



Sustainability report

Consolidated Non-Financial Information Statement

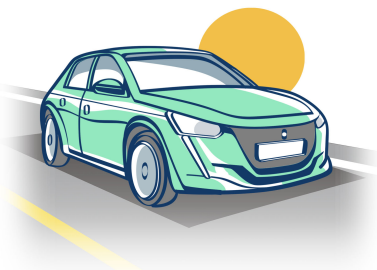
Madrid, 23 March 2021



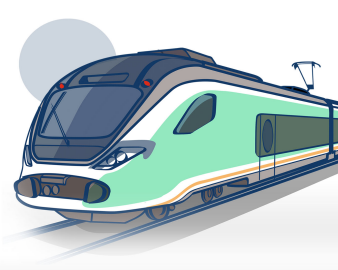
07 COUNTRIES:
SPAIN, CHILE, COSTA RICA, USA,
IRELAND, MEXICO & PORTUGAL



18 HIGHWAY PROJECTS
+ 1.300 Km



07 RAILWAY PROJECTS
+ 80 Km



63 ONGOING INITIATIVES
ON AVERAGE



Adjacent and disruptive innovation

860 EMPLOYEES



- 96% under permanent contracts
- 30,715 hours of training

0.2% PAY GAP (SPAIN)



Men's average remuneration
is 0.2% higher than women's

92% OF BOARD MEMBERS
ARE NON-EXECUTIVE



33.3% of Board Members are women

671,534€
IN SOCIAL CONTRIBUTIONS



- 55% increase in the value of social contributions to combat the health and economic crisis of COVID-19

87.5% OF GROUP COMPANIES
CERTIFIED UNDER ISO
14001 (ENVIRONMENT)



- 81.3% of group companies certified under ISO 45001 (Occupational Health and Safety)
- 87.5% of group companies certified under ISO 9001 (Quality)

16% REDUCTION IN GHG
EMISSIONS (SCOPE 1+2+3)
2019 - 2020



64.8% of energy consumed comes
from renewable sources

08 CARBON NEUTRAL
GROUP COMPANIES



1.401t CO2 eq carbon offset

4.3 OUT OF 5 USERS
SATISFACTION



- 93.8 claims per million highway users
- 7.5 claims per 100,000 railway passengers

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Message from the CEO



It is my pleasure to share with all of you Globalvia Sustainability Report - Consolidated Non-Financial Information Statement for the year 2020. This has been a challenging year for everybody in which we have realised just how fragile we are as individuals, but how strong we can be TOGETHER.

TOGETHER we have learnt how to adapt to this new situation, a scenario in which the health and socio-economic effects of the pandemic have had a negative impact on the seven countries in Europe and the Americas where we are present, on the 25 highway and railway concessions we operate, on the more than 800 employees that make up the Company, on the more than 2,500 suppliers and contractors with which we work and on the millions of users that place their trust in our innovative services on a daily basis.

Certainly no one could have imagined that we would face a situation like we have in 2020. Nevertheless, TOGETHER we had the energy to continue operating 24/7 in all the countries where we are present as we provide an essential service for society. Within the framework of the Company's Business Continuity Management System, we rolled out a series of plans to focus our efforts on the health, legal, financial and technological risks.

Our mission at Globalvia is to make the world a better place and we have been consistently committed to that goal. Testament to this are the food and encouragement that we have given to those that have been hit the hardest by this crisis, as our social commitment and solidarity go beyond mere words.

This commitment to sustainability is also reflected in our compliance with the ten principles of the United Nations Global Compact and our adherence to the international Science Based Targets initiative, through which we have undertaken to set carbon emissions reduction targets over the coming months. We continue to work TOGETHER at Globalvia to ensure we make the greatest contribution possible to reaching the 17 Sustainable Development Goals (SDG) forming part of the 2030 Agenda for Sustainable Development, especially the SDGs deemed strategic and a priority for our business: SDG 4 - Quality Education; SDG 5 - Gender Equality; SDG 8 - Decent Work and Economic Growth; SDG 9 - Industry, Innovation and Infrastructure and SDG 13 - Climate Action.

