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TITLE: Diversity and Inclusion Policy

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SCOPE: General

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#### Review history

Version	Date of dissemination	Reason and summary of changes	Cancels/Replaces:
1	2022/12/15	First version	N/A
2	2023/07/31	Updated version to align this policy with Dutch and U.S. requirements.	Version 1

## 1) INTRODUCTION

This Policy formalises Ferrovia's commitment to diversity and inclusion.

The board (the "**Board**") of Ferrovia SE ("**Ferrovia**") has adopted this diversity and inclusion policy (the "**Policy**").

Ferrovia shall promote its employees' awareness of and compliance with the Policy.

All Ferrovia employees must enjoy equal opportunities in the development of their professional careers irrespective of age, gender identity or expression, sexual orientation, marital status, race, colour, 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 shall enjoy a workplace free of personal harassment or illegal discrimination of any kind. Therefore, employment decisions such as hiring, promotion, pay, termination, and career development opportunities, shall follow this principle.

This Policy is prepared with due observance of best practice provisions 2.1.5 and 2.1.6 of the Dutch Corporate Governance Code and is aligned with the Ferrovia's Code of Ethics and Business Conduct, the Human Rights, Corporate Responsibility and Sustainability Policies of Ferrovia, as well as with the principles of the United Nations Global Compact and the 2030 Agenda for Sustainable Development. This Policy is published on Ferrovia's website.

## 2) PURPOSE OF THE POLICY

This Policy is designed to promote a diverse and inclusive work environment at all levels of Ferrovia. The Board and Senior Management are committed to this in all Group companies.

The main purpose of this Policy is to lay down the aspects and objectives of diversity within Ferrovia and the intended implementation and reporting on it.

## 3) SCOPE OF APPLICATION

This Policy applies to all directors and employees of Ferrovia. For these purposes, "**Group**" or "**Ferrovia**" refers both to Ferrovia SE 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 Ferrovia holds the majority of the voting rights of the administrative or management body.

#### 4) PRINCIPLES

Ferrovial defines **diversity** as those characteristics that make us different, unique, and genuine, including visible factors and non-visible factors. In this sense, diversity is all the richness that we provide thanks to the variety in our own identity.

For Ferrovial, **inclusion means** fostering a work environment based on, equality, equity, and performance, which not only recognises, but also values differences and generates real opportunities for each person to develop their full potential and contribute the best of themselves.

In line with this, **Ferrovial's principles** in promoting D&I are as follows:

- Act in **accordance with Ferrovial's values and promote equal access to opportunities** for all people to work under fair and equitable conditions.
- Leverage diversity's **positive impact on the Group's competitiveness, profitability and sustainability**. Through diversity, promote collective intelligence by strengthening our innovative capacity.
- Act in **accordance with current legal regulations on diversity** in the different countries where Ferrovial operates.

#### 5) LINES OF ACTION

As a sign of our commitment and with the aim of fostering diversity and inclusion, we promote these lines of action throughout our organization:

1. Make Ferrovial a **flagship employer** in diversity and inclusion to increase our capacity **to attract and hire a diverse pool of candidates**.
2. **Promote the development of diverse talent**, free of bias and based on equity and performance, thus enabling diversity to be present 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 differences**, enabling safe environments where each person feels recognized and free to contribute and express themselves as they are, while remaining respectful of their colleagues.
5. **Seek to extend our commitment to diversity and inclusion in the communities in which we operate and to all stakeholders**, particularly suppliers and customers, recognizing the efforts of those companies that promote these principles in their organizations.

This global commitment is supported by specific actions in our operations.

## 6) BOARD AND SENIOR MANAGEMENT DIVERSITY OBJECTIVES

The following specific diversity objectives have been determined in respect of the Board and Leadership Team:

1. The Board seeks to consist of at least one-third women and at least one-third men.
2. The Leadership Team (as defined below) seeks to consist of at least 30% women and at least 30% men by December 2025.

For the purpose of this clause 6), "Leadership Team"<sup>1</sup> refers to: Ferrovial's Management Committee, Corporate Directors, Business Units' Directors and their direct reports with "Head of" category. In addition, with respect to the goals articulated in this clause 6, the applicable legal requirements of the relevant jurisdiction, including employment and labor law considerations, will be appropriately considered.

## 7) REPORTING, COMPLIANCE AND MONITORING

Ferrovial will adopt practices and controls to promote the implementation, monitoring and verification of compliance with this Policy.

Ferrovial will explain in its corporate governance statement this Policy and the way it has been implemented in practice, including information about:

1. the objectives of this Policy referred to in clause 6);
2. the plan to achieve the objectives referred to in clause 6);
3. the results of this Policy in the past financial year and – where relevant and applicable – insight into the inflow, progression and retention of employees; and
4. to the extent permitted by applicable laws, the gender composition of the Board and Leadership Team as of the end of the past financial year.

If the composition of the Board or Senior Management diverges from the objectives referred to in clause 6), Ferrovial's corporate governance statement must include an outline of the current state of affairs, an explanation as to which measures are being taken to attain the objective and by when this is likely to be achieved.

Furthermore, Ferrovial shall establish actions aimed at ensuring that the principles that underpin this Policy are known, understood and assumed by the Group's employees and third parties with which it conducts business.

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<sup>1</sup> The Leadership Team indicates the category of employees in managerial positions as referred to in provision 2.1.5 of the Dutch Corporate Governance Code and in section 2:166 of the Dutch Civil Code.

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

This Policy shall be reviewed and may be updated by the Board in accordance with changes in Ferrovial's strategy or business model, or changes to the greater environment in which the Group operates, enabling its effective implementation at all times.

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