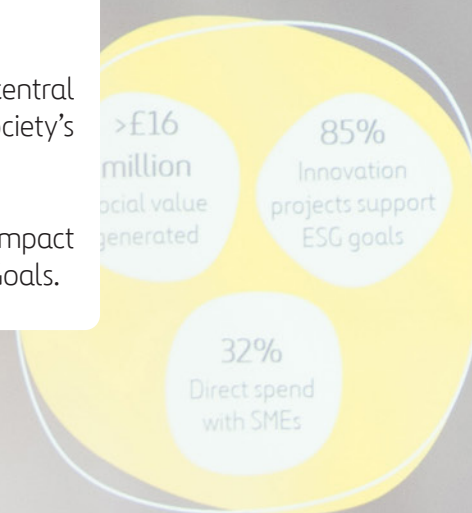
Forming an integral part of our sustainability strategy, our core governance pillars are central to ensuring our organisation, our people, and our supply chain partners embed our society's environmental and social priorities in everything they do.

Ferrovial Construction is committed to collaborating with our peers to deliver positive local impact while considering our contribution towards the United Nation's Sustainable Development Goals.

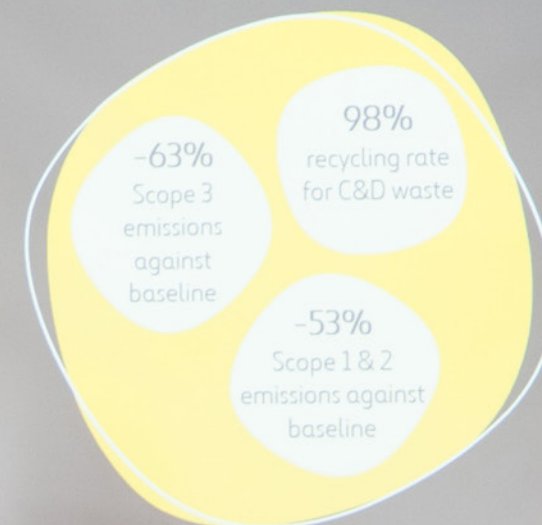
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Creating cleaner, healthier spaces



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econ



Ferrovial supply chain conference



# Values-driven governance

## OUR BELIEFS AND VALUES ENABLE US TO DELIVER OUR COMMITMENT TO SUSTAINABILITY

In 2024, Ferrovial launched its first Values Week, celebrating the company's five core values: Collaboration, Innovation, Integrity, Respect, and Excellence. The week highlighted how these values contribute to organisational success and sustainability through various initiatives. We explored person-centered leadership to drive integrity, emphasised the importance of safety, promoted excellence through employee learning, and showcased the benefits of large-scale innovation and collaboration.

Since 2010 we have celebrated the UK Values, Graduate and Apprentice Awards recognising outstanding team members who embody these values and reward our employees' commitment, professionalism, and ethical approach to work.

The first-ever **Sustainability Fest in 2024** brought together senior leaders and industry experts to discuss the future of sustainable practices. Focus topics of the festival were our pathway to net zero, innovation in sustainable infrastructure, low carbon concrete and minority contracting initiatives. The campaign reached over 6,000 views on the intranet and the 4 webinars were watched by over 1200 employees.



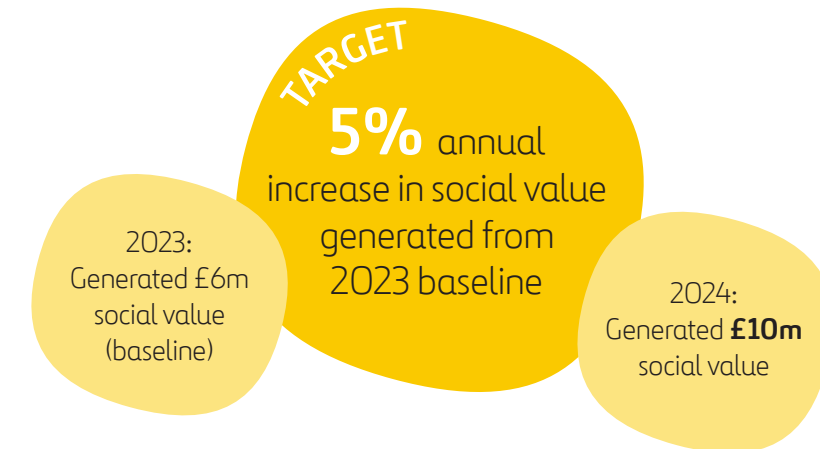
## EMBEDDING SOCIAL VALUE IN DECISION-MAKING, DAY-TO-DAY ACTIVITIES, AND OUR CULTURE

In 2023, we adopted Loop, a social value reporting platform based on the National Social Value Standard (SVS) framework. Loop includes over 1,300 metrics across five areas: employment and economic, health, training and skills, supply chain, community, and environmental. Since then, **we have generated over £16 million in local social value**. In FY25, we will enhance our reporting to capture broader metrics in line with the government's Social Value Model and gather data from our direct and indirect operations through our supply chain partners.

## INVESTING IN INNOVATION AND DIGITALISATION

Over 80% of our UK innovation projects support our sustainability, fairness, net zero, and health, safety and wellbeing commitments. We continue to invest in innovation and digitalisation and prioritise new business and clients that promote sustainability in our industry.

**We partner with leading research institutions and innovation hubs** such as the i3P collaborative innovation community, the University of Cambridge Future Roads programme, and the manufacturing technology centre (MTC) to access the latest advancements in technology and research and facilitate knowledge exchange between experts, academics, and innovators.





# Values-driven governance

Our supply chain partnerships are innovating for a more sustainable future.