Fully aware that commitments are not enough on their own, TOGETHER we continued to make progress and to improve our performance in the field of sustainability in 2020, which earned us the Global Real Estate Sustainability Benchmark (GRESB) accolade as the most sustainable company worldwide in the motorway and transport categories for the second year running.

This leadership position would not have been possible were it not for all of us that make up Globalvia and those that work with the Company; an effort that merits a special mention in this unprecedented and extremely difficult year for everyone.

We continue working at Globalvia to remain one step ahead and to adapt to the trends and challenges at both a global and local level, such as alternative and sustainable mobility, digitalisation and new technologies, climate change and new markets and business models, all of which have been accelerated by COVID-19. In line with our ongoing anticipation and adaptation, our Globalvia brand evolved in 2020 as a byword for change, as reflected by our launch of Openvia, our technology and innovation platform.

This third edition of the Company's annual report on sustainability aims to remain faithful to our commitment to transparency and accountability, as reflected in the United Nations Global Compact Progress Reports that we have been voluntarily publishing since 2013.

I invite you to read this report that will provide you with greater insight into our business model, strategy, management system and sustainability-oriented initiatives and programmes, as well as our performance over the previous three years, structured around the four main pillars of our Strategic Sustainability Plan: Developing good governance in our relationships; Infrastructure to mitigate climate change; Corporate responsibility fostering diversity and social inclusion and User-centred sustainable mobility.

All the above has been drawn up in accordance with Law 11/2018 on non-financial information, as well as with the reporting standards of the Global Reporting Initiative (GRI).

To conclude, I would like to highlight the collective and individual, corporate and civic responsibility shown so that TOGETHER, every one of us can build a more sustainable, prosperous, safe and healthy world.

At Globalvia, sustainable mobility is not the future, it is the present.
Changing the world TOGETHER.

CEO of Globalvia
Javier Pérez Fortea

THE BUSINESS OF GLOBALVIA



I. THE BUSINESS OF GLOBALVIA

1.1. Infrastructure manager and mobility operator

Global Vía Infraestructuras S.A. (hereinafter Globalvia) is the result of the 2007 merger of the infrastructure concession activity of FCC and Caja Madrid (now Bankia). The aim was to become the global leader in infrastructure management through the combination of assets of both companies. In 2016 the pension funds PGGM (Netherlands), OPTrust (Canada) and USS (United Kingdom) became the owners of 100% of the Company's shares, 50% of which had previously been held by the founding companies. The shareholders' aim was to facilitate development of their concessions portfolio at the time and enable future investments to be made to continue their growth.

1.1.1. Vision and values

a) Vision

Representing a key strategic element of Globalvia, the Vision expresses the Company's aim and basic purpose as part of its commitment to the future.

Become the foremost company worldwide in terms of efficiency in the management of transport infrastructure concessions (particularly highways and railways), thanks to a selective growth policy and strategic divestments to achieve the value sought by shareholders.

To that end, Globalvia aspires to be an exemplary company with a business model based on efficient quality management, sustainability, responsible investment, innovation, transparency, and a commitment to continuously work alongside stakeholders.

b) Values

To make this business model a reality and to meet its goals, Globalvia promotes a series of core values. These values are reflected in the code of conduct and are an inherent part of the organisation's culture. These values guide our day-to-day operations, thanks to the involvement and cooperation of the entire workforce.

INTEGRITY	TEAMWORK	QUALITY IN MANAGEMENT	RESULTS-ORIENTATED APPROACH
We want to be known for our ethical and responsible conduct	Together we develop synergies whose value is greater than the sum of individual work	Our commitment to the future means we must respect the environment and follow procedures in pursuit of continuous improvement	Every day we excel ourselves to achieve our goals
CUSTOMER SERVICE	INNOVATION	HEALTH AND SAFETY	
We strive to satisfy internal and external customers	We analyse new challenges in order to provide different solutions and opportunities to our businesses	We foster health and safety in day-to-day activities	

Globalvia values

1.1.2. Globalvia since its inception

Year after year, Globalvia has strengthened its position as one of the leading global companies in the sustainable and responsible management of transport infrastructure, as well as in terms of the number of concessions.

