



Towards more  
Sustainable Mobility

 **abertis**  
2025 Sustainability Strategy

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## Towards more Sustainable Mobility

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## INTRODUCTION

# Welcome to our journey to sustainability

At Abertis, we have been providing safe, comfortable and sustainable travel for our users for more than 60 years. In 2022 we began a crucial nine-year journey as we embarked on our 2022-2030 Sustainability Strategy - a roadmap for evolving as a company to become more sustainable, responsible and committed.

Our slogan **We Have a Plan** defines three pillars that underpin our strategy: **decarbonisation, road safety and corporate culture**. Each of these pillars is associated with a set of quantifiable, measurable initiatives that apply to each of the company's business units around the world. We set ourselves 50 specific objectives and divided them into measurable objectives to be met every three years. During this first three-year period, which we call 2022-2024 ESG Plan, we have achieved almost all of the 15 objectives set, including a 36.5% reduction in scope 1 and 2 emissions, 100% of turnover with a formalised cybersecurity policy and 100% of critical suppliers assessed and audited according to ESG criteria.

To achieve these and other results, we have made headway in good governance and

**transparency** by setting up new bodies and creating new responsibilities such as the Plan's Technical Office, the ESG Club and the Sustainability Committee. To get the whole company focused on the objectives and to improve our processes and actions, we have updated policies such as the Due Diligence, Corruption and Fraud Prevention and the Human Rights Policy.

This major step forward in our corporate culture has been enabled by the commitment of all our Business Areas and Units. In taking stock of the first three years of our 2022-2030 Sustainability Plan, I would like to thank all our stakeholders for their commitment and efforts, congratulate them on the objectives achieved and express my enthusiasm for the new 2025-2027 ESG Plan, with which we are already taking new steps towards **innovative, sustainable, committed and responsible mobility** for the planet and for people.

**JOSÉ ALJARO**  
ABERTIS CEO

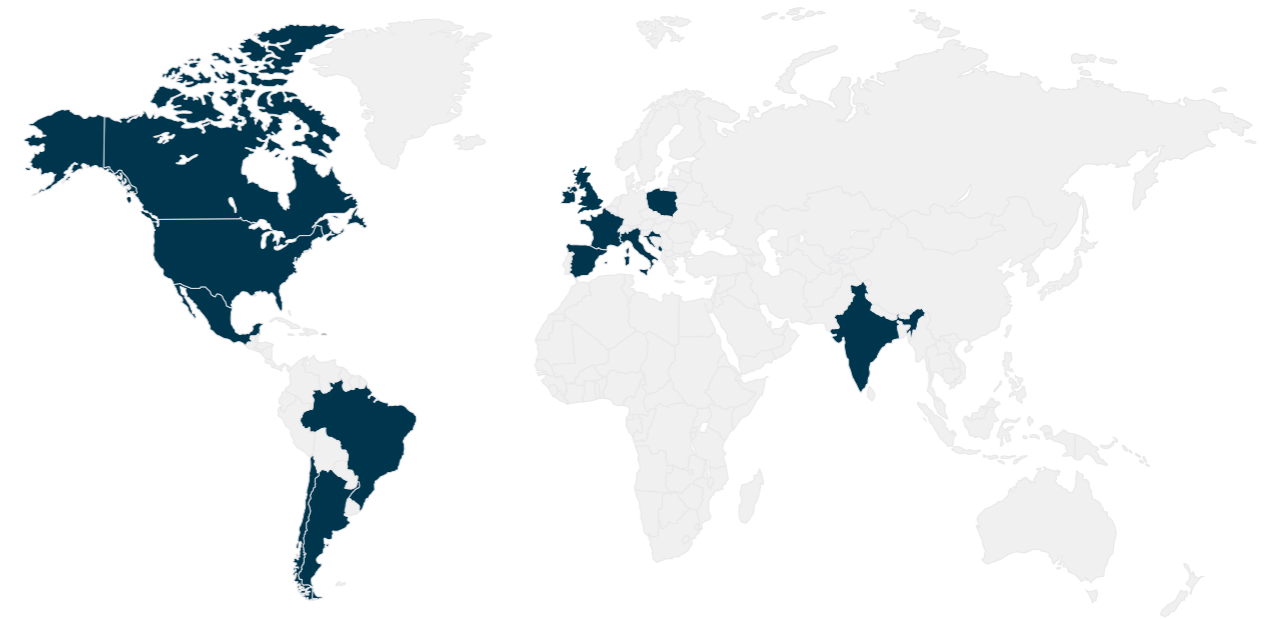
# Abertis at a glance

With nearly **8,000 kilometres under management on roads in 15 countries**, Abertis is an international benchmark in the transformation of high-capacity, high-quality motorways. We are pioneers in applying new technologies to meet the mobility challenges of the future.

## International benchmark



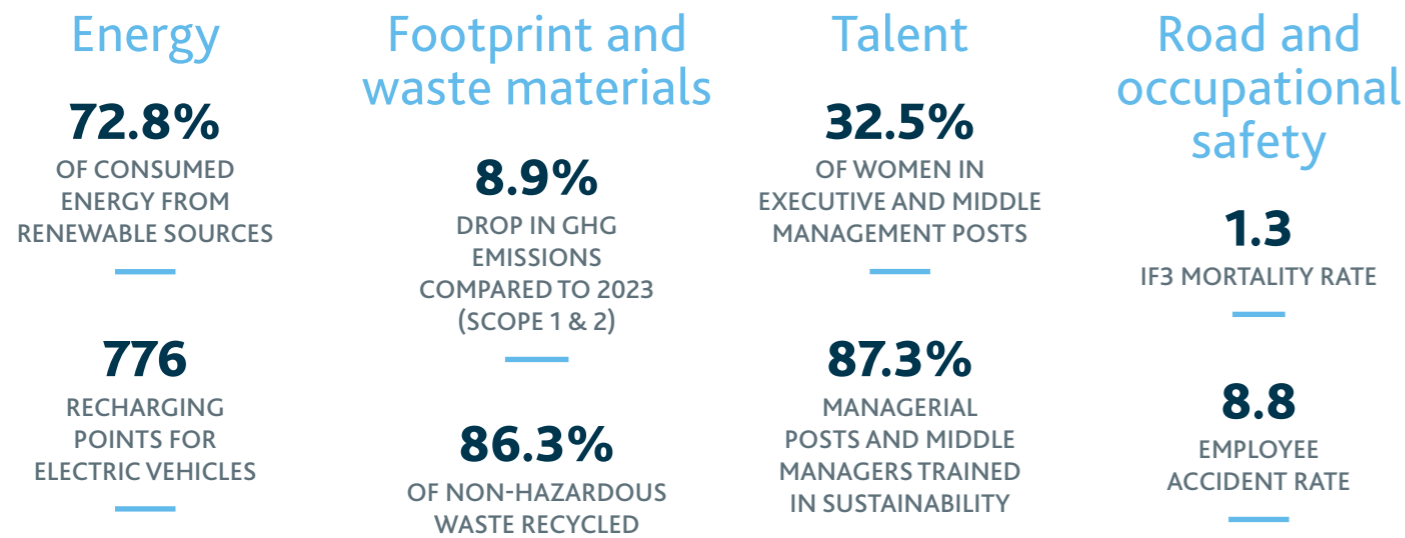
## Presence in the world



## ESG figures\*



## Financial strength



## Sustainable mobility



\*Data for 2024.

# Stakeholders and materiality

Stakeholders' expectations, interests and opinions are embedded in both our strategy and our business model. We take them into account in our double materiality assessment and to ensure that the specific characteristics of each Business Unit are respected.

At Abertis, stakeholder engagement is a cross-cutting issue that involves all areas and levels, from the Business Units to the Board of Directors' Audit, Control and Sustainability Committee. This ensures we have a global perspective where we integrate the specificities of the local reality.

Since 2014, we have been using a **stakeholder map** that brings together the stakeholders that matter most both to our business and to the success of our operations in the different countries where we are present. Our map is based on the AA1000 APS (2018) and AA1000 SES (2015) standards, the United Nations Sustainable Development Goals (SDGs) and the universal GRI standards (SRS 2021 version), with a focus on GRI 3: Material issues.

We have **identified and consolidated communication and dialogue channels**, through which we ascertain our stakeholders' sustainability needs in order to obtain a comprehensive view of their expectations. This allows us to engage with a large number of people.

### Upgrade to CSRD

During 2023 and 2024, Abertis' materiality analysis has been updated with the methodological considerations laid down by the CSRD Directive, adapting it to the obligation to perform a materiality analysis from a dual approach:

- **Impact materiality:** considering the positive and negative impacts we could have on the environment and people.

- **Financial materiality:** analysing the risks and opportunities stemming from any sustainability issues liable to may affect the Group from an operational and financial perspective.

We drew up the first materiality impact report in 2014 according to the recommendations of the GRI (Global Reporting Initiative) standard. Ever since 2019, we have **revised it every year** to mirror the sector's new trends, integrate the characteristics of the new countries where we operate and include all the sustainability regulations developed both nationally and internationally. This work reflects and integrates the impacts, risks and opportunities in the management of the business through the Sustainability Strategy and its ESG Plan.

In the **2024 materiality analysis** we identified 11 material issues comprising 22 impacts, 13 risks and 9 opportunities. the 11 material issues are:

- Climate change: transport decarbonisation and infrastructure adaptation.
- Safe and energy sustainable.
- Air pollution.
- Quality and adapting to new mobility patterns.
- Road safety.
- Socio-economic development and participation of communities.
- Inclusion and commitment to employment.
- Human rights in the value chain.
- Digitisation, cybersecurity and innovation.
- Compliance, fighting corruption and bribery.

