

HEALTH, SAFETY AND WELLBEING

An essential part of the strategy

Ensuring that health, safety and wellbeing is a core value in their daily work is essential to achieve the objectives proposed in this area and guarantee safe and healthy work environments.

FREQUENCY RATE

-63.6%
compared to 2021

At the end of 2019, Ferrovial's Board of Directors approved its 2020-2024 Health, Safety and Wellbeing Strategy, which is implemented through annual plans and focused on four strategic elements: leadership, competence, resilience and engagement. By 2022, the plan establishes for each pillar:

LEADERSHIP

Objective: workers inspire, care for and are rigorous in complying with health, safety and wellbeing measures.

Ferrovial is committed to the health, safety and wellbeing of its employees, and each employee must be a leader in this area to make a difference. Under this premise, the company seeks to inspire people to reorient their leadership, how they approach and enforce it. In 2022, a variety of different initiatives have been rolled out:

- Health, Safety and Wellbeing Awards: reward and recognition are central to the strategy. Therefore, under the Chairman's sponsorship, a new edition has been held, in which 241 candidatures were submitted for the three existing categories: 128 for the best leader in health, safety and wellbeing; 81 for the high-performance team; and 32 for the best innovative technical solution implemented.
- 254 health and safety "leaders" (directors and managers, not H&S staff) have implemented 3,329 leadership initiatives, 167% of the target. In addition, all members of the Management Committee and leadership team have an individual commitment to health, safety and wellbeing by 2022.
- The company has continued with Executive Incident Reviews for high potential events and learning from them, taking the needed actions.

COMPETENCY

Objective: to ensure that teams are competent, trained and empowered to perform their duties.

The "License to Operate" program launched in 2020, which aims to identify critical health, safety and wellbeing positions, for which a series of specific competencies are defined in order to be able to perform these roles continues to operate. To reinforce this initiative, the Safety Leadership for Supervisors and Managers (SLSM) program was launched in 2022, in collaboration with Safety Futures, focus on training safety leaders, giving them with the tools to supervise safety, qualifying them to influence, advise, guide, direct

and manage, and enabling them to develop basic leadership and safety management skills. This enables front-line leaders to understand, communicate and drive health, safety and wellbeing at Ferrovial.

The program is aimed at developing five core capabilities: involving people and teams, collaborative work planning, working safely in risky situations, supervising and leading, and facilitating learning through 12 missions divided into 3 sections: human performance in action, supervision in practice and personal capstone project.

RESILIENCE

Objective: Ferrovial is prepared to protect its employees, stakeholders and divisions in adverse circumstances.

Ferrovial continues to focus on High Potential Events, events with the potential to have caused a fatal or catastrophic accident but which have been avoided. All of them are reported and analyzed weekly by the Management Committee, carrying out an Executive Review of each one of them, extracting lessons learned. The following stand out:

- Continue with planned vs. actual initiative to increase employee engagement.
- Roll out the Safety Leadership Program for Supervisors and Managers.
- Safety campaigns.
- Critical control toolkits.

On the other hand, the current indicators have also continued to be monitored. In 2022, 68,132 inspections and audits were carried out and 335,763 hours of health and safety training were provided. Thanks to the improvement actions implemented and the commitment of all employees, the frequency rate of accidents has decreased by 63.6% compared to last year.

COMMITMENT

Objective: to generate a learning environment that promotes knowledge sharing, innovation and effective communication.

To make the strategy effective, each employee must play a relevant role. Therefore, each employee is inspired, motivated and empowered to make a difference and create safer workplaces. In 2022, the following initiatives have been launched under this pillar of the strategy:

HOURS OF HEALTH AND SAFETY TRAINING

335,763
million since 2015

LEADERSHIP ACTIVITIES

3,329

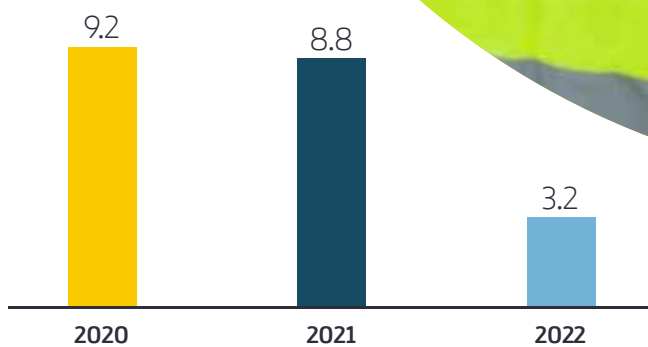
INSPECTIONS AND AUDITS

68,132



Workers on site for the railway network tunnelling, Murcia, Spain.