## CAN WORKFORCE DIVERSITY STIMULATE TRANSFORMATION TOWARDS A MORE SUSTAINABLE FUTURE?

In 2023, we partnered with the University of Leeds Business School to carry out a six-month research project to understand how workforce diversity can support innovation and decarbonisation. The project was fully funded as part of the 'Enablers of Transformation' Transforming Foundation Industries Network+.

The project investigated underlying causes of attrition for women and ethnic minorities and a lack of different backgrounds in the foundation industries. Gender and ethnic pay gaps, and organisational data on promotions, pay and exit interviews were the focus to understand how these factors contribute to women's and minorities' under-representation in the foundation industries and in leadership. Recommendations from the study are being used to optimise our business processes and action plans.

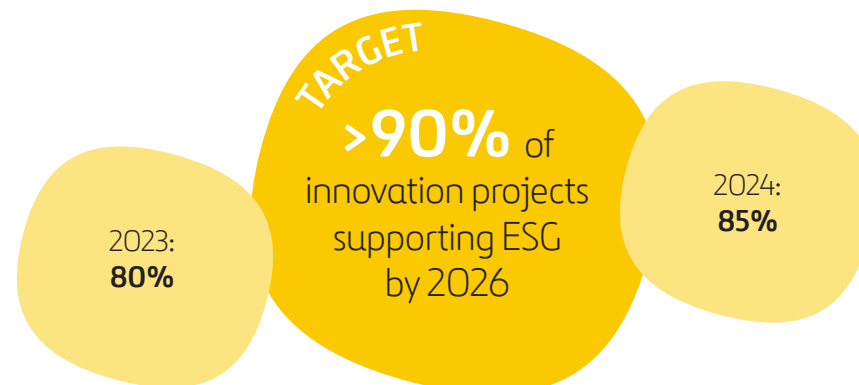


## ENHANCING SAFETY THROUGH AI BASED TECHNOLOGY SOLUTIONS

In partnership with Safetytech Accelerator and Discovering Safety (led by HSE), the Smarter Regulator Sandbox aims to drive technology innovation and practical improvements across industries. Ferrovial has worked with Navatech, a safety technology company that has been developing AI solutions for the construction industry, including a large language model (LLM) that is specifically trained on health and safety information. Through the partnership we have tested and adopted tools that are already delivering value on projects, benefitting teams on site and the wider supply chain, including:

- Providing a conversational interface, accessible through WhatsApp, that allows users to access health and safety information in over 50 languages.
- Integrating their AI technology with other construction technology solutions to streamline health and safety workflows.

Navatech trained the AI model based on the RAMS that the Heathrow team shared with them. The aim is to produce the RAMS automatically based on past documents.







# Responsible & resilient supply chain partners

## EMBEDDING ETHICAL SUPPLY CHAIN PRACTICES

We extend our responsible business practices and sustainability commitment through to our supply chain to ensure we have shared goals. All of our core trade suppliers are asked to achieve Silver Status on the Supply Chain Sustainability School (SCSS) we continue to deliver modern slavery training to our key suppliers.

In 2023, we became a member of **Build UK**, the leading trade organisation that represents the UK construction industry and brings together clients, contractors and trade associations to promote the value of construction and to drive positive change. By joining Build UK, and committing to industry collaboration, Ferrovial Construction has:

- Signed up to the Build UK Training Standard.
- Committed to the net zero challenge by tackling the CO2nstruct Zero priorities.
- Specified the Common Assessment Standard which improves efficiency and reduces cost in the pre-qualification (PQ) process.

## PROMOTING AN ENGAGED, SKILLED, AND RESILIENT SUPPLY CHAIN FOR THE LONG-TERM

Ferrovial Construction's second Supply Chain Conference was held at the Barbican in 2024. The event brought together **over 100 senior leaders from our supply chain partners**, promoting the importance of integrated teams in driving collaborative success. We hosted a panel discussion and were joined by key industry speakers from Action Sustainability & Supply Chain Sustainability School, Banagher Precast Concrete, and TAG Construction to discuss what is next for the industry and our organisations. After the panel, we launched the very first edition of the Ferrovial Construction Supply Chain Values Awards.

*"There was a very high level of openness in sharing information, pipeline and future plans. Everyone was very positive, openly and proactively engaging in the networking sessions."*

*"Great networking opportunity with both Ferrovial and supply chain personnel."*







# Responsible & resilient supply chain partners

## SUPPORTING LOCAL ECONOMIC GROWTH THROUGH INCLUSIVE PROCUREMENT

Since 2023 we have spent over £700 million with SMEs (Small and medium-sized enterprises) and VCSEs (Voluntary, community and social enterprises) on our UK projects. This represents an achievement of 34% SME spend over the two years, exceeding our 33% target. In FY25, we will improve our processes to incorporate the indirect spend with SMEs and VCSEs, via our subcontractors.

### EMPOWERING FUTURES: A DATA-DRIVEN CASE STUDY FROM OUR CORE SUPPLY CHAIN

On our HS2 Main Works Contract, the 2024 Skills Bootcamp in Plant Operations initiative showcased a comprehensive and data-driven approach to workforce development, targeting diverse learner demographics across regions. Lead by a member of our core supply chain, Flannery, the programme's delivery metrics highlighted a strong emphasis on accessibility and inclusivity, with visual data indicating a wide regional spread and balanced representation across gender, age, and ethnicity.

The Skills Bootcamp is designed to help learners secure new jobs or contracts by equipping them with essential, future-focused skills—such as sustainable working practices. Training is tailored to local employer needs, ensuring participants are job-ready upon completion. Learners are trained on machinery like rollers, dumpers, excavators, and dozers, giving employers access to skilled operators who can contribute from day one.

Overall, the Skills Bootcamp 2024 review reflects a scalable model for future skills development programmes, combining data intelligence with social equity to drive meaningful employment outcomes.