## Stakeholders

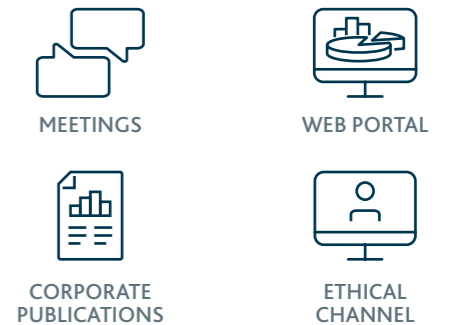


## Standards considered in the double materiality analysis

- **ESRS: double materiality recommendations**
- **AccountAbility AA1000 APS y AA1000 SES principles and standards**
- **ISO 26000 standard for Social Responsibility management**
- **Global Reporting Initiative (GRI): universal standards**
- **United Nations' Global Agreement**
- **United Nations Sustainable Development Goals (SDGs)**
- **Sustainability Accounting Standards Board (SASB): infrastructure sector material issues**
- **World Business Council For Sustainable Development (WBCSD): risk and trend analysis**
- **Others: TCFD, TNFD, CDP: to identify and include in the IROs issues that matter to the investment community**

## Channels of communication and dialogue

### Common channels



### Frequent channels



### Specific channels



# We have a plan: motorway to sustainability

Our 2022-2030 Sustainability Strategy is Abertis' response to the environmental, social and governance challenges facing our planet. This journey is turning us, stage by stage, into a more resilient, transparent and conscious company.

Following the conclusion of our 2015-2021 CSR Master Plan and based on its experience and results, we designed our Sustainability Strategy, establishing **50 specific objectives under the slogan We have a plan**. We conceived it as a long-term nine-year path, to be followed in **three stages of three years each**, which we called the ESG Plan. This let us establish intermediate objectives and also define specific actions for each business unit, with their corresponding budget allocation.

Our sustainability motorway is divided into three main lanes: **decarbonisation, road safety and corporate culture**, on which we are moving steadily and confidently towards our qualitative and quantitative objectives.

**We are driven by six principles:** eco-efficiency and respect for the environment; responsibility and conscience towards our employees and society; and transparency and accountability in our actions as a company.

In order to roll out and fulfil our 2022-2030 Sustainability Strategy with guarantees of success, we have created new bodies and responsibilities within our company. The aim is to coordinate all areas at all levels, drive initiatives forward, guide their progress and monitor compliance.

### Highest level of responsibility

The **Audit, Control and Sustainability Committee** is responsible for supervising the sustainability policy and its compliance, and for reporting to the Board of Directors on the risks and opportunities associated with its implementation.

The **Sustainability Committee**, coordinated by the Sustainability area, ensures the co-ordination of both the Sustainability Strategy and the ESG Plan. Set up in 2021, since then it has met 21 times with the participation of all areas of the Corporation and the CEO. This Committee liaises between the Business Units and the Group's



## SUSTAINABILITY STRATEGY

**50**  
OBJECTIVES

**15**  
2022-2024 ESG  
PLAN OBJECTIVES

**16**  
2025-2027 ESG  
PLAN OBJECTIVES

Board of Directors on sustainability-related operational and decision-making matters. It also:

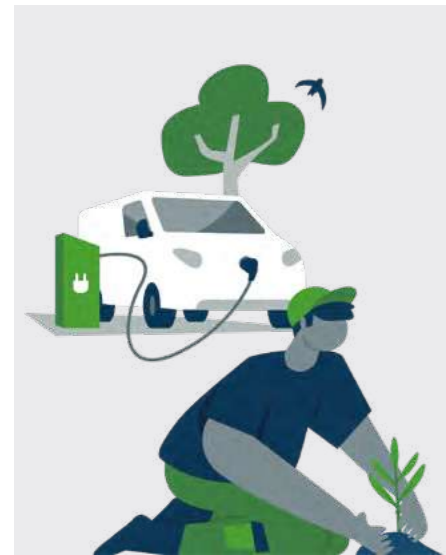
- Heads the transformation process required to ensure that ESG and sustainability aspects are integrated into all of the organisation's activities.
- Specifically monitors the organisation's Sustainability Strategy and the associated action plans, and identifies the corrective measures that need to be applied to ensure that the established objectives are achieved.
- Oversees and evaluates the implementation of projects related to the different sustainability objectives and informs the CEO about the general sustainability policy, objectives and programmes.

In 2022 we set up the **ESG Plan Technical Office**, which is responsible for coordinating all the areas of the different Business Units in terms of implementing initiatives, managing metrics, and working towards achieving all our goals and objectives. Each year it organises more than 150 meetings.

That same year, in Barcelona we held the **Global Sustainability Meeting (GSM)**, a two-day kick-off meeting at which we unveiled our 2022-2030 Sustainability Strategy. All of the Group's teams came together and shared information about the projects on which the different business units were working, pooling their experiences and lessons learned. We placed special emphasis on sharing how the different teams can contribute to achieving the objectives.

**We have six more years ahead of us, full of exciting challenges.** It is a journey in which we will lead the transformation towards sustainability of our company and the entire sector worldwide.





## We are ecoefficient and respectful

Eco-efficiency and environmental conservation in all of the company's operations, starting points for preserving and strengthening the environment.






## We are responsible and aware

Commitment to employees and society as a whole, guaranteeing road and occupational safety, equal opportunities and quality employment.



## We are transparent and demanding

Good governance systems and procedures that guarantee an organisational culture based on ethical principles, sustainability and rejection of corruption.

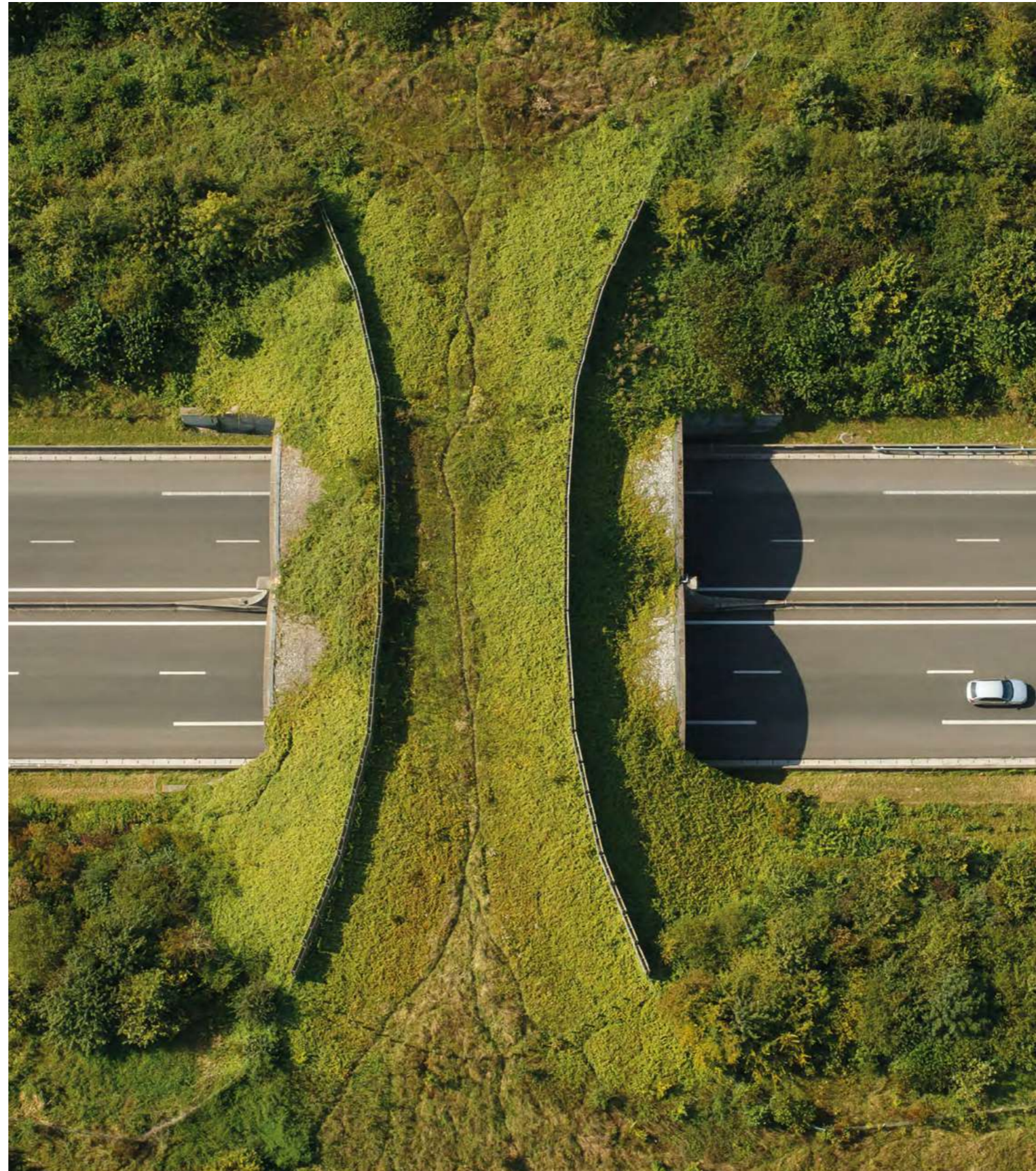
| STRATEGIC AXIS  | STRATEGIC OBJECTIVE   | LEVER  | 2030 OBJECTIVES  | IROs  |
|---|---|--|--|---|
| <br>ECO-EFFICIENCY                                     | <b>Reduce the carbon footprint of the organisation and its activities</b>                                   | Decarbonisation  | Reduce scope 1 and 2 emissions (>50% in 2030 vs. 2019)<br>Reduce emissions from purchased goods and services per km travelled (>22% in 2030 vs. 2019)  | Decarbonise transport<br>Air pollution  |
|   |   | Energy efficiency  | Increase the number of electric vehicle charging stations on the motorways<br>Maximise free-flow and electronic tolling transactions in line with local regulatory frameworks  | Safe and sustainable water and energy<br>Air pollution  |
|   |   | Energy transition  | 75% of total electricity consumed from renewable sources   | Safe and sustainable water and energy<br>Air pollution  |
|   | <b>Circular economy innovation in the activity's value chain</b>  | Waste  | Maximise the percentage of waste recycling and recovery  | Circular economy and waste prevention   |
|   |   | Materials  | Increase the percentage of recycled maintenance materials consumed in line with local regulatory frameworks<br>Innovation in the use of construction materials with smaller environmental impact over their life cycle   | Circular economy and waste prevention   |
|   | <b>Conservation of natural capital</b>  | Biodiversity   |  | Biodiversity  |
|   |   | Climate change adaption  | Foster biodiversity in areas around motorways  | Decarbonise transport<br>Biodiversity<br>Safe and sustainable water and energy  |
|   |   |  |  |   |
|   | <br>SAFETY AND QUALITY | <b>Protect and promote road safety and occupational health</b> | Road safety  | Reduce fatalities in road traffic accidents in line with the United Nations Decade of Action for Road Safety for 2030<br>Conduct regular road safety and driver education campaigns in local communities and evaluate their social impact |
| Occupational health and safety  |   |  | Keep the accident rate for direct workers below 7.5<br>Keep the accident rate for indirect workers below 10<br>Reduce fatalities in occupational accidents, with Vision Zero   | Occupational health and safety  |
| Cybersecurity   |   |  | Ensure the company's cybersecurity resilience  | Digitalisation and cybersecurity  |
| <b>Ensure equal opportunities and enhance employment quality</b>  |   | Equal representation   | 1:1 ratio of women to men in senior and middle management positions<br>Ensure non-discrimination in promotion processes<br>Steadily increase the presence of employees with functional diversity in the workforce  | Diversity and equal opportunity<br>Working conditions and well-being at work  |
|   |   | Equal remuneration   | Ensure equal pay throughout the entire organisation  | Diversity and equal opportunity<br>Working conditions and well-being at work  |
|   |   | Talent development and retention                               | Increase the number of training hours given<br>Analyse and improve job satisfaction<br>Foster talent retention practices   | Professional development<br>Working conditions and well-being at work   |
| <b>Generate positive synergies with the local community</b>   |   | Supply chain   | Maintain the level of local purchasing   | Responsible supply chain management   |
|   |   | Community development  | Increase community-related projects (in number and economic value)<br>Assess the social impact of community engagement projects funded<br>Increase the range of products and services for specific groups  | Socio-economic development and community participation  |
|   |   |  |  |   |
| <br>GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY | <b>Reject all forms of corruption</b>   | Due diligence  | Implement human rights and ESG due diligence procedures in the analysis of potential acquisitions<br>100% of stakeholders involved in anti-corruption measures   | Human rights in the value chain<br>Compliance, corruption and bribery   |
|   |   | Supply chain   | 100% of critical and strategic suppliers audited and assessed on ESG criteria<br>Increase the average ESG score of critical and strategic suppliers by 50%   | Integrate ESG in strategy and risk management<br>Responsible supply chain management  |
|   | <b>Develop an organisational culture based on ethical principles and sustainability</b>                     | Training   | 100% of executive positions and middle management trained in sustainability<br>100% of employees trained in sustainability<br>100% of stakeholders engaged with code of ethics   | Compliance, corruption and bribery  |
|   |   | Management systems   | 100% of turnover with environmental management system implemented and certified (ISO 14001 or equivalent)  |   |
|   | <b>Achieving excellence in good governance</b>  | Governance training  | 100% of management bodies of Group companies trained in sustainability   | Integrate ESG in strategy and risk management<br>Compliance, corruption and bribery   |
|   |   | Assessment   | Steadily reduce the number of breaches of the code of ethics<br>100% of reported breaches of the code of ethics investigated<br>100% of complaints processed<br>Improve degree of compliance with applicable good governance code Implement a procedure for assessing the Group's Board of Directors | Compliance, corruption and bribery  |