FREQUENCY RATE



II Health, Safety and Wellbeing Week

Continuing with ASAR culture "Always Safe, Always Ready", launched in 2021, the focus has been on the commitment of leadership team, middle management and supervisors with frontline workers in the II Health, Safety and Wellbeing Week, with the claim "I'm in".

Various initiatives were held, such as visits by leaders to construction sites, the "I'm in" campaign, a corporate calendar with a health, safety and wellbeing theme, the ASAR recognition program and various wellbeing activities.

More than 130 posts, close to 71,000 views and more than 2,000 interactions were shared on the internal channel and 41 posts, around 49,200 views and 5,000 interactions on Ferrovial's social media channels.

- **II Ferrovial Health, Safety and Wellbeing Week**, sponsored by the Chairman and supported by the CEO. Continuing with "Always Safe, Always Ready" culture launched last year, with a focus on leadership team, middle management and supervisors' engagement with the front-line workers with the claim "I'm in".
- **Employee health and wellbeing:**
 - HASAVI's health and wellbeing program has been redefined and launched United Heroes, a wellbeing platform where all employees have access to various materials related to physical activity, emotional wellbeing, nutrition and other health and wellness topics.
 - Global Network of Wellness Ambassadors: more than 90 employee volunteers around the world to communicate, identify needs, find solutions, and launch and promote specific initiatives related to health and wellbeing at the local level.

- Different initiatives and actions related to mental health, cancer prevention, obesity prevention and cardiovascular disease prevention.

COMMITMENT TO INNOVATION

For Ferrovial, innovation is a lever for change to improve Health, Safety and Wellbeing performance. The work started in 2018 on the Safety Lab has continued, to turn it into a tool that provides solutions to the challenges faced by workers on a day-to-day basis and in all work centers.

Innovation applied to safety

Ferrovial has a SHWIL (Safety, Health and Wellbeing Innovation Lab) program, whose mission is to help, through innovation and exploration of the latest technologies, to improve the health, safety and wellbeing of employees and all other agents affected by Ferrovial's operations.

SHWIL includes Safework Man-Machine Interaction, which aims to prevent accidents when workers unintentionally interfere or interact with machinery on site. By means of devices installed on the worker's clothing or helmet, the locator notifies the pedestrian that he or she is within a risk zone and, at the same time, also activates an alarm that notifies the machine operator that the worker is nearby. This significantly reduces the risk of being run over and helps increase worker awareness by having them instinctively maintain a safe distance from the machinery.

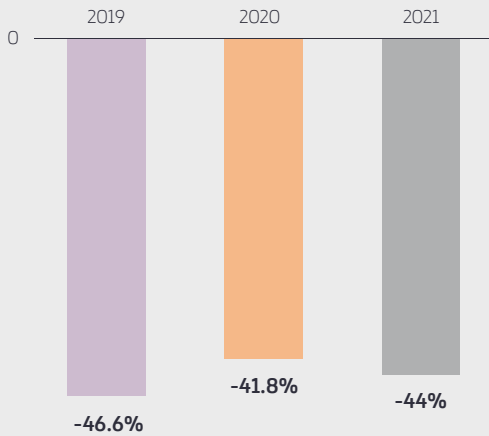
Webber has pioneered the implementation of this solution with positive results, and it is currently being tested on two different sites within Ferrovial Construction.

HEALTH, SAFETY AND WELLBEING

Road safety: priority n° 1

Road safety on the toll roads managed by Cintra is the company's number one priority. The data shows that its assets have a 40% better road safety rate than those of alternative or similar networks. This criterion is combined with the good level of service, which provides reliability in the time required to complete the trips.

COMPARISON WITH SIMILAR NETWORK*



DEFINITION

The percentage difference between the average crash rate of Cintra's network and the crash rate of an alternative or similar network for the comparable period.

CALCULATION

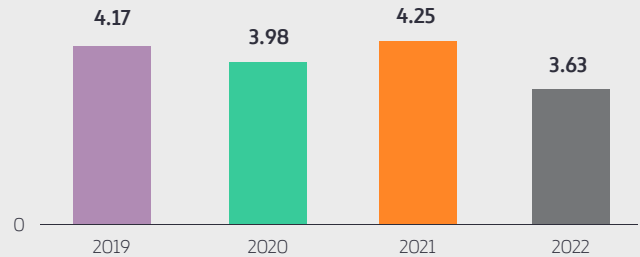
The KPI is calculated for each Cintra asset by dividing the number of accidents per 100 million vehicle miles traveled in the US, and 100 million kilometers traveled for all others.

*Information published until 2021 due to availability of public data sources.

SERIOUS ACCIDENT RATE*

DEFINITION

The number of road crashes with injured people (requiring transportation by emergency medical services) and/or fatalities per 100 million vehicle kilometers travelled.



*Accident Rate (injured people and/or fatalities) per 100M VKT.