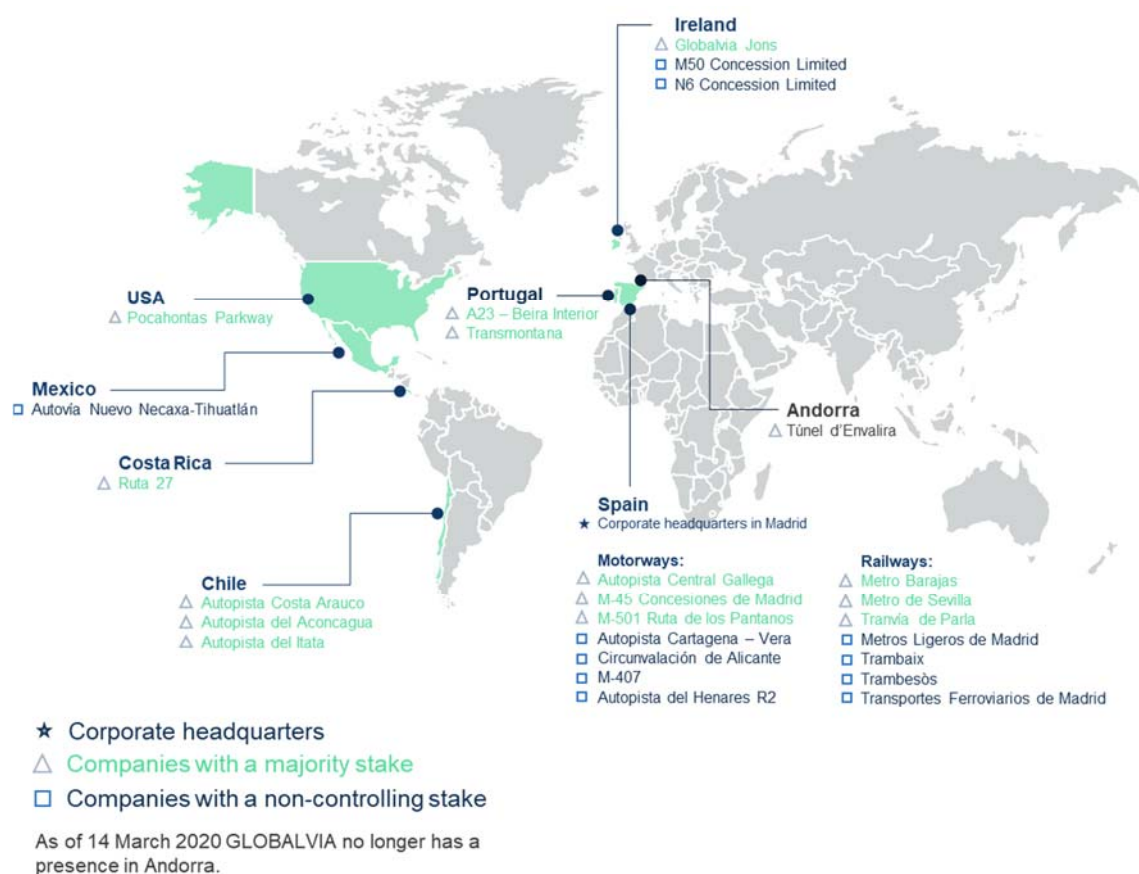


Milestones in the history of Globalvia

1.1.3. International presence

From a geographical perspective, Globalvia has been present internationally in Spain, the United States, Chile, Costa Rica, Ireland, Mexico and Portugal since 2010, which was when the Company shifted its main investor focus on to OECD countries. In March 2020, Globalvia withdrew from Andorra following its divestment of the Túnel d'Envalira asset.

Globalvia's current goal is to expand its activity in the countries where it operates, primarily in South America and the United States.



