



Sustainability Strategy

Rationale and narratives

December 2025

ferrovial

now

VISION

Developing and operating infrastructure that is innovative, sustainable and creates value for our stakeholders.

Our sustainability strategy adds value to our business, by...

Fostering productivity

- Improving efficiency and helping to lower operational costs
- Anticipating regulatory trends
- Contributing to attracting and retaining top talent

Strengthening our license to operate

- Helping communities flourish by delivering essential infrastructure
- Engaging local communities in project development

Meeting customer requirements

- Fulfilling public procurement requests
- Achieving mandatory qualifications and certifications
- Supporting customer audits

Enabling access to alternative finance

- Delivering green and sustainable finance frameworks

Contributing to fulfilling shareholders' expectations

- Supporting investor relations on ESG matters
- Striving to meet analysts' and indexes' expectations

Ferrovial's commitments to sustainability

now
respect

1. Reduce our environmental footprint
2. Adapt infrastructures to the consequences of climate change
3. Find business opportunities in environmental solutions

now
people

1. Foster communities' economic growth through our infrastructure projects
2. Advance health, safety and wellbeing
3. Develop and retain talent

now
right

1. Manage our business with integrity, adhering to local regulations
2. Solve customer needs and be a reliable long-term partner
3. Foster innovation to enhance competitiveness



Ferrovial strives to **minimize its environmental footprint** by using resources efficiently, lowering carbon emissions, reducing water use, and limiting waste **through operational excellence.**

We evaluate severe climate risks to enhance the resilience of our assets in the long-term.

Ferrovial sees **new business opportunities** in addressing environmental challenges.



Ferrovial develops **infrastructure to help communities grow and thrive**. We engage local communities to create shared value and mutual success.

We invest in people's growth and well-being by **prioritizing health and safety** and fostering a culture of belonging, which improves **talent attraction and retention**, thereby contributing to the company's competitiveness.



Ferrovial manages its business committed to the values of respect, collaboration, excellence, innovation, and integrity, adhering to **local regulations** and respecting **human rights**.

By consistently addressing our customers' needs, Ferrovial aims to become a long-term partner.

We innovate to enhance competitiveness, drive progress and deliver sustainable value to our stakeholders.

Performance: Sustainability Strategy KPIs 2025

	INDICATORS	2024 PERFORMANCE	TARGET	HORIZON
now respect	1. GHG emissions: Scope 1&2 absolute emissions (tCO2)	-35.78%	-42% (vs 2020)	2030
	2. GHG emissions: Scope 3 absolute emissions (tCO2)*	-18.03%	-25% (vs 2020)	2030
	3. Renewable electricity consumption	72.75%	100%	Annual (from 2025)
	4. Operational efficiency: annual recycling of Construction & Demolition waste	93.0%	>70%	Annual
	5. Water consumption (Business Water Index Reduction)	-22.6%	-20% (vs 2017)	2030
now people	6. H&S: Serious injuries and Fatal frequency rate (incl. subcontractors: [Number x 1M] / Hours worked)	-26.0%	-31.8% (vs 2022)	2026
	7. Road safety (fewer crashes compared to an alternative or similar network)	-50.2%	-30%	Annual
	8. Congestion relief: Monetized annual time savings of the Managed Lanes vs the General-Purpose Lanes in the Workday Peak	29.3%	50% (vs 2022)	2030
now right	9. Digitalization & innovation: portfolio that contributes directly and indirectly to improve ESG (% of investment over total portfolio)	34%	60%	2027

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