- **198** categories delivered from programmes
- **87.3%** learners achievement rate
- **150** learners completed programmes
- **79.4%** learners outcome rate

2023:  
**38%** spend with  
SMEs & VCSEs

**TARGET**  
Achieve **33%**  
spend with SMEs  
& VCSEs

2024:  
**32%** spend with  
SMEs & VCSEs





# Creating cleaner, healthier spaces

Ferrovial Construction is committed to reducing our environmental footprint through a robust climate strategy. We prioritise pollution prevention, reducing construction emissions, and enhancing species-rich habitats to create cleaner, healthier spaces for the communities we serve.

Working closely with our supply chain, we're deploying innovative solutions—such as hybrid plant, solar-powered equipment, and cleaner fuel alternatives—to improve air quality, protect watercourses, and reduce land impact across our projects.

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# A net zero future

## DELIVERING DECARBONISATION TO ACHIEVE NET ZERO BY 2050

We continue to be recognised as a global climate leader in the infrastructure sector. We have been awarded the climate 'A List' by the Carbon Disclosure Project (CDP) for the 15th consecutive year.

**In 2024, Ferrovial exceeded the scope 1, 2, and 3 emission reduction targets validated by the Science Based Targets initiative (SBTi).** The UK supported this achievement through the continued implementation of the company's deep decarbonisation action plan:

- Continued transition of company car fleet to hybrid and electric vehicles
- Increased use of hydrotreated vegetable oil (HVO) fuel, replacing fossil fuels
- Achieved 'Gold' Plant Charter award for lower emission and cleaner plant and machinery
- Increased uptake of battery storage units and renewable technology
- Achieved 100% renewable electricity before 2025

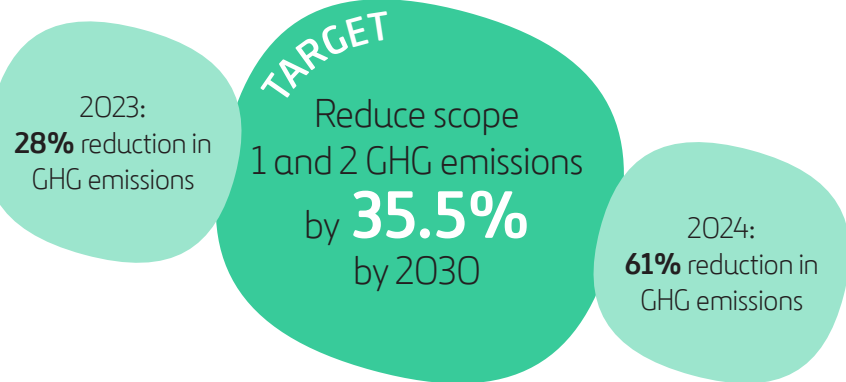
**From 2025 we will work towards the following ambitious emission reduction targets, to continue our journey towards net zero by 2050:**

- **Achieve a 42% reduction in scope 1 and 2 emissions by 2030 (vs 2020 baseline)**
- **Achieve a 25% reduction in scope 3 emissions by 2030 (vs 2020 baseline)**

## EMBEDDING CARBON INTO DECISION-MAKING

Since our verification to the PAS 2080:2016 standard in 2019, we continue to improve our carbon management system and achieved verification to the PAS 2080:2023 standard three months after the release of the new revision. Our projects propose low carbon solutions and carbon reduction targets during tender stage to align to the goals of our parent company and clients.

We deliver a two-tiered PAS 2080 training course to our project teams to ensure everyone understands their responsibility to influence and control carbon reduction in decision-making.



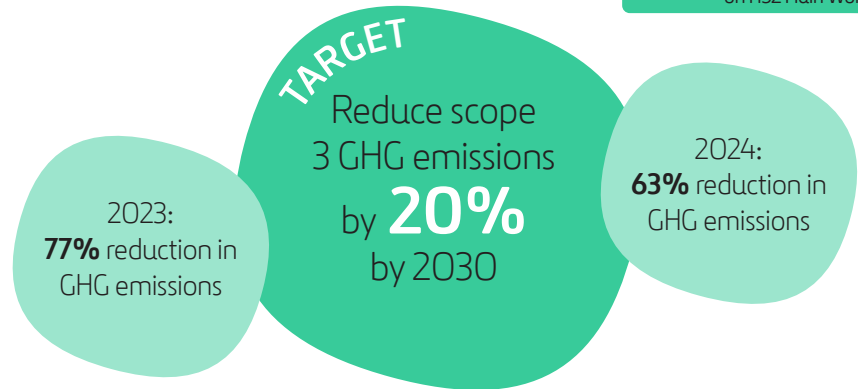
## HS2 JOINT VENTURE IS LEADING THE CHARGE IN LOW EMISSION CONSTRUCTION

In 2023, our HS2 Joint Venture deployed two GeoPura HPU's, hydrogen-powered generators, on our HS2 Main Works sites. These units provide zero-emission electricity from green hydrogen, offering a clean alternative to diesel generators.

From their deployment in 2023 to the end of 2024, the HPU's saved more than 257 tonnes of CO<sub>2</sub>e. Additionally, NO<sub>x</sub>, CO, and particulate matter emissions were reduced significantly on site compared to traditional diesel generators. Their deployment provides key learnings to support the industry in adopting hydrogen-based technologies on our construction sites. The initiative was shortlisted as a finalist in the Ferrovial Innovate Awards 2023.