The Company encompasses a total of 18 highways (with a majority stake in 11 of them), spanning 1,347.3 km, and seven railways (with a majority stake in 3), comprising 83.6 km of railway tracks, around the world.

Globalvia is working on 25 projects distributed among the seven countries where it operates. The information and the financial and non-financial data of Globalvia presented in this report are consolidated and refer to all the activities carried out in 2020 in its branches and in companies in which the Group has a majority stake, which are part of the consolidated Group¹.

¹ Exceptions are indicated in the "Scope of information" section.

a) Concession companies with a majority stake:



HIGHWAYS WITH A MAJORITY STAKE

Chile

Autopista de Costa Arauco

Concession company in charge of the administrative concession to design, improve, build, operate and finance under a real toll system the North Access Coronel – Tres Pinos section. It links the city of Concepción and its ports to the Arauco province (south coast of the Biobío region), supporting the commercial and industrial area and providing access to the tourist and holiday regions on the coast.

Main figures:

- Stake in the concession: 100%
- Year awarded: 2008
- Concession term: 40
- Length: 89 km
- Average equivalent daily traffic 2020: 22,876

Autopista del Aconcagua

Concession company in charge of the administrative concession to maintain and operate the Santiago - Los Vilos stretch of the Ruta 5 highway, as well as the Santiago Lampa urban section.

Main figures:

- Stake in the concession: 100%
- Year awarded: 1997
- Concession term: 28 years
- Length: 218.2 km
- Average equivalent daily traffic 2020: 21,815

Autopista del Itata

Concession holder for the construction and operation of the Concepción – Chillán toll highway.

Main figures:

- Stake in the concession: 100%
- Year awarded: 1995
- Concession term: 28 years
- Length: 89 km
- Average equivalent daily traffic 2020: 16,342

Costa Rica

Ruta 27

Concession company in charge of the administrative concession to build and operate the San José – Caldera toll highway in Costa Rica, connecting the capital to one of the main ports on the Pacific coast.

Main figures:

- Stake in the concession: 100%
- Year awarded: 2004
- Concession term: 26 years
- Length: 76.8 km
- Average equivalent daily traffic 2020: 41,395

Spain

Autopista Central Gallega

Administrative concession to build and operate the Santiago de Compostela – Alto de Santo Domingo toll highway.

Main figures:

- Stake in the concession: 81.64%
- Year awarded: 1999
- Concession term: 75 years
- Length: 56.6 km
- Average equivalent daily traffic 2020: 4,233

M-45 Concesiones de Madrid

Administrative concession for the section of the M-45 ring road in Madrid between the O'Donnell access and the N-II highway under a shadow toll system.

Main figures:

- Stake in the concession: 100%
- Year awarded: 1999
- Concession term: 34 years
- Length: 14.1 km
- Average daily traffic 2020: 74,375

M-501 Ruta de los Pantanos

The purpose of this concession is to build, manage and maintain the widened M-511 and M-501 roads between the M-40 and the M-522 in the Region of Madrid for 25 years.

Main figures:

- Stake in the concession: 100%
- Year awarded: 1999
- Concession term: 25 years
- Length: 21.8 km
- Average daily traffic 2020: 32,967

Portugal

A23 - Beira Interior

Concession company in charge of the administrative concession to build and operate the highway between Abrantes and Guarda under a shadow toll system. The road spans 198 km, of which 95 km correspond to the existing road and 103 km are newly built.

Main figures:

- Stake in the concession: 100%
- Year awarded: 1999
- Concession term: 30 years
- Length: 198 km
- Average equivalent daily traffic 2020: 5,932

Transmontana

Concession company responsible for building and operating the mixed-toll Vila Real – Bragança highway.

Main figures:

- Stake in the concession: 96%
- Year awarded: 2008
- Concession term: 30 years
- Length: 194 km
- Average daily traffic 2020: 5,696

USA

Pocahontas Parkway

A toll highway located to the southeast of Richmond, Virginia (the United States). It connects Interstate 95 and State Route 150 and provides access to the Richmond regional airport. The road is the only direct crossing of the James river to the south of Richmond and significantly cuts down on distance and time.