**Due Diligence and Human Rights embedded in our company and in our value chain**

In this first three-year period of the Sustainability Plan, we have defined a **Corporate Human Rights Due Diligence Management System** for the entire company, aligned with the main international sustainability frameworks. We have also published our **Human Rights Policy** and drafted and updated the various group policies.

These two initiatives have given us the internal framework necessary to implement Human Rights **due diligence processes** in each and every one of the company's activities and thus meet the goals set out in the 2022-2030 Sustainability Plan. We are paying special attention to **ensuring social responsibility throughout our value chain**, especially with suppliers, to promote sustainable consumption by applying ESG criteria in procurement processes.

To focus our efforts on the most important aspects, we are guided by our ESG risk analysis, which is embedded in the **Group Risk Management Model**. A common methodology and systematic approach enables us to implement the most appropriate actions to achieve the Group's objectives.



**Sustainable Development Goals**  
Abertis' Sustainability Plan contributes to 10 of the 17 United Nations Sustainable Development Goals (SDGs)



**International frameworks**

The different international initiatives to which the Abertis Group adheres and/or recognises as sustainability benchmarks provide the basis and context for the commitments of our Sustainability Strategy:

- United Nations Global Compact Principles (UNGC)
- Business and Human Rights Principles (Ruggie)
- Sustainable Development Goals (SDGs)
- Core Conventions of the International Labour Organisation (ILO)
- OECD Guidelines for Multinational Enterprises (OECD)
- Paris Agreement on combating climate change
- European Sustainable Financing Framework





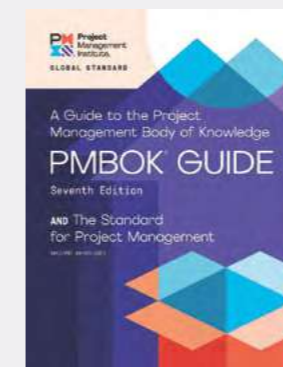
## Our Scope 1, 2 and 3 emission reduction targets, validated by Science Based Targets initiative

One of the pillars of our 2022-2030 Sustainability Strategy is the reduction of greenhouse gas emissions. We are committed to reducing Scope 1 and 2 CO<sub>2</sub>e tonnes, compared to the base year 2019, by 25% by 2024 and by 50% by 2030. For Scope 3 we have set a 10% reduction in the category of purchase of goods and services in relation

to user kilometres travelled. The Science Based Targets initiative (SBTi) has validated these targets and confirms that they are aligned with the Paris Agreement, which aims to limit global warming to 1.5°C compared to pre-industrial temperatures. To achieve them, we have implemented more than 200 initiatives that respond to

the new mobility challenges. These include installing solar panels, migrating towards less polluting vehicle fleets, deploying electric vehicle charging points, buying green energy, boosting our use of recycled materials and waste recycling and recovery, and using environmentally friendly construction materials.

## PMI Methodology



In drawing up our 2022-2030 Sustainability Plan, we have followed the project management methodology endorsed by the Project Management Institute and included in the PMBOK Guide.

## Abertis' Policies

Driving and supporting the 2022-2030 Sustainability Strategy has entailed developing, expanding and updating some of the Group's different policies that we rely on to systematise, improve and optimise the company's processes and practices.

- Sustainability Policy
- Diversity, Equality and Inclusion Policy
- Information Security Policy
- Code of Ethics
- Compliance Policy
- Abertis Group and Group Standard Corruption and Fraud Prevention Policy.
- Human Rights Policy
- ESG Due Diligence Framework in Group Mergers and Acquisitions
- Corporate Human Rights Due Diligence Management System



# 2022-2024 ESG Plan: The successful first stage of our trip

The 2022-2024 ESG Plan has been a success, in both management and performance terms. We have achieved almost all of the 15 objectives set, and have met our environmental objectives in full. We have reinforced our sustainability management and further engaged key stakeholders.

The involvement and commitment of Abertis' 12,000 employees and of all the Business Units played a key role in allowing us to significantly exceed most of the 2022-2024 ESG Plan objectives.

As far as environmental issues go, one example is the reduction of **scope 1 and 2** GHG emissions, in which fleet management and overall energy consumption play an important role. Our target was to exceed a 25% reduction, while the figure achieved is 36.5%. We have also more than doubled the objective of reducing emissions from the **purchase of products and services** in relation to the kilometres travelled: we set ourselves a target of exceeding 10% and have achieved a 22.4% reduction. In these three years we have installed **almost 700 new electric vehicle charging points** on the motorways we manage, a ninefold increase on the 85 points in 2019, the base year for the calculation.

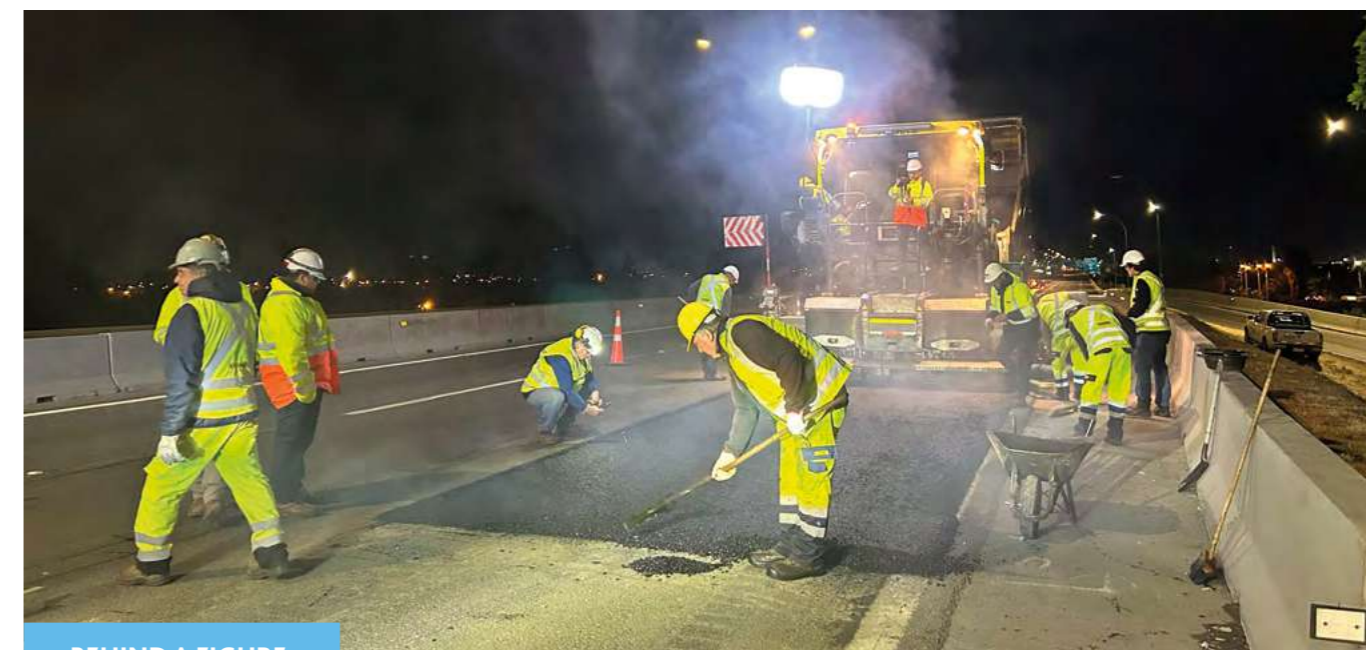
The **social aspect** of our strategy has focused on our commitment to employees, customers and the promotion of women. By way of example, we have lowered our direct worker injury frequency rate to 8.8, formalised the **cybersecurity policy** throughout our business

and increased the equal representation of women in our company's executive and middle management positions to 32.5%, three points higher than the 2019 baseline. The only ESG Plan objective in which we have not fully achieved our target was the **reduction in the road traffic fatality rate**. We will continue to work on this in the next two ESG Plans. We will implement new, specific courses of action that will lead us, with progressive improvements, to this ambitious road safety goal.