Clean power in action – Hydrogen energy on HS2 Main Works Contract sites





# A net zero future

## WORLD ECONOMIC FORUM SUSTAINABILITY LIGHTHOUSE AWARD

Ferrovial has been recognised as a **‘Sustainability Lighthouse’ by the World Economic Forum for its industry-leading reductions in Scope 1, 2 and 3 emissions** and advancements in promoting a circular economy. Through this award, Ferrovial joins the Global Lighthouse Network, a community of 189 industry leaders with some of the most advanced operational sites in the world, including Unilever, Coca-Cola, Mondelez, Johnson & Johnson, Siemens, HP, and BMW.

The award recognised Ferrovial’s Kilo Apron Development Substructure (KAD) project at Heathrow airport, one of the airport’s largest and most complex civil projects of the past 10 years, through the Q6 framework. The project incorporated innovative technologies and approaches to prioritise sustainability, including drones, HVO fuel, hybrid excavators, lower carbon concrete, design for manufacture and assembly, and three-dimensional building information modelling. These initiatives supported the project in achieving a **67% reduction in Scope 1 and 2 emissions** and a **63% reduction in Scope 3 emissions** over the 7 years of the project. Fostering a sustainable supply chain was essential. A local supplier network was used for concrete, materials and waste operations to reduce transport emissions. Sustainability round tables and trainings were delivered to the supply chain to ensure alignment with the project’s sustainability targets.

Ferrovial achieved PAS 2080 in 2019 on the KAD project, making us the first company at Heathrow Airport and one of the first companies in UK construction to do so. PAS 2080 is now the core of Ferrovial Construction UK’s carbon management system. The KAD project exemplifies Ferrovial’s commitment to sustainable innovation and environmental stewardship. By integrating advanced construction techniques, prioritising resource reuse, and reducing emissions across all phases, the project has set a new benchmark for sustainability in infrastructure development.



**57,000m<sup>3</sup>**  
Excavated  
material reused

**67%**  
Scope 1&2  
emissions reduction

**71.6%**  
Steel & concrete  
volume reduction



Engineering Progress – Kilo Apron Development Substructure at Heathrow





# A circular economy

## PROMOTING A CIRCULAR ECONOMY AT EACH STAGE OF THE PROJECT LIFE CYCLE

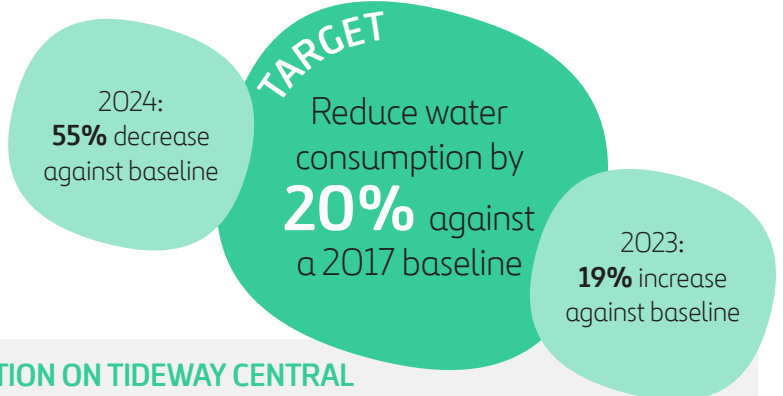
We are committed to embedding circular economy principles early in a project lifecycle to drive efficiencies and eliminate waste, by identifying waste avoidance opportunities and opportunities for reuse and recycling. Circular economy approaches include Modern Methods of Construction (MMC) and offsite fabrication, and utilising excavated waste for beneficial reuse onsite or offsite, e.g. for landscaping or infill for permanent and temporary works.

Our projects have been recognised for circular approaches. Our Tideway Central Joint Venture was awarded **Environmental Initiative of the Year 2023 in the Tideway Rightway Awards** for ‘Implementing the Circular Economy’ for its approach to maximising reuse (including refurbish and repurpose) by:

- Reusing existing assets
- Recovering materials and products on site or from another site
- Sharing materials and products with local projects for onward reuse



Engineering with Purpose – Chelsea Embankment site, Thames Tideway Tunnel



## CIRCULAR ECONOMY IN ACTION ON TIDEWAY CENTRAL

The FLO JV Tideway Central team has delivered a standout example of circular economy in practice, saving thousands of tonnes of equipment and materials from waste across nine sites, including the now-demobilised Northfleet logistics facility. Materials were reused on site—such as aggregates for scour protection and void backfilling—and redistributed across the Tideway project and beyond. Secondary lining and water treatment plant components were transferred to Tideway East, while acoustic sheds and gantry cranes were repurposed by Explore Manufacturing. Welfare cabins found new life with social enterprises like the Sands End community, supporting Tideway’s legacy goals.

Collaboration extended across FLO JV, Tideway East and West, and major infrastructure projects including HS2 and Silvertown. Items reused included sheet and tubular piles, pumps, pipes, barges, cranes, sealants, and oils. Most were transported by barge, aligning with the project’s ‘more by river’ strategy. This initiative, driven by site teams, environmental leads, and commercial staff, has not only forecasted over £10M in financial gains but also delivered significant environmental and social value. As Tideway Central nears completion, the team’s commitment to reuse and carbon reduction continues—turning “Asset Disposal Authorisation Requests” into “Promoting the Circular Economy Requests.”





# A circular economy

Ferrovia Construction has been verified in accordance with the SGS Zero Waste certificate, having achieved over 95% reuse and recycling rate of its construction, demolition, and excavation waste. This achievement reflects our ongoing efforts to minimise the environmental impact of our operations in our geographies.



## SILVERTOWN TUNNEL PROJECT AWARDED BREEAM EXCELLENT

The Silvertown Tunnel project comprises the creation of a 1.4km twin-lane road tunnel underneath the River Thames, connecting North Greenwich and Silvertown. In 2024, the Riverlinx Construction JV achieved an **Excellent rating in the BREEAM Infrastructure Scheme** and was shortlisted for the Best Sustainable Re-Use of Materials. A key contribution to sustainability was the project’s approach to waste management.