Main figures:

- Stake in the concession: 75.5%
- Year awarded: 2016
- Concession term: 88 years
- Length: 14.2 km
- Average equivalent daily traffic 2020: 13,804

Ireland

Globalvia Jons

Contract to operate, maintain and renew the toll-free radial highways in the Greater Dublin Area. Responsible for road maintenance in winter, incident response, routine maintenance and CAPEX for all routes radiating from the M50 highway in Dublin, which the Company also manages.

Main figures:

- Stake in the concession: 70%
- Year awarded: 2019
- Concession term: 5 years (extendable to 8)
- Length: 180 km



RAILWAYS WITH A MAJORITY STAKE

Spain

Metro Barajas

Concession company in charge of the administrative concession for the project development, building and operation of the Barajas – New Terminal T-4 stretch of Madrid Metro line 8.

Main figures:

- Stake in the concession: 100%
- Year awarded: 2006
- Concession term: 20 years
- Length: 2.5 km
- Passengers in 2020: 625,867

Metro de Sevilla

The Seville metro system spans 18 km and has 21 stations in operation, serving the municipalities of Mairena del Aljarafe, San Juan de Aznalfarache, Seville and Dos Hermanas.

Main figures:

- Stake in the concession: 88.23%
- Year awarded: 2014
- Concession term: 37 years
- Length: 18 km
- Passengers in 2020: 7,795,355

Tranvía de Parla

Company awarded the contract for the construction, supply of rolling stock, operation and maintenance of the 8.5 km double-track lines of the Parla tramway (Madrid).

Main figures:

- Stake in the concession: 85%
- Year awarded: 2005
- Concession term: 40 years
- Length: 8.5 km
- Passengers in 2020: 3,316,951

b) Concession companies in which Globalvia does not have a majority stake:



HIGHWAYS WITHOUT A MAJORITY STAKE

Spain

Autopista Cartagena – Vera

Concession company in charge of the administrative concession to build and operate the Cartagena – Vera toll highway.

Main figures:

- Stake in the concession: 35.75%
- Year awarded: 2004
- Concession term: 36 years
- Length: 115 km

Circunvalación de Alicante

Concession company for the construction and operation of the Alicante ring road highway.

Main figures:

- Stake in the concession: 25%
- Year awarded: 2004
- Concession term: 36 years
- Length: 142 km

M-407

Concession company for the planning, construction, maintenance and operation of the 11.6 km stretch of the M-407 highway between the M-404 and the M-506, under a shadow toll system.

Main figures:

- Stake in the concession: 50%
- Year awarded: 2005
- Concession term: 30 years
- Length: 11.6 km

Autopista del Henares R2

Company awarded the contract to build and operate the R2 toll highway between the M-40 and Guadalajara. The inner stretch is an alternative route to avoid congestion on the A-1 in the San Sebastián de los Reyes and Alcobendas area. The outer stretch is an alternative to avoid traffic on the A-2.

Main figures:

- Stake in the concession: 10%
- Year awarded: 2000
- Concession term: 39 years
- Length: 62 km

Ireland

M50 Concession Limited

Company awarded the concession to build and operate the M50 C-shaped orbital highway in Dublin. The project involves building, operating and maintaining a 24 km extension to the highway, as well as the operation and maintenance of another 19.3 km stretch. It is operated under an availability-based payment system launched in 2010.

Main figures:

- Stake in the concession: 50%
- Year awarded: 2007
- Concession term: 35 years
- Length: 43.3 km

N6 Concession Limited

Company awarded the contract to build and operate the N6 Galway – Ballinasloe highway, as part of the strategic East-West corridor from Galway to Dublin, meeting the requirements of the National Development Plan.