As regards **governance issues**, we ended 2024 with 80.2% of turnover subject to an ISO 14001 **environmental management system**, more than ten times the 7.7% we started from in 2019. We would also highlight the progress made in **auditing critical suppliers under ESG criteria**, which has reached 100% of all critical suppliers.

The 2022-2024 ESG Plan has been a journey of learning. Its results encourage us to redouble our efforts to achieve the same level of excellence in the new 2025-2027 ESG Plan. We want to make headway on emissions reduction, women's participation, training and due diligence, among other objectives.

| STRATEGIC FOCUS   | STRATEGIC OBJECTIVE   | LEVER  | 2024 OBJECTIVE   | BASE YEAR: 2019 | KPI 2024   | GRADO DE CONSECUCCIÓN |
|---|---|--|--|-----------------|------------|-----------------------|
| <br>ECO-EFFICIENCY                                     | Reducing the carbon footprint of our organisation and its activities                    |  | Scope 1 and 2 emission reductions (>25% in 2024 vs. 2019)  | 99,037          | -36.5%     | Complete              |
|   |   | Decarbonisation  | Reduction of emissions from the purchase of products and services in relation to km travelled (>10% in 2024 compared to 2019). | 8.3             | -22.4%     | Complete              |
|   |   |  | Increase in the number of electric vehicle charging points on motorways  | 85              | 776        | Complete              |
|   |   | Energy transition  | >40% of total electricity consumed from renewable sources.   | 0.6%            | 72.8%      | Complete              |
|   | Innovation based on circular economy criteria throughout the value chain                | Wastes   | >50% of generated waste was recycled   | 82%             | 86%        | Complete              |
| Conservation of natural capital   | Biodiversity  | Develop a specific methodology for measuring and quantifying impacts on biodiversity | No   | Si              | Complete   |                       |
| <br>SAFETY AND QUALITY                               | Ensuring and promoting road safety and health and occupational health                   | Road safety  | Reduction of the road accident fatality rate by 20% (compared to 2021).  | 1.47            | 1.33 (-9%) | Partial               |
|   |   | Occupational Health and Safety   | Reduce the direct worker injury frequency rate to below 10   | 11.32           | 8.8        | Complete              |
|   | Cybersecurity   | 100% of turnover with a formalised cybersecurity policy                              | 0%   | 100%            | Complete   |                       |
| Ensuring equal opportunities and enhancing the quality of employment  | Equal representation  | >30% of women in executive and middle management positions                           | 29.4%  | 32.5%           | Complete   |                       |
| <br>GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY | Rejection of all forms of corruption  | Due Diligence  | 100% of turnover with an HR due diligence system in place  | 0%              | 100%       | Complete              |
|   | Development of an organisational culture based on ethical and sustainability principles | Supply chain   | 100% of critical suppliers assessed and audited according to ESG criteria  | 0%              | 100%       | Complete              |
|   |   | Training   | >70% of executive and middle management trained in sustainability  | 0%              | 87.3%      | Complete              |
|   |   | Remuneration schemes   | Variable remuneration schemes for executive and middle management positions linked to ESG metrics                              | 0%              | 100%       | Complete              |
|   |   | Management Systems   | >75% of turnover with a certified ISO14001 environmental management system in place  | 7.7%            | 80.2%      | Complete              |



BEHIND A FIGURE

## We recycle and recover 86% of the waste we generate, boosting the circular economy

Lying behind each figure in the adjoining table is a great deal of work, commitment, innovation and effort on the part of Abertis' 12,000 employees around the world.

In order to recycle and recover 86% of waste, we roll out **environmental management systems** in all business units to ensure that each waste product is managed properly. We also install conventional and hazardous waste collection points in motorway maintenance areas and award contracts to specialised companies in several countries.

We apply great doses of research and innovation. One example is our JEPL concession in India, which includes **recycled plastic in road surfaces**, reducing the environmental impact without detriment to the stability and flexibility of the surface. Other examples of recycled materials in motorway operations are rubber in Brazil and Mexico, **RAP (Recycled Asphalt Pavement)**

in Italy, France, Chile and Brazil, and vegetable pine resin in France.

In Spain, Autopistas has launched an **asphalt reuse and recycling pilot project** in partnership with the Alfonso X El Sabio University. The project involves building a test section that reuses asphalt from milling renewed layers. The reused asphalt is mixed in different percentages with new asphalt to analyse and validate its performance on motorway surfaces and pavements.

In France, the success of different materials recycling projects pushed up the **average pavement recycling rate to 45%** in 2024. An extraordinary percentage that drives the decarbonisation of our highest impact category in Scope 3.

**All the group's units share these results**, thus promoting the circular economy and letting us significantly reduce material usage in our main activities: paving and construction.






# 2025-2027 ESG Plan

With the experience gained in the first ESG Plan, we are looking forward to this second stage of our sustainability journey. We are maintaining the pillars and objectives defined in the 2022-2030 Sustainability Strategy and adding a series of cross-cutting projects to reinforce our commitment and our goals.

The 2025-2027 ESG Plan has been drawn up based on the conclusions and outcome of the previous ESG Plan, with the strategic objectives of maintaining the **level of ambition aligned with stakeholder expectations**; taking advantage of the current position regarding regulatory and market pressure; creating a value proposition to boost the maturity of our concessions; and generating economies of scale and scope between initiatives, Business Units, headquarters and stakeholders. A new feature of the 2025-2027 ESG Plan is the formalisation of **specific cross-cutting**

**projects** that will support the formal objectives of this new three-year period. Therefore, several of our objectives are qualitative, such as implementing a biodiversity methodology, tailoring nature-based solutions for adapting infrastructures to climate change, or developing the Abertis Foundation's strategic plan to drive the plan's community development lever. Of course, we will keep on making headway on quantitative objectives focused on reducing emissions, improving road safety and promoting equal representation of women.

| STRATEGIC FOCUS   | STRATEGIC OBJECTIVE   | LEVER   | OBJECTIVE 2027  | BASE YEAR: 2019   | CROSS-CUTTING PROJECT  |   |
|---|---|---|---|---|--|---|
| <br>ECO-EFFICIENCY                                     | Reducing the carbon footprint of our organisation and its activities  | Decarbonisation   | Scope 1 and 2 emission reductions (>40% in 2027 vs. 2019)   | 99,037  | Assess Net Zero commitment to 2045 (including scope 1 and 2 to 2040)   |   |
|   |   |   | Reduce emissions from the purchase of products and services in relation to km travelled (>16% by 2027 vs. 2019) | 8.3   |  |   |
|   |   |   | Increase the number of electric vehicle charging points on motorways (<918)                                     | 85  |  |   |
|   | Innovation based on circular economy criteria throughout the value chain                                    | Energy efficiency   | >85% of total renewable-sourced electricity consumed.   | 0.6%  | 100% of Group employees fly SAF (20% cumulative per year from 2024)  |   |
|   |   |   | 35% of own-produced electricity consumption or consumed from a 5-year PPA or equivalent                         | 0.6%  |  |   |
|   | Conservation of natural capital   | Wastes  | >80% of generated waste has been recycled   | 82%   | Measure and increase the percentage of generated waste reused as recycled material.  |   |
|   |   |   | Materials   |   | Recycled metals (monitoring and inclusion in procurement processes)<br>15% of the binder and pavement base materials (ordinary and extraordinary maintenance) consumed are recycled)           |   |
|   |   | Biodiversity  |   |   | Implementing a biodiversity methodology and setting related targets  |   |
|   |   | Adaptation to climate change  |   |   | Nature-based solutions for infrastructure adaptation to climate change   |   |
|   | <br>SAFETY AND QUALITY | Ensuring and promoting road safety and health and occupational health | Road safety   | 15% reduction in the death rate of road users in traffic accidents                      | 1.47   | Have a reliable accident measurement system for indirect workers, ensuring that reported data is correct across all Business Units, and develop an action plan to reduce lost time injuries |
| Occupational Health and Safety  |   |   |   | Reduce the direct worker injury frequency rate to below 8                               | 11.32  |   |
| Equal representation  |   |   |   | >33% of women in executive and middle management positions                              | 29.4%  |   |
| Ensuring equal opportunities and enhancing the quality of employment  |   | Development and harnessing of talent                                  | Increase the average hours of training per employee (>24 hours)   | 0   | Promote the adoption of employee well-being initiatives. 85% of employees participate in a climate survey (every two years), and the record of employee engagement shows improvement over time |   |
|   |   |   | Generate positive synergies with the local community  | Supply chain  | Maintain the level of local purchasing (>90%)  | 83.7%   |
|   |   |   |   | Community development   |  |   |
| <br>GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY | Rejection of all forms of corruption  | Due Diligence   | 100% of turnover covered by HR due diligence system (at least every three years)                                | 0%  | Include in the procurement process the progressive sourcing of: recycled materials and renewable electricity and alternative fuels   |   |
|   |   |   | Supply chain  | 100% of critical suppliers audited (at least every three years) and red flags addressed |  | 0%  |
|   |   |   | Training  | >100% of executive and middle management positions trained in sustainability            |  | 0%  |
|   | Development of an organisational culture based on ethical and sustainability principles                     | Remuneration schemes  |   |   | Maintain partial link of remuneration to ESG metrics   |   |
|   |   |   | Achieving excellence in governance  | Management Systems  | >80% of turnover with an ISO14001 environmental management system in place and certified   | 7.7%  |
|   |   |   |   | Governance Training   | 100% of executive and middle management trained in antitrust.  | 0%  |

# Underway: more than 200 initiatives

The ESG Plan is advancing thanks to the commitment, creativity and effort of the more than 12,000 people at Abertis. All the Business Units and all the departments have launched a large number of innovative projects that are leading us, step by step, to exceed our sustainability objectives.