Riverlinx developed a decision-making roadmap for managing contaminated land to maximise (1) river transport, (2) re-use (3) recycling. Seeking excellence through technical capabilities Silvertown achieved:

- Reuse of 100,000t of natural ground for infill above the permanent structure
- Use of an innovative solution to solidify high moisture piling waste
- 40,000t ballast material into secondary source aggregate for off-site reuse
- Concrete crusher to reuse 28,500 tonnes of aggregate on-site







# Thriving natural environments

## PREVENTING POLLUTION TO PROMOTE CLEANER SPACES

Our ISO 14001 Environmental Management System, certified since 2013, underpins everything we do to protect our environment and enhance the quality of local community spaces. Our projects achieve our annual target of Environmental Incident Frequency Rate (EIFR) of less than 0.06 and implement innovative technologies to prevent and mitigate pollution from our activities to the neighbouring air, land, and watercourses, including quieter and cleaner plant and machinery.

## PARTNER OF THE SUPPLY CHAIN SUSTAINABILITY SCHOOL

The School is an award-winning, industry-wide collaboration between clients, contractors and first tier suppliers with the aim to upskill those working within, or aspiring to work within, the built environment sector. As a Gold Partner we are committed to bringing our supply chain with us on our sustainability journey.

## COMMITMENT TO REDUCING TAILPIPE EMISSIONS

For the second consecutive year, we were awarded **Gold Status by the Supply Chain Sustainability School's Plant Charter**. Signing this Charter demonstrates the progress we have made and continue to make in the transition towards more efficient, and cleaner plant fleet to reducing air pollution in the built environment.

In 2024, we achieved an impressive **97% compliance to the Charter's plant minimum standards**, a +6% increase from the previous year. The achievements include:

- Hybrid generator units using battery storage and hybrid plant
- Increase in solar tower lights, CCTV units, and welfare
- Carbon literacy training to the board of directors
- Supply chain conferences and roundtable events
- Trials of innovative technologies



## PLANNING FOR BIODIVERSITY NET GAIN

The new biodiversity net gain regulations came into force February 2024. They state that all development projects shall deliver a net gain of 10% biodiversity, meaning the developer shall provide more or better quality natural habitats than before the development works. All nationally significant infrastructure projects shall adopt the regulations from late November 2025. As of 2024, all relevant Ferrovia projects are required to set management plans to identify biodiversity net gain opportunities and support our clients to achieve the 10% target.

**TARGET**  
As of **2024** all relevant contracts commit to support our clients in achieving biodiversity net gain to protect and enhance our projects.





# Generating socio-economic impact

Ferrovial Construction is committed to delivering lasting social value in the communities surrounding our activities by creating equal and accessible opportunities, promoting healthy work environments, and investing in local regeneration.

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# Skills, education & employment

## INVESTING IN EARLY TALENT THROUGH MEANINGFUL EMPLOYMENT AND TRAINING

By investing in early talent, we are addressing the industry’s skills gap while introducing new ideas and innovative approaches to enhance our business and ways of working. Our early talent programme of graduates, apprentices, summer placement students, and work experience interns currently accounts for **19% of our total workforce**. Each scheme focuses on fast tracking careers and building our future leaders by developing technical and business skills, and key workplace competencies. Employees have the opportunity to gain experience in different roles and projects in the UK and have access to the **GoFurther Programme** which promotes global mobility access and opportunity. In the last three years, six graduates have had the opportunity to join the GoFurther program from the UK, working on heavy civils projects in California, Texas, and New York.

In 2025, we will be welcoming our first group of **T-Level students**, a two-year Level 3 technical qualification for 16–19 year olds, promoting a new route for young people to join the construction industry.

### Timeline of Ferrovial Construction early talent journey in UK & Ireland

|  |   |  |   |  |
|--|---|--|---|--|
| <b>2019</b><br>Launched UK apprenticeship programme welcoming 40 apprentices | <b>2021</b><br>ICE QUEST scholarship launched                                       | <b>2022</b><br>NCE apprentice of the year shortlist & winner             | <b>2024</b><br>Launched partnership with HRUC | <b>2025</b><br>First cohort of T levels arrive |
| <b>2020</b><br>10% graduate workforce  | <b>2021</b><br>Apprentice Awards included in the Ferrovial Values & Graduate Awards | <b>2023</b><br>Joined the Heathrow Inclusive Learning Partnership (HILP) | <b>2024</b><br>Inclusive learners Design Lab  | <b>2024</b><br>Achieved Cornerstone Employer   |

## FROM THE ARMED FORCES TO ENGINEERING APPRENTICE: A JOURNEY WITH THE SILVERTOWN PROJECT



**SEAN MASON**  
Apprentice Site Engineer  
**QUALIFICATION:** Level 3 NVQ  
**DURATION ON THE PROJECT:** 3 years  
**PROJECT:** Silvertown Tunnel

### HOW DID YOU HEAR ABOUT THE APPRENTICESHIP AND WHAT MADE YOU WANT TO DO IT?

“I heard about the apprenticeship directly from the Head of Talent, Acquisition and Development, whom I was put in contact with when I was leaving the armed forces, looking for advice on potential career paths. I wanted to pursue the apprenticeship path in civil engineering because it was an opportunity to work in a mentally stimulating environment, and where I’m required to think on my feet.

Over the next 5 years, I hope to be nearing the end of a civil engineering degree, while reaching the level of Section Engineer/potentially working towards Sub-Agent”.

Sean has successfully completed his Level 3 apprenticeship and is progressing with the next stage of his career and achieving chartership.