Main figures:

- Stake in the concession: 45%
- Year awarded: 2007
- Concession term: 30 years
- Length: 56 km

Mexico

Autovía Nuevo Necaxa-Tehuacán

Concession company responsible for the design, construction and operation of the Necaxa – Tehuacán highway that crosses the states of Puebla and Veracruz. It forms part of the main Mexico City –Tehuacán trunk route. It is divided into two sections: TC1 Necaxa – Avila Camacho, construction and operation under an availability-based payment system; and TC2 Avila Camacho – Tehuacán, operation under a user toll system.

Main figures:

- Stake in the concession: 50%
- Year awarded: 2007
- Concession term: 30 years
- Length: 84.7 km



RAILWAYS WITHOUT A MAJORITY STAKE

Spain

Metros Ligeros de Madrid

In 2006 the operation and maintenance contract for the 5.4 km Pinar de Chamartín – Sanchinarro – Las Tablas light railway line was awarded. This line connects to lines 1 and 4 of the Madrid Metro.

Main figures:

- Stake in the concession: 42.50%
- Year awarded: 2006
- Concession term: 30 years
- Length: 5.4 km

Trambaix

Company awarded the contract to build and operate transport infrastructure linking the south of Barcelona with towns in the Baix Llobregat area. The system has 29 stops and 3 interchanges with the Barcelona Metro and 1 with the national railway system.

Main figures:

- Stake in the concession: 43.39%
- Year awarded: 2000
- Concession term: 32 years
- Length: 15.1 km

Trambesòs

Company awarded the contract to build, operate and maintain the tramway connecting the northeast of Barcelona to Sant Adrià del Besòs and Badalona. It has 27 stops, 8 Metro interchanges and 1 with the national railway system.

Main figures:

- Stake in the concession: 44.01%
- Year awarded: 2002
- Concession term: 30 years
- Length: 14.1 km

Transportes Ferroviarios de Madrid

Concession holder for the extension of Madrid Metro line 9 between Vicálvaro and Arganda.

Main figures:

- Stake in the concession: 49.38%
- Year awarded: 1997
- Concession term: 32 years
- Length: 20 km

c) The Group's non-concession companies**Openvia Mobility**

Globalvia Group's technology and innovation platform, the mission of which is to serve as the backbone for the creation and management of digital solutions for mobility users.

Main figures:

