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1) INTRODUCTION

This Policy formalizes Ferroviaal's commitment to a culture of belonging and inclusion.

The board (the "Board") of Ferroviaal N.V. ("Ferroviaal") has adopted this Belonging and Inclusion policy (the "Policy"). This Policy shall be reviewed and may be updated by the Board from time to time, including in accordance with changes in Ferroviaal's strategy or business model, changes in applicable law and changes to the greater environment in which the Group operates

Ferroviaal shall promote its employees' awareness of and compliance with the Policy, in each case subject to and in accordance with applicable law.

It is Ferroviaal's expectation that all of its employees enjoy (1) equal opportunities in the development of their professional careers irrespective of age, gender identity or expression, sexual orientation, marital status, race, color, nationality, genetic information, ancestry, disability status, medical condition, pregnancy, religion, and religious creed, or any other personal or social characteristic protected by (local) law, regulation or ordinance, and (2) a workplace free of personal harassment or illegal discrimination of any kind. We expect employment decisions such as hiring, promotion, pay, termination, and career development opportunities, to follow this principle.

2) PURPOSE OF THE POLICY

This Policy is intended to comply with the requirements of the Dutch Civil Code and reflect best practice provisions of the Dutch Corporate Governance Code

This Policy is designed to promote a culture of belonging and inclusion, a work environment that fosters talent development and innovation, including through variation in perspectives and experiences at Ferroviaal, in each case subject to and in accordance with applicable law.

3) SCOPE OF APPLICATION

This Policy applies to directors and employees of Ferroviaal, in each case subject to and in accordance with applicable law. For these purposes, "Group" or "Ferroviaal" refers both to Ferroviaal N.V. as well as to the consolidated group of companies headed by that company and, in general, to any entity, with or without legal personality, under its direct or indirect control. "Control" is understood to exist when Ferroviaal holds the majority of the voting rights of the administrative or management body.

4) PRINCIPLES

Ferrovial seeks to foster a workforce that embraces those characteristics that make us different, unique, and genuine, including visible factors and non-visible factors and which includes our perspectives and experiences – capturing the richness that we provide, thanks to the variety in our own identity.

Ferrovial also seeks to foster a work environment based on collaboration and performance, which recognizes and values different perspectives and experiences and generates real opportunities for each person to develop their full potential and contribute the best of themselves.

Ferrovial's principles in this respect are as follows:

- Act in accordance with Ferrovial's values and promote equal treatment of our employees through measures that enable fair and non-discriminatory conditions.
- Leverage the positive impact of different perspectives and experiences on the Group's competitiveness, profitability and sustainability. Through belonging and inclusion promote collaboration and collective intelligence thereby strengthening our innovative capacity.
- Act in accordance with applicable law in each jurisdiction in which Ferrovial operates.

5) LINES OF ACTION

As a sign of our commitment to the principles outlined above, we promote the following lines of action throughout our organization, in accordance with applicable law:

1. Make Ferrovial a flagship employer, including with respect to belonging and inclusion, to increase our capacity to attract and develop the best talent in the industry.
2. Promote the development of talent, reflecting different perspectives and experiences and that is based on collaboration and performance, fostering innovation and excellence at all levels of Ferrovial.
3. Promote equal treatment of our employees through measures that enable fair and non-discriminatory conditions.
4. Foster a corporate culture that welcomes and embraces different perspectives and experiences, enabling safe environments where each person feels recognized and free to contribute and express themselves as they are, while remaining respectful of their colleagues.

6) BOARD AND SENIOR MANAGEMENT (OTHER THAN UNITED STATES)

Pursuant to the requirements of applicable Dutch Law, the following goals have been determined in respect of the Board and Leadership Team:

1. The Board seeks that its members that are executive directors consist of at least one-third women and one-third men. ¹
2. The members of the Board that are non-executive directors shall consist of at least one-third women and one-third men. ²
3. The Leadership Team (as defined below) seeks to consist of at least 30% women and at least 30% men by December 2025. ^{1,3}

The applicability of the goals articulated in this clause 6 shall be subject to applicable law in each jurisdiction in which Ferroviaal operates, including any applicable anti-discrimination, employment or labor law considerations that apply to persons located in such jurisdictions. For the purpose of this clause 6), "Leadership Team"³ refers to: Ferroviaal's Management Committee, Corporate Directors, Business Units' Directors and their direct reports with "Head of" category, in each case, excluding employees located in the United States. Questions regarding clause 6, of this Policy can be directed to our Global Human Resources group GHR@ferroviaal.com.

7) REPORTING, COMPLIANCE AND MONITORING

Ferroviaal will seek to adopt practices and controls to promote implementation, monitoring and reporting with respect to this Policy, in each case subject to and in accordance with applicable law.

Ferroviaal has an Ethics Channel through which employees, directors and other stakeholders of the Group can report irregularities, non-compliance or unethical or unlawful behavior. The Ethics Channel may be accessed from the Ferroviaal website or the toll-free telephone numbers, and mailing address listed therein.

¹ In accordance with article 166 Dutch Civil Code (DCC).

² In accordance with article 142b DCC.

³ The Leadership Team indicates the category of employees in managerial positions as referred to in provision 2.1.5 DCC and in section 2:166 DCC. "Leadership Team" is determined without reference to the United States.

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