# Skills, education & employment

## SUPPORTING YOUNG PEOPLE INTO WORK THROUGH STEM

To attract young people into our industry, we are increasing our STEM engagement with local schools and colleges and providing employment partnerships. **Ferrovial has partnered with the West London Careers Hub**, funded by the Mayor of London and The Careers & Enterprise Company, an organisation that connects schools and colleges with employers to help young people prepare for the world of work. Through our Heathrow project we are proud partners of the Harrow, Richmond & Uxbridge Colleges (HRUC). Our partnership involves educational activities, T-levels and workshops as well as supporting teachers, helping shape the curriculum through our board membership.

This has enabled us to reach students in the areas surrounding our projects through opportunities in education and employment at the same time as providing rewarding STEM-related experiences for our employees.

## ENHANCING THE KNOWLEDGE AND CAPABILITY OF OUR PEOPLE

We are committed to fostering development and learning at Ferrovial. We support our employees in their professional development and charterships providing a process for several chartership routes across the business. This involves one-to-one meetings with external advisors and internal experts, chartered mentors, and a bonus payment to individuals completing their chartership.

The chartership and mentoring programmes are designed to enhance the knowledge and capability of our people and retain key technical skills within our business. By investing in our people, we are ensuring the long-term success and sustainability of our organisation.

## EXCEEDING EDUCATION AND EMPLOYMENT TARGETS AT SILVERTOWN TUNNEL

The Riverlinx Construction Joint Venture on the Silvertown Tunnel has exceeded the commitments set at the start of the project to support the education, employment and skills of the local area. Over the lifetime of the project, **more than 140 apprentices were recruited directly, exceeding the client's targets of 120**. Each apprentice has benefitted from the career push that studying and experience offers. The project partnered closely with job agencies in the local boroughs to connect local people to employment opportunities and **provided jobs to 208 people who were not in paid employment or full-time education**. Over the project, the Riverlinx team participated with STEM skills and support activities to help young people find employment and further education opportunities and provided over 116 days of school education and 1,608 days of school placements.

2023:  
**<1%** of our  
workforce are STEM  
ambassadors

TARGET

**5%** of our  
workforce are STEM  
ambassadors

2024:  
**2%** of our  
workforce are STEM  
ambassadors





# Belonging & inclusion

## FOSTERING A CULTURE OF FAIRNESS, INCLUSION, AND RESPECT

Three employee networks have been launched since 2023: **‘GAIA’ for women and allies, ‘FACE’ to celebrate ethnicity and culture, and ‘FIN’ for the armed forces community**, each sponsored by members of the Senior Leadership Team (SLT). The purpose of the networks is to empower and support our people to bring their whole selves to work, to amplify the voice of the minority, and to celebrate individuality and value difference. Our SLT sponsors deliver strong allyship, providing visibility and leadership across the organisation relating to the group they represent.

## REMOVING BARRIERS AND SUPPORTING PROGRESSION FOR UNDERREPRESENTED GROUPS

In 2023 Ferrovial Construction UK signed the Armed Forces Covenant, reinforcing our commitment to supporting the Armed Forces community through a supportive environment for service members, veterans, and their families. **Ferrovial achieved Silver status, less than a year after signing**, for demonstrating initiatives including the launch of the ‘Time Off for Public Duties’ Policy.

We are involved in the Greater London Authority’s (GLA) Design Lab Programme, a year-long project to **address** the underrepresentation of BAME (Black, Asian, and Minority Ethnic) groups in London’s **working population**. This programme, part of the Mayor’s Workforce Integration Network (WIN), provides a bespoke package of support to businesses to explore the causes of underrepresentation in their workforces in an evidence-driven way. Through our involvement in the programme, **we are continuing to build** an inclusive and engaging culture for all with mentoring opportunities to enhance employee engagement, awareness, and support for our inclusion goals.



TARGET

**>30%** of our workforce are from global majority backgrounds

2023:  
**29%** of our workforce are from global majority backgrounds

2024:  
**30%** of our workforce are from global majority backgrounds

2023:  
**30%** of our workforce and **33%** of our senior leadership team are female

TARGET

**30%** of the construction workforce are female at each level of the business

2024:  
**28%** of our workforce and **33%** of our senior leadership team are female



Celebrating Impact – Grassroots Award at the GLA Design Lab Symposium, City Hall, London



# Community Investment

## CREATING HEALTHY AND RESILIENT COMMUNITIES THROUGH CHARITY AND COMMUNITY PARTNERSHIPS

In 2023, Ferrovial Construction UK employees nominated **Lennox Children's Cancer Fund** as our very first Charity Partner of the Year. Founded 30 years ago, the charity provides a lifeline for children and their families who are affected by cancer, delivering practical and emotional support during their treatment and beyond. In 2024, our employees unanimously voted to continue supporting the charity for a second year.

Since the partnership began, our employees and supply chain partners have raised **£59,900** for Lennox, through company and individual volunteering, fundraising, and match-funded events, helping to ease the financial burden on families. These donations support Lennox in funding ongoing support to the families affected as well as **respite breaks** which provide crucial time away from hospitals, doctors and treatments to relax, recharge and make new memories.



**Lennox**  
Children's  
Cancer Fund

2023:  
**992 hours**,  
contributing  
**£40,000**  
in value

TARGET

Achieve  
**10,000**  
employee volunteering  
hours by 2026

2024:  
**7,325 hours**,  
contributing  
**£250,000**  
in value

## DELIVERING POSITIVE LOCAL SOCIAL, ECONOMIC, AND ENVIRONMENTAL IMPACT THROUGH VOLUNTEERING

In addition to our partnership with Lennox, our employees and supply chain contribute to local community investment activities on our projects. Since 2023 we have contributed **over 8,000 volunteering hours** through our projects. This includes the volunteering days taken by employees through our employee supported volunteering programme, where employees can take two days per year to give back to a cause close to their hearts.