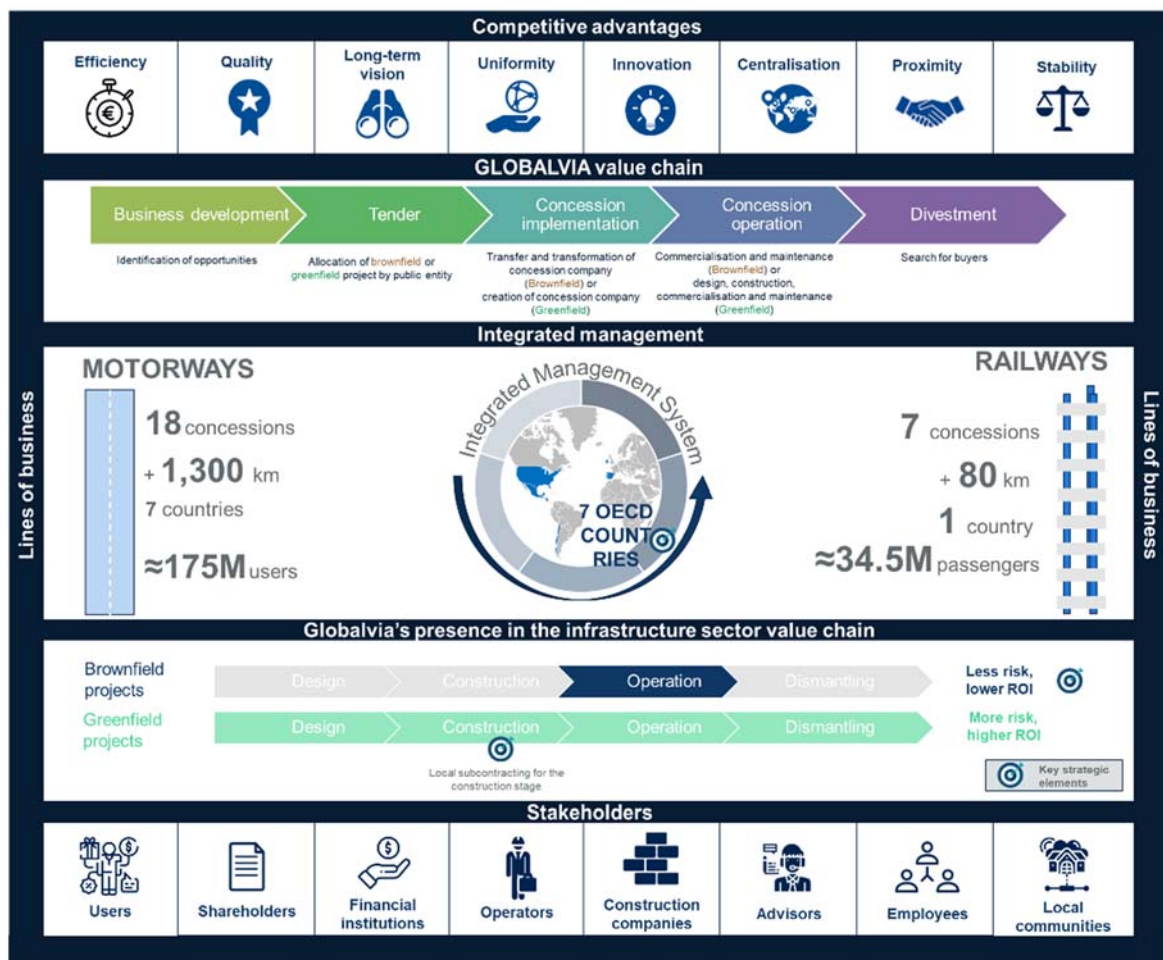
- Year incorporated: 2019
- First transfer of employees in October 2020.
- Subsidiaries: Spain, USA and Portugal.
- Activity data: annual average of 63 initiatives in development and a total of 26 potentially scalable projects.

1.1.4. Business model

Globalvia's business consists of mobility management, an important part of this is managing highway and railway concessions, including greenfield and brownfield concessions.

- Greenfield concessions include the design, construction, financing, operation and maintenance of the concession; generally representing a greater return on investment and higher risk. For this type of project Globalvia subcontracts the construction stage, sometimes involving local contractors.
- Brownfield concessions constitute assets already in operation and include the financing, operation and maintenance of the concession.

With the creation of Openvia Mobility these aspects are supplemented by new micro mobility initiatives and digital mobility services for users.



Globalvia business model

1.1.5. Integrated Management System

Globalvia has developed and implemented an Integrated Management System (IMS), which describes the Company's processes, based on a series of internationally recognised rules and standards:

- Keystones of the organisational structure: ISO 9001 (Quality), ISO 14001 (Environment), ISO 45001 (Occupational Health and Safety) and ISO 19600 (Compliance).
- Other specific standards according to the area: UNE-EN 13816 (Quality in Public Passenger Transport), ISO 22301 (Business Continuity), ISO 50001 (Energy Management), ISO 14064 (Carbon Footprint Verification), and ISO 27001 (Information Security Management), among others.



The Integrated Management System (IMS) is designed to provide central oversight and control over the management of the various Group companies, by applying the continuous improvement cycle across all its operations.


























Key aspects of the Integrated Management System:

- **Efficiency.** Application of the plan–do–study–act (PDSA) Deming cycle across all processes to ensure continuous improvement.
- **Compliance.** Assurance of regulatory and legal compliance of the legal and other requirements assumed by the Company.
- **Multi-site system.** A certification model that enables good practices and knowledge to be shared across the Company.
- **Commitment to stakeholders.** Commitment to ensuring their satisfaction and protecting the environment and health and safety of employees.

