



Sustainability Strategy

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.

The logo consists of the word "now" in a large, bold, black sans-serif font, with the word "right" in a smaller, blue, italicized sans-serif font positioned directly below it. The entire logo is centered within a white square that has a subtle gradient and a slight drop shadow.

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 2026

	INDICATORS	2025 PERFORMANCE	TARGET	HORIZON
now respect	1. GHG emissions: Scope 1&2 absolute emissions (tCO2)	-45.6%	-42% (vs 2020)	2030
	2. GHG emissions: Scope 3 absolute emissions (tCO2)*	-17.5%	-25% (vs 2020)	2030
	3. Renewable electricity consumption	100%	100%	Annual (from 2025)
	4. Operational efficiency: annual recycling of Construction & Demolition waste	76.2%	>70%	Annual
	5. Water consumption (Business Water Index Reduction)	-25.1%	-20% (vs 2017)	2030
now people	6. H&S: Serious injuries and Fatal frequency rate (incl. subcontractors: [Number x 1M] / Hours worked)	-17.8%	-31.8% (vs 2022)	2026
	7. Road safety (fewer crashes compared to an alternative or similar network)	-53.5%	-30%	Annual
	8. Congestion relief: Monetized annual time savings of the Managed Lanes vs the General-Purpose Lanes in the Workday Peak	60.0%	50% (vs 2022)	2030
now right	9. Digitalization & innovation: portfolio that contributes directly and indirectly to improve ESG (% of investment over total portfolio)	33.7%	60%	2027

ferrovial