**270 project employees supported SDG 3 by contributing over 1,800 hours and donations, including:**

3 GOOD HEALTH AND WELL-BEING



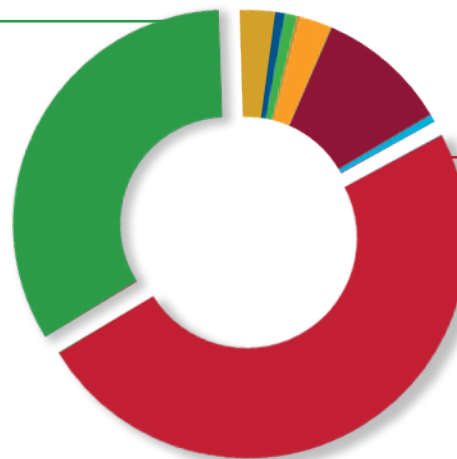
### Heathrow Golf Day: **£15,456**

The Heathrow project celebrated with Lennox and eight of our key supply chain partners, connecting Lennox to other organisations and families who could require the charity's support.

### Ferrovial Football Tournament: **£4,670**

Six project teams came together for the Ferrovial Construction X Lennox charity 5-a-side football tournament, fundraising for our partnership with Lennox.

## Contributing to the UN SDGs: Our 2024 Achievements



4 QUALITY EDUCATION



**994 project employees supported SDG 4 by contributing over 3,754 hours, including:**

### Making Tracks into Construction: **1,444 hours**

More than 160 students from 12 schools and colleges attended a 2-day event with HS2 Main Works project, aimed to inspire the next generation of rail engineers.





# Employee health, safety, and wellbeing

## ENSURING OUR PEOPLE ARE ALWAYS SAFE, ALWAYS READY WHEN WORKING

ALWAYS **SAFE**  
ALWAYS **READY**

Our company is committed to the health, safety, and wellbeing of our employees. Our ISO 45001:2018, certified since 2020, ensures that we protect our employees from any harm. One of our key targets is to improve the business' Serious Injury and Fatality (SIF) Prevention. We aim to achieve an **80% closure rate on the total improvement actions raised** across our projects each year.

Our industry-leading programme, Always Safe, Always Ready (ASAR), sets the foundation for our global Health, Safety, and Wellbeing culture and reduces safety risks against our four key indicators:



Our goal is to teach behavioural skills and build confidence to foster the right safety culture and encourage everyone on site to speak up to address areas of risk.

We have developed five comprehensive ASAR modules, starting with the Leading ASAR module where our senior leadership teams across the business kicked off the new programme. Our first pilot was successfully completed in May 2024. In 2024, 123 of our managers completed the training, with the **ultimate target of training 100% of our managers by 2026**.

## IMPLEMENTING THREE LAYERS OF DEFENCE

Ferrovial Construction has implemented a robust three-layer defence strategy to enhance safety and risk management across all operations. This approach involves creating successive layers of protection designed to identify and mitigate serious injury and fatality (SIF) risks before they can impact our personnel. The strategy's operational framework is based on three protective barriers:

1. **Work Planning:** Ensuring meticulous planning to foresee and address potential risks.
2. **Control and Verification of Standards:** Implementing and rigorously verifying safety standards.
3. **Awareness and Competence:** Elevating the safety awareness and competence of all team members.

This model has been deployed across all geographies, aligning our efforts to strive for excellence in health, safety, and wellbeing.





# Employee health, safety, and wellbeing

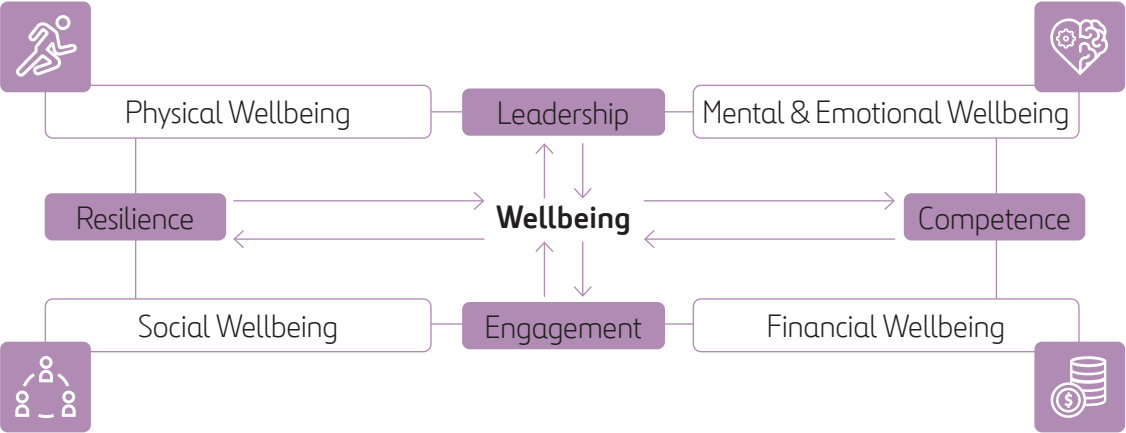
## PROVIDING WORKPLACES THAT POSITIVELY IMPACT THE HEALTH AND WELLBEING OF OUR TEAMS

We are committed to enhancing the health and wellbeing of our employees through our **global wellbeing strategy, HASAVI**. This strategy is designed to create a supportive and inclusive environment that prioritises the mental and physical health of our workforce.

As part of this strategy, we have introduced the United Heroes app, which serves as a motivational tool to bring our employees together and encourage a healthier and more active lifestyle. Our goal is to boost health and wellbeing by increasing the number of active users annually.

We are committed to improving our employees’ life and lifestyle by offering annual health and wellbeing screenings.