## Global Projects (In all the business units)

- ESG assessment of critical suppliers
- Human rights due diligence processes
- Sustainability training and awareness-raising
- Cybersecurity policy update
- Road safety
- Occupational Health and Safety
- Equal opportunities guarantee

Within the framework of the 2022-2024 ESG Plan, the Business Units have promoted **more than 200 initiatives** that develop the commitments set out in the sustainability policy and the objectives defined in the 2022-2030 Sustainability Strategy.

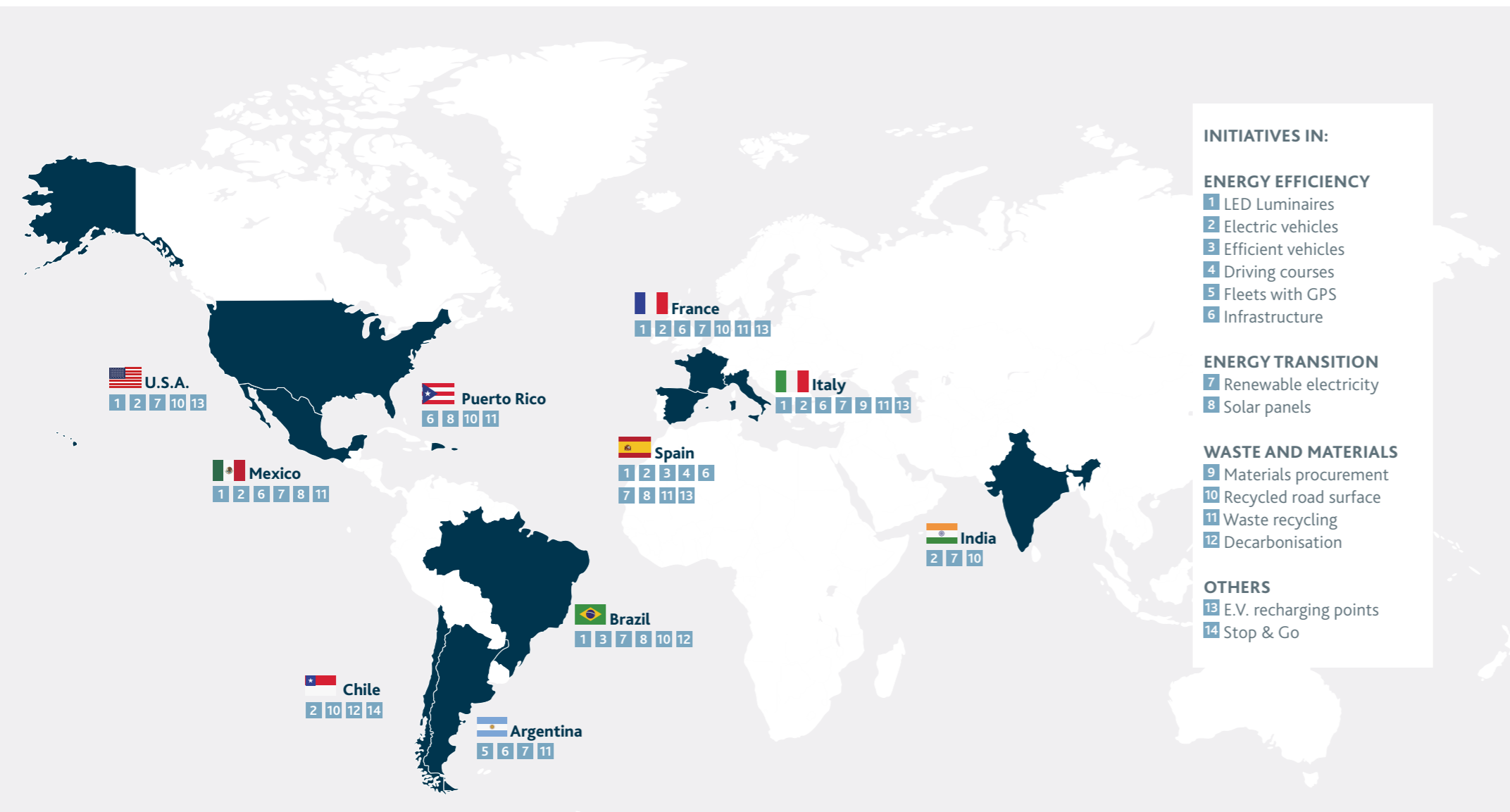
This framework has served to define the specific courses of actions that need to be carried out in each country.

Each action is allocated the **necessary budget for its proper implementation**. All actions focus on the material impacts, risks and opportunities (IROs) selected in our Climate Risk Assessment and Dual Materiality Analysis. Each action advances environmental, social and governance objectives.

Our path towards decarbonisation includes **four levers**, around which revolve all the actions carried out by the different business units, coordinated by the Plan's Technical Office:

- Energy efficiency
- Energy transition
- Waste and Materials
- Other initiatives

The **2025-2027 ESG Plan** will make further headway in these same actions, both to complete ongoing projects and to implement them in new countries. **We are also going to roll out new initiatives** to implement them in our offices, on the motorways that we manage or at our suppliers.





776

E.V. RECHARGING POINTS

## Energy Efficiency

### Installation of LED technology

This reduces electricity consumption and the associated GHG emissions, while maintenance frequency extends equipment lifecycle, improves road safety and the visual perception of employees and users.

- **France and Spain:** replacement of traditional light bulbs in tunnels.
- **Italy:** toll and junction lighting towers.
- **United States, Mexico and Brazil:** outdoor lighting.

### Efficient vehicles

These reduce pollution and emissions, respect the natural environment and save fuel.

- **Spain:** from diesel to electric or natural gas.
- **Brazil:** from diesel to ethanol.
- **Spain, France and Italy:** HVO alternative fuels.

### Efficient driving courses

Reduction of consumption and pollution.

- **Spain:** courses for their staff.

### Fleets with GPS

Optimises routes and reduces fuel consumption.

- **Argentina:** GPS system in the fleet.

### Infrastructures

Improvements in efficiency, insulation and maintenance.

- **Argentina:** analysis of their installations to establish improvements such as the installation of light sensors and thermal insulation.
- **Mexico:** has moved its headquarters to an efficient Leed Green certified building.
- **Spain:** has installed aerothermics, a renewable and efficient air-conditioning system.
- **France:** energy efficiency in buildings.
- **Italy:** has air-conditioned the toll stations with heat pumps, saving energy.
- **Puerto Rico and Argentina:** have improved the maintenance of equipment to prevent refrigerant gas leaks.

### Services

- **Abertis Mobility Services:** has improved the operation of Free Flow tolls to reduce energy use during operation. Future gantries will reduce their consumption by up to 50%.

## Energy transition

### Renewable-sourced electricity

This reduces CO<sub>2</sub>e emissions and avoids electricity consumption from fossil fuels.

- **France, Spain, Italy and Brazil** purchased I-REC renewable certificates during 2024.
- **Mexico** has maintained the contract for the direct supply of electricity from renewable sources.
- **United States, Argentina and India:** these countries are in the process of contracting electricity from renewable sources.

### Solar panels

Increased self-production.

- **Brazil and Puerto Rico:** installed.
- **Mexico** underway.
- **Spain:** has installed a photovoltaic generation plant that supplies part of the energy to toll roads and motorway lighting.

### Electric vehicle fleet

- **Spain, Italy, and India:** completed.
- **France and Chile:** underway.



21.3%

OF OUR FLEET ARE ENVIRONMENTALLY FRIENDLY VEHICLES





16%

USE OF RECYCLED MATERIALS, TWICE AS MUCH AS IN 2021

## Waste and materials

### Materials procurement

We introduce ESG criteria in procurement processes.

### Recycled pavements

They generate fewer emissions than making new asphalt. The newest technology is in-situ asphalt recycling, which lets us reinsert discarded pavement material as waste in new paving layers.

- France, Chile, Brazil, United States, Puerto Rico, and India

### Waste collection and recycling

Less waste and reduced emissions.

- Italy and Mexico: continuous improvement of suppliers collecting waste.
- France, Italy, Spain and Argentina: better waste separation on highways and in offices.
- Italy and Argentina: recycling awareness-raising for employees.

- Mexico and Puerto Rico: recycling awareness-raising for users.

## Others

### Electric vehicle recharging points

These boost the electrification of the car fleet, make it easier for electric vehicle users to travel and reduce the carbon footprint.

- France, Spain, Italy, United States, Mexico and Chile: new recharging points.

### Landscaping

- Brazil: plants with lower water demand.
- Chile: customised landscaping around motorways.

### Stop & Go System

- Chile: this cuts the time users spent at tolls and, therefore, associated consumption and emissions.

## Road safety

**Chile:** we have reduced the presence of homeless people near motorways to protect them from accidents. On the R-68 motorway, we renovated the ventilation systems and equipment.

**Mexico:** we have installed safety barriers to reduce accidents from cars running off the road.

**Brazil:** We have installed speed cameras, built three pedestrian walkways, started work on the Florianópolis Ring Road and published road safety concepts through educational material, such as a comic book translated into an indigenous language.

**India:** We are collaborating more closely with the police to reduce the number of motorcyclists riding without helmets and continued to work with UNICEF to strengthen road safety education in schools.

**Europe:** We are rolling out path breaking initiatives to prevent and detect situations that could lead to accidents.

## Social action

**Mexico, India, Argentina and Brazil:** we have equipped communities and schools to improve road safety education and quality of life.

