

Corporate Responsibility Management

CORPORATE POLICY

Ferrovial understands Corporate Responsibility (CR) as a voluntary but essential commitment to participate in the economic, social and environmental development of the communities where it operates. The CR Policy is based on the principles of the Global Compact and internationally accepted agreements and resolutions related to the subject. It is the responsibility of the Ferrovial Board of Directors to ensure that these principles that the company has voluntarily assumed are complied with. The policy is available at www.ferrovial.com.

The content of this document constitutes a CR Policy report in itself. This offers its stakeholders detailed information on the policy support instruments to enforce compliance; the Corporate Responsibility strategy, formulated in the Plan 20.19 and continues in the Plan 20.22; and the specific practices in the field of CR, which are mentioned in their corresponding sections.

CORPORATE RESPONSIBILITY COMMITTEE

The Corporate Responsibility Committee is the link between the business areas and the corporation with Senior Management, reporting results and proposing actions to the Management Committee, as well as transmitting to the rest of the company the approval of the proposals and results reported.

The RC Committee is chaired by the Communications and CR Manager and is composed of representatives from the business areas (Toll roads, Airports, Construction and Services) and corporate areas (Human Resources, General Secretariat, Occupational Health and Safety, Quality and Environment, Risks and Innovation).

The objective of this Committee is to ensure the follow-up of the CR Strategic Plan. The chairman of the CR Committee reports annually to the Board of Directors.

His functions can be summarized as follows:

- Develop, implement and supervise the company's CR policies.
- Design and follow-up of the CR Strategic Plan.
- Coordinate the reporting processes: Integrated Annual Report and sustainability indexes.
- Information and application of CR regulations.
- Approval and monitoring of projects and sponsorships.
- Follow-up of recommendations after external verification.
- Advise other departments on CR.

CORPORATE RESPONSIBILITY STRATEGIC PLAN

For Ferrovial, CR is a priority function that reinforces the sustainability, competitiveness and reputation of the company and contributes to creating long-term value for all stakeholders and for society. The CR Strategic Plan is the indispensable tool to ensure that CR is effective in fulfilling its mission and contributing to the development

of the business, the generation of trust among its stakeholders and the fulfillment of the objectives in the medium and long term.

Ferrovial develops its CR Strategic Plan every three years, performing an annual analysis of its degree of compliance. In 2019, the period of application of the company's third CR plan, called Plan 20.19, which was in force during the period 2017 - 2019, has been completed. The main achievements in each area of action are summarized in the table on the next page.

For the period 2020-2022, the CR Committee has promoted the new Plan 20.22, prepared considering the main global macro trends, the regulatory environment, the requirements of ASG investors, the main reporting frameworks (Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Disclosures (TCFD)), as well as reports on trends in CR from various prestigious institutions. In addition, like the previous Plan, it is aligned with the global agenda set by the Sustainable Development Goals, focusing especially on SDGs 6 (water and sanitation), 9 (innovation and infrastructure) and 11 (sustainable cities and communities).

It has specific areas of action and objectives for each year it is in force, aligned with the business strategy and covering Ferrovial's value chain, from customers to suppliers. The initiatives are grouped around six global macro-trends that will end up irrevocably conditioning the business of any company and that Ferrovial intends to address through this plan. They are the following:

- Digital transformation.
- New mobility and urban congestion.
- Climate change.
- Ethics and corporate governance.
- Gender equality and diversity.
- Occupational Health and Safety.

SUSTAINABILITY INDEXES

Ferrovial is periodically evaluated by analysts who take into account the company's ESG performance. In 2019, the company formed part of the main sustainability indexes:

- Dow Jones Sustainability Index (DJSI): Ferrovial is a world leader in its sector, Construction and Engineering, and has been a member of this selective index for the past 18 years. The company recently received the Gold distinction in the Sustainability Yearbook 2020.
- FTSE4Good: the company has been part of this index in its last 16 editions.
- CDP: highest rating "A" for the commitment in the fight against climate change and "A-" at CDP Water.
- MSCI: "AA", highest rating in the sector.
- VIGEO: member of the Euronext-Vigeo Eurozone 120 selection.
- STOXX: the company has been part of this index in its last five editions.

Performance area	Achievements attained
Ethics and Integrity	<ul style="list-style-type: none"> ■ Reinforcement of existing internal channels for the management of complaints and suggestions, especially the Ethical Channel, and the categories related to Human Rights have been reinforced. ■ Launch of specific training on the Code of Ethics, Prohibited Behaviors and Anti-Corruption, including specific modules on Human Rights. ■ Biennial analysis of the main ESG risks through Ferrovia Risk Management.
Corporate Governance	<ul style="list-style-type: none"> ■ Improvement of the composition and diversity of the Board. Increase in the proportion and number of Independent Directors. ■ Approval of third-party due diligence procedures: partners, suppliers and candidates. ■ Update of the materiality study, extending it to the main geographies.
People	<ul style="list-style-type: none"> ■ Notable reduction of the main accident rates (frequency and severity) during the term of the Plan. ■ Launch of wellbeing initiatives in all businesses. ■ Promotion of initiatives to promote STEM careers. ■ Promotion of employability and an inclusive and open work culture.
Environment	<ul style="list-style-type: none"> ■ Progressive reduction of the carbon footprint, reaching the proposed objectives. In addition, the goals for reducing CO₂ emissions have been scientifically certified. ■ Active promotion of the circular economy. ■ Measurement, verification and publication of the water footprint. ■ Development of tools that allow non-net loss criteria to be incorporated into projects.
Society	<ul style="list-style-type: none"> ■ Launch of a project to improve the perception of infrastructure users. ■ Strengthening of the ethical criteria in the purchasing activity through the development of the Green Purchasing Catalogue and the revision of the Code of Ethics of Buyers. ■ Calculation of the return on investment of social action projects using the SROI methodology.
Innovation	<ul style="list-style-type: none"> ■ Strong investment in innovation made in recent years. ■ Collaboration with more than 30 startups and development of more than 100 innovation projects per year.

In view of the achievements, it can be concluded that most of the proposed objectives have been met.