Our health and wellbeing provision extends even further and includes voluntary health checks. In 2024 we put 174 of our employees through screenings and we aim to increase this by 10% each year.



TARGET

Achieve

a **10%** annual increase in users on the United Heroes App (measured by an average across the year)

2023:  
**37** active users

2024:  
**70** active users



Steps for Hope – Wellbeing walk and fundraiser for Lennox Children's Cancer Fund





# Employee health, safety, and wellbeing

## EMPOWERING WELLBEING: BUILDING A HEALTHY AND SUPPORTIVE WORKPLACE TOGETHER

In Q4 of 2024, we successfully launched the Wellbeing Ambassador Programme across Ferrovial Construction UK. The Wellbeing Ambassador Programme aims to create a strong and supportive environment by providing ongoing training to our Wellbeing Ambassadors. Our goal is to increase Wellbeing Ambassador engagement by achieving a **90% completion rate of mandatory training each year**. This initiative is a significant step towards fostering a resilient culture that breaks down the stigma surrounding mental health and improves wellbeing support across our construction company.

We are developing a mental health training course for all line managers in collaboration with other Ferrovial business units to deliver holistic and practical training tailored to the Ferrovial culture.

## ADDRESSING PSYCHOSOCIAL RISK TO PREVENT PSYCHOLOGICAL INJURY AT WORK

To build upon our commitment to health, safety, and wellbeing, throughout 2024, we have been working towards aligning with the **ISO 45003:2021 Psychological Health and Safety standard**.

This effort is aimed at setting a strong foundation to eliminate and minimise psychosocial risks across our business. We are addressing psychosocial risks through the development of clear psychosocial management plans. By involving all stakeholders in this process, we can create tailored plans for each project, ensuring that we support and protect our workforce from psychosocial hazards. This achievement marks a significant milestone within the construction industry and reinforces our commitment to our existing health, safety, and wellbeing targets.



TARGET

**70%** of line managers to receive mental health training by 2026



Kicking Goals – Silvertown triumphs at the football tournament



# Awards and recognitions

We're an  
**Age-friendly  
Employer**

## AGE-FRIENDLY EMPLOYER PLEDGE

Ferrovia Construction has signed the Age-friendly Employer Pledge, a nationwide programme launched by the Centre for Ageing Better to improve the recruitment, retention and development of older workers. By signing the pledge, we

demonstrate our support in tackling ageism in the workplace and committing to improving the way we recruit, manage and support older workers aged 50 and over.



## ARMED FORCES PLEDGE SILVER STATUS

We signed the Armed Forces Covenant in 2023, a voluntary pledge that acknowledges the sacrifices made by those who serve in the UK and by endorsing this, we commit to supporting

the welfare, employment and education of the armed forces community and their families. Less than a year after signing the covenant, Ferrovia Construction achieved Silver status.



## DISABILITY CONFIDENT EMPLOYER

We are a Disability Confident Committed (Level 1) employer, demonstrating our commitment to ensure our business is accessible to attract and retain people with disabilities and health

conditions. Improving access and support for people with disabilities is a focus of our inclusion and belonging commitments.



## SUSTAINABILITY LIGHTHOUSE

Ferrovia was named a 'Sustainability Lighthouse' by the World Economic Forum in January 25 for our industry-leading methods in cutting Scope 1, 2 and 3 emissions and advancing circular

economy practices on its Kilo Apron Development Substructure (KAD) project at Heathrow Airport. The project achieved a 67% reduction in Scope 1 and 2 emissions and 63% in Scope 3 over seven years.



## PLANT CHARTER GOLD STATUS

Ferrovia Construction was awarded Gold in the industry recognised Plant Charter in 2023 and 2024. The Plant Charter is an initiative led by the The Supply Chain Sustainability School to encourage the UK's built environment to drastically reduce onsite emissions of air that are harmful to human health and the planet, to reach net zero by 2050 and contribute to UN Sustainable Development Goals.



## PAS 2080: 2023 VERIFICATION

After achieving verification to the PAS 2080:2016 carbon management in infrastructure standard in 2019, we were awarded verification to the 2023 standard three months after its release. The 2023 version has extended to include buildings and infrastructure within its scope as well as greater emphasis on whole life carbon, nature-based systems, procurement, and collaboration with the value chain.



## ZERO WASTE CERTIFICATION

Ferrovia Construction has been distinguished for its good performance in waste management of its projects in Spain, Portugal, the United Kingdom, Australia and the United States in accordance

with the standards of the Zero Waste Guidelines of SGS, a world leader in its field. The company has proven to recover more than 95% of the waste it generates through reuse and recycling.



## LIVING WAGE EMPLOYER

Ferrovia is proud to be a Living Wage Employer, ensuring all employees earn a wage that reflects the real cost of living. By going beyond the government minimum, Ferrovia supports fairer, better work and helps tackle in-work poverty. This commitment not only

upholds a decent standard of living for employees but also strengthens the business through improved morale, retention, and productivity.



# Contact us

We would love to hear from you. For more information on the content of this strategy or to explore ways to work together on some of its themes, please email our team by clicking on the topic of interest below.

- A net zero future
- A circular economy
- Thriving natural environments
- Community investment
- Skills, education and employment
- Belonging and inclusion

- Health, safety and wellbeing
- Innovation & collaboration opportunities
- CPD sessions
- Responsible and resilient supply chain partners

## ETHICS CHANNEL

We provide a dedicated and secure system for the reporting of questions, complaints and/or concerns that are related to the principles and commitments set forth in the [Corporate Code of Ethics](#). You can access this form here <https://ferrovialethicsline.whistleblownetwork.net/setup> or via the QR code.



[www.ferrovial.com](http://www.ferrovial.com)



**ferrovial**