**Chile:** We have supported homeless groups; we have set up a food network and a support programme for families with children with Down's syndrome.

**Donations:** We have donated food in Spain, blood in Puerto Rico, toys in Italy, vehicles in France and flu vaccines in Argentina.

**Solidarity projects:** we have raised funds to support hospitals and associations in Spain, Mexico, Brazil, the United States and Puerto Rico.

**Cultural projects:** collaborations in France, Spain, Argentina and Puerto Rico. We have also awarded scholarships in the United States, Puerto Rico, Argentina and Brazil.



FUTURE ROAD LAB

## Innovation in road safety and sustainability

Located in the Garraf Natural Park, near Barcelona, the Abertis Future Road Lab's remit is to test new road network management tools and systems that can be used to deploy mobility, safety and sustainability solutions.

Future Road Lab's solutions are making headway in one of the Sustainability Plan's star objectives: to reduce the number of users who die in traffic accidents.

Other solutions being tested in the Future Road Lab are set to improve traffic flow and avoid stopping at toll booths, saving fuel and therefore emissions for millions of road users. These solutions combine LIDAR detectors and artificial intelligence applied to traffic camera images to measure traffic volume in real time, allowing us not only to manage incidents faster, but also to anticipate them.

The building itself has been designed according to sustainability criteria, and its exterior façade seeks to minimise the visual and environmental impact of the building through its shape and vegetation.



# Environmental: we are ecoefficient and respectful

Decarbonisation, energy efficiency, circular economy and biodiversity have been the cornerstones of our environmental strategy. The 36% reduction in Scope 1 and 2 emissions or the installation of more than 700 electric charging points have been our most outstanding achievements, but there is much more.



Thanks to the commitment and effort of Abertis' 12,000-plus employees, we have managed to amply exceed the six environmental objectives of the 2022-2024 ESG Plan.

As far as **decarbonisation** is concerned, we have cut scope 1 and 2 emissions by 36.5%, more than 10 points above the target; and we have cut emissions linked to product and service purchases by 22.4%, more than double the 10% target.

In terms of **energy transition**, we have more than met the ESG Plan targets by installing almost 700 new electric vehicle charging points and raising renewable energy consumption to 72.8% from 0.6% in 2019.

As for the **circular economy**, our waste recycling rate has inched up from 82% to 86% and in biodiversity, we fulfilled our commitment to develop a diversity impact measurement methodology.

### Other parameters

In addition to the ESG Plan objectives, Abertis teams have made progress in many other sustainability issues. Despite a slight 3.3% increase in 2024, we have reduced our **scope 3 emissions** by a cumulative 14% since 2019. It must be explained that these emissions vary significantly, as they depend on maintenance and construction works or commitments acquired in concession contracts.

Over these three years, the amount of **renewable-source energy that we use as a percentage of the total** has also jumped significantly, from 22.5% to 28.7%. The percentage of **environmentally friendly vehicles** in our fleet has soared from 6.9% to 21.3%. This includes new electric, hybrid, natural gas or hydrogen vehicles replacing petrol or diesel vehicles and flex ethanol vehicles in Brazil.

In the **circular economy**, we have increased the use of recycled materials from 7.5% to 16% thanks to various initiatives such as the use of material obtained from tunnel excavation as a base for pavements or the recycling of asphalt in situ.

On the **biodiversity** front, we have cut water use by planting less irrigation-demanding plant species, creating wildlife corridors and reducing soil erosion and noise pollution. 979 km of our motorways are located in areas with varying degrees of ecosystem protection in France, Spain, Puerto Rico, Brazil, Chile and Italy.

We are already working on the 2025-2027 ESG Plan and its new objectives, with which we want to exceed the expectations of society and our stakeholders to lead the sustainable transformation of our industry all over the world.



**36.5%**

SCOPE 1 & 2 GHG EMISSION REDUCTION (BASELINE 2019)



**16%**

USE OF RECYCLED MATERIALS



**62**

NEW SOLAR PLANTS IN 8 BUSINESS UNITS



**95,577**

SPECIMENS OF PLANT SPECIES REPLANTED

## Our four decarbonisation levers

Our ESG Plan's decarbonisation actions revolve around four levers, each with a specific purpose:

- **Energy efficiency.** This makes our activities less energy-intensive, and comprises schemes devised to optimise processes, replace energy-intensive equipment and make service-related processes more efficient.
- **Energy transition.** We are encouraging replacing fossil fuels with others with a lower GHG footprint, but that are just as energy efficient. The associated initiatives include migrating vehicle fleets and testing new fuels, deploying solar plants for self-consumption, acquiring renewable energy certificates and

long-term contracts for the purchase of this type of electricity.

- **Circular economy: waste and materials.** This reduces waste generation and boosts waste recycling and reuse within the same operational processes to reduce external inputs. This lever includes overhauling operational processes to lower material consumption and increase the use of environmentally-friendly materials.
- **Other initiatives.** Management-related actions such as rolling out energy management systems, including specific clauses in product and service purchasing and procurement processes or improving the granularity of the carbon footprint inventory.



## Assessment of Climate Change-Associated Opportunities and Risks

Drawing up our Sustainability Strategy and ESG Plan with its objectives entailed first conducting a great deal of analytical work. In practice, our ESG Plans are our **Transition Plan for Climate Change Mitigation** and stem from two essential documents completed in 2023 and 2024: the double materiality analysis, in which we determined the impacts, risks and opportunities of our activities, and the **Assessment of Risks and Opportunities Associated with Climate Change**.

This document is a detailed catalogue of measures and action plans that are the basis for many ESG Plan initiatives. At the end of 2023, we completed this detailed assessment of our physical and transitional climate risks and opportunities (CRO). The physical CRO assessment followed a four-step methodology.

In the first step **we identified the main physical risks** that climate change may have on Abertis' infrastructure, operations and business. There are seven risks: droughts and water shortage; cyclones, hurricanes and storms; coastal and river floods; extreme heat; extreme cold; and landslides. In a second step, **we selected 80 representative points** - one for every 100 km of our managed roads - of assets located in the most risk-prone regions. These points represent all types of roads and terrain, like flat roads, urban sections, sloping roads, tunnels, etc.

In the third step, **we assessed their risk** by aligning them with European standards and following the recommendations of the European Climate Change Taxonomy. We did this in five steps:

- **Climate trend analysis:** Based on two climate change projections, one that would comply with the Paris Agreement (RCP 4.5. Paris Agreement) and another in which industry continues its growing polluting trajectory (RCP 8.5. Business As Usual), we assessed each of the seven risks in both scenarios using a climate data tool.

- **Vulnerability analysis:** with the data obtained, we determined the significant hazards for which each asset is most vulnerable according to its sensitivity and exposure to risk.

- **Climate risk analysis:** in which we established the level of importance of each potential risk considering both its probability and degree of impact.

- **Catalogue of adaptation measures:** we drew up an action sheet to adapt each asset to each risk in order to make it more resilient and

reduce damage when the risk occurs. For example, in hurricane zones, we will reinforce bridges or train employees to act.

- **Action plan:** we prioritised measures, and our three top priorities are drawing up action protocols, reviewing our asset conservation plans and implementing early warning systems.

In the fourth step, **we quantified the impacts economically** with S&P's Climonomics® tool.

Our transition risk and opportunity assessment was based on two International Energy Agency (IAE) scenarios: the base case and the low-carbon case. First we scored each risk in either scenario, which gave us the difference between the two scenarios, and then we used this criterion to draw a transition risk and opportunity table, as well as a transition risk map for each of our business units.

### Physical risks



EXTREME HEAT



EXTREME COLD



DROUGHTS, WATER SHORTAGES



FLOODING (COAST AND RIVER)



FOREST FIRES



LANDSLIDES



CYCLONES, HURRICANES, STORMS

### Transition risks and opportunities

#### RISKS

The main transition risks identified, to which Abertis' assets and activities may be exposed, are classified in the following categories based on the TCFD (Task Force on Climate Related Financial Disclosures) classification:

- **Market:** shift in mobility patterns towards more sustainable solutions in the automotive sector.
- **Technology:** costs of replacing our vehicle fleet with more sustainable ones.
- **Reputation:** reputational damage due to the company's climate change performance.
- **Policy and legislation:** carbon taxes and Cap&Trade schemes; environmental and climate policies and regulations.

#### OPPORTUNITIES

The most relevant transition opportunities for Abertis' activities are:

- **Market:** electrification of the automotive sector (electric vehicles) and the need for electric vehicle charging stations, and the introduction of new sustainable materials for road maintenance and construction, as well as waste reuse.
- **Technology:** use of low-emission energy sources and renewable energies, and digital services (e-payment and Free Flow) that favour the reduction of Scope 3 emissions.
- **Policy and legislation:** new regulatory incentives and the use of low-emission technologies that favour the efficiency and sustainability of operations.





## Our international sustainability ratings



**Emission reductions validated by SBTi**  
The Science Based Targets initiative has validated our greenhouse gas (GHG) emissions reduction targets by confirming their alignment with the 1.5°C scenario set out in the Paris Agreement.



**MSCI A Rating**  
We have earned an A rating on our company's ESG performance from MSCI, a leading investment research firm that provides ESG ratings for thousands of companies worldwide.



**ESG risk of 6.7 out of 50 according to Sustainalytics**  
Abertis has received a negligible risk rating and a Top Rated classification at Global, Regional and Industry level. Sustainalytics assesses more than 15,000 companies worldwide.



**A- Score in the Carbon Disclosure Project (CDP)**  
This non-profit organisation helps companies disclose their environmental impact, especially on climate change. In 2024, Abertis scored grade A-, on a scale of A to F.

