



# 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.



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
<b>now</b> 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
<b>now</b> people	6. H&S: Reduction of the frequency rate of high-potential incidents (HiPo)	-32.8%	-40.1% (vs 2022)	2028
	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
<b>now</b> right	9. Digitalization & innovation: portfolio that contributes directly and indirectly to improve ESG (% of investment over total portfolio)	33.7%	60%	2027

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