

# Ferrovial Culture



## Purpose

Develop and operate sustainable, innovative and efficient infrastructures creating value for our stakeholders.



## Claim

For a world on the move.



## Values

Respect  
Collaboration  
Excellence  
Innovation  
Integrity



## Storytelling

## Storytelling | We are Ferrovial

We are proud to be part of Ferrovial because our contribution to the society goes far beyond what meets the eye. Since 1952, we have been **designing, building and operating infrastructures**, but ultimately, our ambition is to create spaces that connect people to meet the needs of an interconnected world in constant movement. We know no limits or boundaries. Our determination has made us a **solid reference in the industry**, but we always set our sights on what is yet to come. We know that there are many ways of doing things, but we also know that being true to ourselves and our beliefs has brought us this far.

We believe that Ferrovial is possible thanks **to the talent** of our people. We always give the maximum of ourselves, multiplying our contribution through **collaboration**. We are the result of the sum of many people and businesses that have come together and developed in this great shared vision. The combination of diverse profiles, multiple geographies and different businesses working as a team makes us better every day. Our **diversity** makes us unique.

The **safety and well-being** of our professionals is our top priority, and we do our utmost every day to preserve it. We are committed to **leadership** based on high standards, respect and recognition of a well-done job. We encourage the accountability and autonomy of our people maximizing their ability to adapt and act quickly to the challenges of today and those to come. We know that **integrity and transparency** are the only right way to do business.

The pursuit of **excellence** is a fundamental pillar of our management principles and the key to our competitiveness. We demonstrate determination, resiliency and tenacity. We are analytical, rigorous and precise. At Ferrovial, what we do, we do it right, or we don't do it. We deliver on what we say, driven by the **commitment** to our employees, customers, suppliers, partners and stakeholders giving the best version of ourselves every day. We are thorough, reliable and trustworthy and we make everyone with us on this journey always feel safe and secure, no matter what obstacles we encounter along the way.

For us, there is no such thing as an overly complex project or an unattainable challenge. We are non-conformists and welcome challenges that push our limits. We are **entrepreneurs** by nature. We pursue new business ventures, explore new geographies, and turn problems into opportunities. We learn something new every day, taking advantage of our mistakes to improve. We become great when faced with difficulties and the unknown, always driving change and looking for solutions. This is how we experience **innovation**.

We are aware that we must be ambitious and take risks to achieve our goals, but we must also be prudent and sensible. We dream big with every challenge, without forgetting to be responsible with our resources. We have learned to find the right balance. Our search for **efficiency** in every bid, in every construction worksite, and in every project, has made us a winning company.

We believe that **sustainability** is an essential goal. We ensure that our impact respects the environment, the communities in which we operate, and the surroundings that give life to our infrastructures, without which they would be meaningless. Because doing it right can only mean doing it sustainably.

We know we still have a long way to go. The world is full of **opportunities** that we want to explore and learn from to continue growing and building our projects. We are committed to making Ferrovial a better company every day for all our stakeholders, from our employees and our customers, to our shareholders and the society in which we operate. This is our primary responsibility; this has been our past and this is how we want our future to be.

**We want to contribute to making the world more open, connected and sustainable.**

**We want to develop infrastructures for a world on the move.**

**This is our purpose. We are Ferrovial!**

# Ferrovial Culture



## Purpose

Develop and operate sustainable, innovative and efficient infrastructures creating value for our stakeholders.



## Claim

For a world on the move.



## Values

Respect  
Collaboration  
Excellence  
Innovation  
Integrity



## Storytelling

## Values

Description of Ferrovial values based on the Cultural storytelling that defines us.

### Respect

We are committed to **making Ferrovial a better company** every day for all our stakeholders and the society in which we operate. The **safety and well-being** of our people is our top priority, and we do our utmost every day to preserve it. We are committed to a **leadership** based on **high standards**, respect and recognition of a well-done job. We ensure that our impact is respectful of the **environment** and the **communities** in which we operate, respecting the surroundings that give life to our infrastructures, without which they would be meaningless.

### Collaboration

We believe that Ferrovial is possible thanks to the **talent** of our people. We encourage the **accountability** and autonomy of our people, but we multiply our contribution through **collaboration**. We are the result of the **sum of many people and businesses** that have come together and developed in this great shared vision. The combination of diverse profiles, multiple geographies and different businesses working as a team makes us better every day. Our **diversity** makes us unique.

### Excellence

Excellence is a fundamental pillar of our management principles and the key to our competitiveness. We demonstrate determination, resiliency and tenacity. We are **analytical, rigorous** and precise. We are aware that we must be ambitious and take risks to achieve our goals, but we must also be prudent. We dream big with every challenge, without forgetting to **be responsible with our resources**. We have learned to find the right balance. The search for **efficiency** has made us a winning company. At Ferrovial, what we do, we do it right, or we don't do it.

### Innovation

For us, there is no such thing as an overly complex project or an unattainable challenge. We are **non-conformists** and welcome challenges that push our limits. We pursue new business ventures, explore new geographies, and **turn problems into opportunities**. We learn something new every day, **taking advantage of our mistakes to improve**. We become great when faced with difficulties and the unknown, always driving change and looking for solutions. This is how we experience innovation.

### Integrity

We know that integrity and transparency are the only right way to do business. **We deliver on what we say**, driven by the commitment to our employees, customers, suppliers, partners and shareholders giving the best version of ourselves every day. We are **thorough, reliable and trustworthy**, no matter the obstacles we encounter along the way. We know that **being true to ourselves**, and to our beliefs, has brought us this far and will also take us even further.