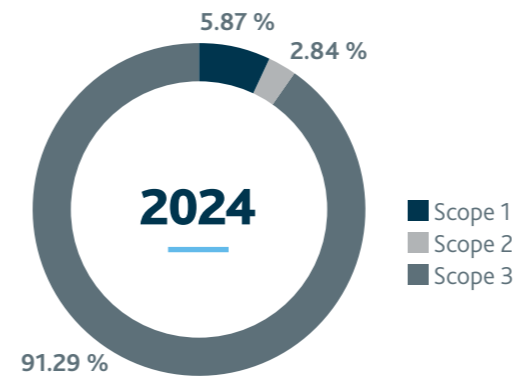
## Carbon footprint reduction

2024 GEI EMISSIONS:  
(Market-based, tCO<sub>2</sub>e)



**660,858 tCO<sub>2</sub>e**  
TOTAL 2024 GEI EMISSIONS

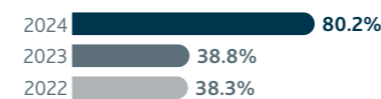
PERCENTAGE OF OUR EMISSIONS BY SCOPE IN 2024



TOTAL EMISSIONS FOR EVERY MILLION EUROS OF TURNOVER (tCO<sub>2</sub>e)



PERCENTAGE OF TURNOVER WITH ENVIRONMENTAL MANAGEMENT SYSTEM



## Consumption reduction

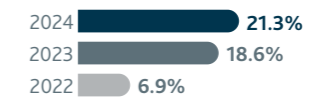
TOTAL ENERGY CONSUMPTION (MWh)



RENEWABLE SOURCE ELECTRICITY



FLEET OF ENVIRONMENTALLY-FRIENDLY VEHICLES



## Conservation of natural capital

POLLUTANT EMISSIONS (Tonnes)



ACOUSTIC IMPACT (Number of complaints)

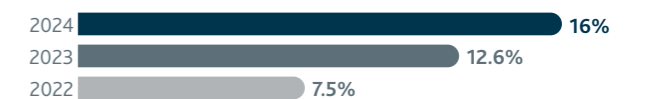


LOCAL SUPPLIER PROCUREMENT

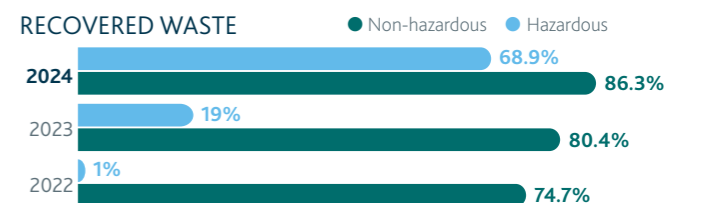


## Circular economy

USE OF RECYCLED MATERIALS



RECOVERED WASTE



# Social: we are responsible and aware

Road safety, occupational health, cybersecurity, equal representation of women, employee training and participation in social projects that bring value to the communities in which we operate are the cornerstones for reducing the main impacts of our activity that most concern our stakeholders.



**100%**  
TURNOVER  
WITH ISO 39001  
ROAD SAFETY  
SYSTEM IN PLACE

Our environmental goals stem from the emission reduction targets validated by SBTi, the Assessment of Risks and Opportunities Associated with Climate Change and the Dual Materiality Analysis, while on social issues, **our stakeholders' expectations weigh heavily** in how we define and prioritise our goals and actions.

Since 2014, we have been using a stakeholder map - drawn up in accordance with AccountAbility's AA1000 SES standard - and permanent channels for communicating with all of them. This map also includes their expectations, which are embedded in Abertis' strategy. The table on the next page shows the expectations that have inspired some of the objectives of the 2022-2024 ESG Plan and 2025-2027 ESG Plan.

### Road safety

This is a fundamental issue for Abertis. Our mission is to **provide safe and comfortable travel for all users**. That is why our operating model focuses on improving, preserving and maintaining roads as well as monitoring and managing traffic to achieve the highest standards of safety and quality.

We have a **Road Safety, Traffic Management and Tunnel Policy** that is mandatory for

all Group companies. We have also drafted guidelines on how to apply this policy to help all our Business Units to comply with it.

Although the vast majority of accidents occur through no fault of the infrastructure, they can cause a reputational and service crisis that impacts motorway usage.

Our road safety objective is **aligned with the United Nations Decade of Action for Road Safety 2021-2030**. Specifically, our 2022-2030 Sustainability Strategy aims to reduce the IF3 fatality indicator (fatalities per 100 million km travelled) by 20%.

The countries with the highest number of victims are Brazil, Mexico and India. Mexico and India both performed very well in 2024, as the number of victims fell by 15% and 17% respectively, while it rose 4% in Brazil.

### Occupational Health and Safety

The 2022-2024 ESG Plan aimed to reduce the **direct worker injury frequency rate to below 10 and we have met the target by lowering it to 8.8**. In our ESG Plan 2025-2027, we have set ourselves the goal of lowering this figure to below 8; and also to develop a system to measure the accidents of indirect workers with a view to drawing up an **action plan to reduce their accident rate**.

Occupational safety is a very important issue due to the risk involved in motorway work. We have a **safety culture defence system** that promotes awareness among all social actors such as our employees, third party employees, users, communities and the different administrations, in order to improve the health, safety and well-being of all.

### Training

Investing in the training and development of our staff promotes a culture of continuous learning and results in improved employability, engagement and well-being of talent. In 2024 we allocated €4.1 million to training, more than double the amount in 2022 and 15% more than in 2023. In our 2025-2027 ESG Plan, we aim to increase the average hours of training per employee to over 24 hours.

### Equality and disability


We promote a fair and equitable working environment. In this regard, the ratio of women's to men's earnings rose from 81.6% to 96.4% during the 2022-2024 ESG Plan, while their

presence in executive and middle management positions rose from 30.4% to 32% in the same period. The key measures adopted during this three-year period include promoting equal treatment in selection processes; improving co-responsibility and the work-life balance; drafting a guide on non-sexist and inclusive language; training courses or extending of **parental leave, where the percentage of men applying jumped from 25.9% to 44% during the ESG Plan**.

To foster disability inclusion, **since 2015** we have maintained **the Bequal Plus Seal**, which distinguishes companies that are socially responsible with disability. We also have the "Iguales" (Equals) Programme, a free advice service for disability queries. Brazil, France, Spain and Chile have minimum quotas for hiring people with functional diversity.

In the 2025-2027 ESG Plan we have set ourselves the objective of developing the **Abertis Foundation's strategic plan** for this same period and aligning it with our own.

## Stakeholders' expectations

| STAKEHOLDER   | EXPECTATION  |
|---|--|
|  <b>Staff and workers' representatives</b>           | Security in the provision of work and compliance with contractual commitments.<br>Career development, work-life balance, training and recognition  |
|  <b>Suppliers</b>                                    | Collaboration, understanding and outreach  |
|  <b>Users and customers</b>                          | Road safety<br>Security and confidentiality  |
|  <b>Local community, associations and the media</b>  | Fulfilment of objectives, collaboration in different social projects and respect for established agreements.<br>Improving the local environment and community<br>Involvement in decision-making<br>Road safety |
|  <b>Public administrations and regulatory bodies</b> | Working together to achieve social goals<br>Transparency and contribution to Sustainable Development Goals (SDGs)  |



## Road safety

FATAL VICTIMS PER 100 MILLION KM TRAVELLED (Indicator IF3)



PEOPLE KILLED IN ROAD ACCIDENTS

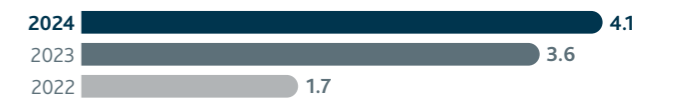


## Training

AVERAGE HOURS' TRAINING PER PERSON



INVESTMENT IN TRAINING (€Mn)

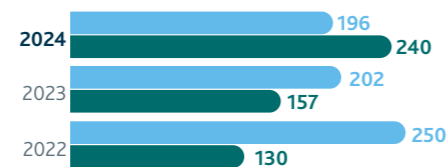


## Occupational health and safety

RECORDABLE ACCIDENTS



LOST TIME ACCIDENTS



EQUIVALENT AVERAGE HEADCOUNT



● direct workers ● indirect workers

## Equality

% OF WOMEN IN THE WORKFORCE



PAY RATIO OF WOMEN TO MEN



% OF WOMEN IN PARENTAL LEAVE REQUESTS



● in total staff ● in executive and middle management positions

# Governance: we are transparent and demanding

Within the framework of the 2022-2024 ESG Plan, we have achieved important objectives such as the implementation of a Human Rights Due Diligence system that covers 100% of our turnover, or the assessment and auditing of all our critical suppliers according to ESG criteria. We are already working to exceed our goals.

Three years ago we set ourselves five objectives to advance good governance and corporate excellence. Rejecting all forms of corruption and the development of an organisational culture based on ethical principles and sustainability are the two cornerstones that have guided us in achieving them.

In 2023, we implemented our **Corporate Human Rights Due Diligence System** following a global risk and impact analysis in all countries where we operate. Each business unit completed it in three steps:

- adopting a commitment to human rights and due diligence in their governance policies and management systems,
- identifying and managing their priority risks and
- monitoring and reporting.

At the end of 2023, we **published our Human Rights Policy and aligned the Code of Ethics** to ensure the cross-cutting integration of human rights due diligence across the group.

### Sustainable suppliers

Another objective we achieved was assessing all our critical suppliers according to ESG criteria. In our **Supplier Risk Management platform** and among many other requirements, suppliers must indicate whether they have an environmental



**9,007**

**SUPPLIERS ASSESSED FOR ESG RISKS  
(88% OF TOTAL)**

management system, ecological impact management, sustainability policy, code of ethics or equality plan. To give an idea of the effort made, suffice it to say that **in 2024 we signed contracts with 10,192 suppliers.**

We also exceeded the other three ESG Plan objectives in Governance: implementing and certifying **the ISO 14001 environmental management system** (80.2% of turnover compared to the target of 75%) and, with respect to our management and middle management, training them in sustainability (87.3% compared to the target of 70%) and applying variable remuneration schemes linked to ESG metrics.

In our 2025-2027 ESG Plan, we will require our suppliers to source more recycled materials, renewable electricity and alternative fuels. We will advance the environmental management system, provide antitrust training for executive and middle management positions and assess the due diligence system.



## Sustainability Committee

The Sustainability Committee met three times in 2024. We have discussed issues involving material impacts, risks and opportunities (IROs), as well as the main existing mechanisms for their management: the 2022-2030 Sustainability Strategy, the closure of the ESG Plan 2022-24 and the definition of the 2025-2027 ESG Plan.

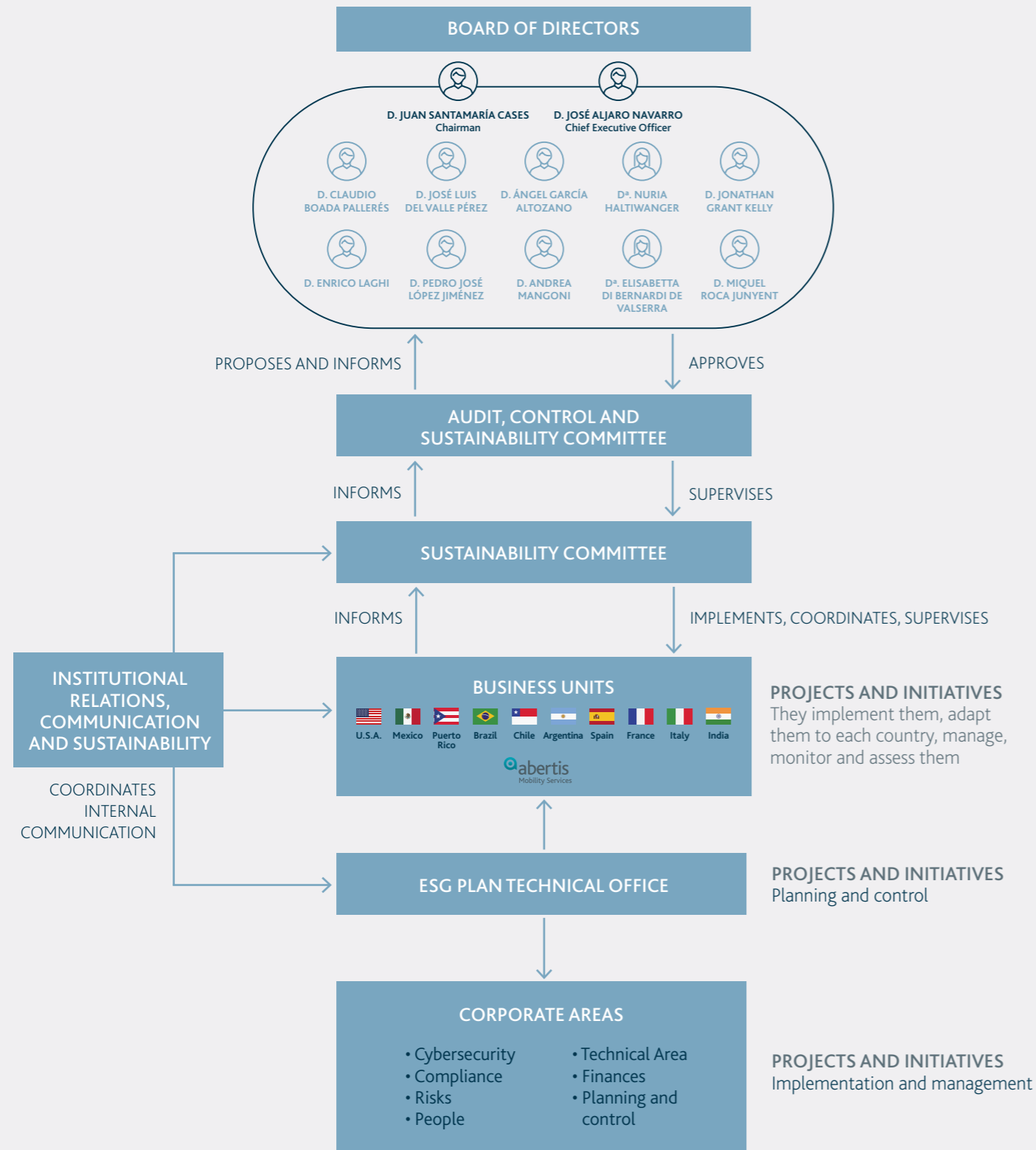
We have paid special attention to safe and sustainable energy, decarbonisation of transport and the organisation's carbon footprint, in order to promote their inclusion in the different areas of management.

In terms of regulatory developments, we have considered the IROs of diversity and equal opportunities, decarbonisation of transport, safe and sustainable energy, human rights in the value chain and integration of ESG criteria into strategy and risk management.

## Innovation Policy: Actions in 2024

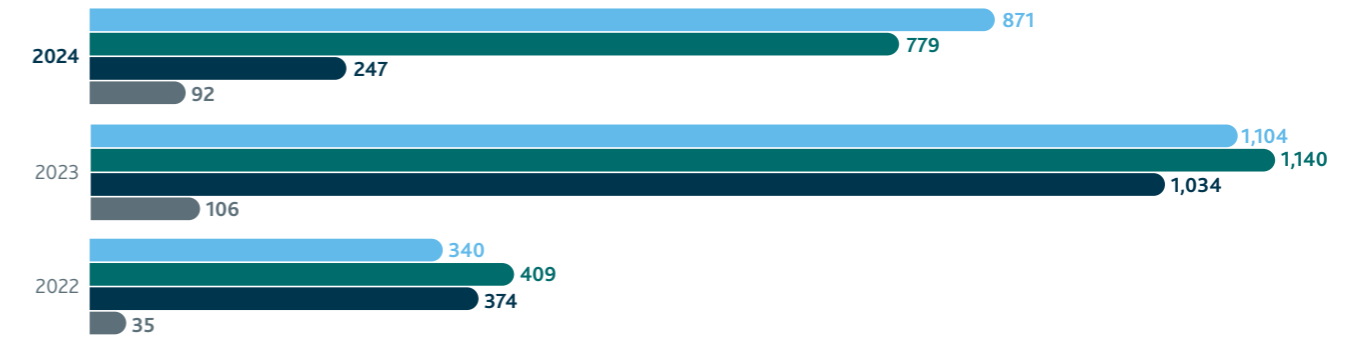
- The Umbrella platform accelerated the development of digital assets based on AI and machine learning technologies.
- Algorithms to optimise pavement maintenance and improve asphalt mixes.
- Sensor-based predictive model to reflect the structural condition of bridges.
- Living Lab at the Abertis Future Road Lab: future traffic and mobility management model.
- Decarbonisation of freight transport, in collaboration with the European Clean Transport Alliance (ECTN) in Sanef, France.
- PODIUM: We are taking part in this EU project to manage automatic shuttle services on motorways.

## Governance of the 2022-2030 Sustainability Strategy



## Ethical Channel

### COMMUNICATIONS



● Received ● Managed ● Settled ● Pending

Brazil and Mexico account for 95% of communications.

## Training

### HOURS OF SUSTAINABILITY AND HUMAN RIGHTS TRAINING



## Talent

### MANAGEMENT POSITIONS SUBJECT TO THE MANAGEMENT-BY-OBJECTIVES FRAMEWORK



**87.3%**  
EXECUTIVE AND MIDDLE MANAGEMENT POSITIONS TRAINED IN SUSTAINABILITY



**100%**  
CRITICAL SUPPLIERS ASSESSED AND AUDITED ACCORDING TO ASG CRITERIA



**17%**  
PROPORTION OF WOMEN ON THE BOARD OF DIRECTORS



**80.2%**  
REVENUE FROM ACTIVITIES WITH AN ISO14001 CERTIFIED ENVIRONMENTAL MANAGEMENT SYSTEM

# Abertis Foundation

25 years ago, united by our commitment to improving society, we created the Abertis Foundation. Today, more than 10 countries receive its social, cultural and environmental support, as well as best practices to promote responsible and sustainable mobility.

The Abertis Foundation was set up in 1999 to promote sustainable development in the countries where Abertis operates. It is part of our sustainability strategy and sponsors road safety, environmental, social and cultural initiatives. It establishes strategic alliances around the world with institutions such as UNICEF and UNESCO.

It also promotes international talent by awarding scholarships to more than 700 students through an International Chair Network in which 900 researchers and students of 15 different nationalities have taken part, more than 200 of whom have won scholarships in the different editions.



## We move for a better world



### Road safety

We raise awareness and promote road safety education to reduce road accidents. Our priority groups are children and young people living in high-risk countries in terms of traffic safety, where we are a strategic partner of UNICEF.



### Sustainability and the environment

Our headquarters, Castellet castle, serves as the UNESCO International Centre for Mediterranean Biosphere Reserves. We promote the study and conservation of the Mediterranean area together with UNESCO's Man and the Biosphere (MAB) programme and the World Network of Biosphere Reserves.



### Cultural action

We protect the cultural values as well as the historical and artistic heritage of different countries. We collaborate with major cultural institutions to bring exhibitions of works by artists such as Velázquez, Dalí, Miró, Gaudí and Picasso to other countries.



### Social action

We participate in national and international agreements. In addition, our continuous liaison with the public administrations of the countries in which we are present allows us to react immediately to social or health emergencies.



### Abertis Chairs

Since 2003, we have provided scholarships to more than 700 students in collaboration with renowned national and international universities and academic institutions to promote training, research and knowledge transfer between university and business.



1999-2024

## Abertis Foundation's 25th anniversary

In 2024, the Abertis Foundation celebrated 25 years of social, environmental and cultural impact through strategic alliances in more than 10 countries. Over the years, the Abertis Foundation has facilitated the development of social, cultural and environmental projects that have been fundamental within the environment impacted by its activities.

To mark this anniversary, the Foundation organised different events that revolved around its key areas of activity, such as road safety, innovation, culture and environmental activities through Mediterranean Biosphere Reserve Network, based at the UNESCO International Centre located in Castellet castle, the headquarters of the Abertis Foundation.

Elena Salgado, president of the Abertis Foundation, stressed that "the Abertis Foundation's anniversary highlights the value of an ambitious project that began 25 years ago with the vision of contributing, through the valuable know-how provided by Abertis, to facilitate the implementation of projects that have a social, economic and cultural impact in the regions where the Group is present".

The 25th anniversary celebrations ended with a ceremony presided over by His Majesty King Felipe VI, which was also attended by personalities from civil society who have formed part of the Abertis Foundation in its 25 years of activity.



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