To ensure optimum performance, the Organisation appoints an Integrated Management System Manager in each Group company. There is also a corporate team that coordinates the implementation and updating of the IMS.

a) Integrated Management System (IMS) policy

This policy, which was updated in 2020, is applied across all concession companies with a majority stake in the asset, as well as at a corporate level. This policy states the Company's commitment to responsible management and its goal of satisfying stakeholder needs through 10 guiding principles.

IMS guiding principles	
Principles	Issues covered
Establish a culture of quality management, sustainability, safety and compliance as a strategic element for the functioning of the Group.	    
Determine the most suitable resources, products and services to achieve the stated objectives while contributing to the continuous improvement of the Integrated Management System and the Organisation's performance.	 
Comply with all applicable legal and regulatory requirements, as well as other standards adopted by the Group.	  
Provide safe and healthy working conditions through the elimination of hazards, and the reduction of safety risks identified.	  
Identify and understand the current and future needs and expectations of our stakeholders, establishing mutual commitments – within a framework of cooperation and understanding – in order to satisfy them and building sound relationships with the local communities and societies in which we operate.	 
Foster the participation and engagement of the Group's entire workforce, improving their skillset and attitude through training, motivation and communication, as well as the availability of information in order to continuously improve performance.	
Develop a culture of business ethics and good governance geared towards all Globalvia Group personnel behaving in a correct and proper manner.	
Use resources in a sustainable and efficient manner across all stages of infrastructure management to eliminate/reduce environmental impacts and related risks, as well as to contribute to protecting the environment and combatting climate change.	 
Enhance communication strategies aimed at conveying our commitment to the conservation and respect for the environment and to preventing the deterioration or damage to the health of employees, users and anyone else who may be affected.	 
Promote operational railway safety by analysing risks, studying changes, and training and empowering employees in order to optimise safe railway services for users.	  
Preserve the availability, integrity and confidentiality of all stakeholder information to ensure information security and personal data protection.	

Key



b) Scope of the IMS

The scope of the IMS encompasses:

- The management (acquisition, design, construction, operation, control and monitoring) of infrastructure concession companies (highways and railways).
- The conservation, maintenance and operation of highways and railways.

COMPANIES	STANDARD ²							
	ISO 9001	ISO 14001	ISO 45001	UNE-EN 13816	ISO 19600	ISO 22301	ISO 50001	ISO 27001
Globalvia Headquarters	X	X	X		I	I	I	I
Globalvis Chile	X	X	X			I		
Autopista Central Gallega	X	X	X			I		
Concesiones De Madrid	X	X	X			I		
Ruta De Los Pantanos	X	X	X			I		
Autopista Del Aconcagua	X	X	X			I		
Autopista Del Itata	X	X	X			I		
Autopista Costa Arauco	X	X	X			I		
Ruta 27	X	X	X			I		
Transmontana	X	X	X			I		
A23 Beira Interior	X	X	X			I		
Pocahontas Parkway	X	X				I		
Metro De Sevilla	X	X	X	X		I		
Tranvía De Parla	X	X	X	X		I		

X	CERTIFIED
I	IMPLEMENTED / UNCERTIFIED

² UNE-EN ISO Standard 9001: "Quality Management Systems"
 UNE-EN ISO Standard 14001: Environmental Management Systems
 UNE-EN ISO Standard 45001: "Occupational Health and Safety Management Systems"
 UNE-EN Standard 13816: "Public Passenger Transport. Definition of Service Quality, Objectives and Measurements"
 UNE-ISO Standard 19600: "Compliance Management Systems"
 UNE-EN ISO Standard 22301: "Business Continuity Management Systems"
 UNE-EN ISO Standard 50001: "Energy Management Systems"

c) Main tools for the IMS



Workspace

Document management platform and backbone of the Integrated Risk Management System. It contains the documentation structure and records of the Company.



Delfos

Business Intelligence portal. It is used for the management of non-conformities and reporting of indicators, enabling the Company's performance to be measured.



Globalvia Project Management

Online project management software offering full visibility and control of tasks.



Globalvia Legal

Platform to ensure the Group's compliance with environmental and health and safety legislation, with customisable identification and evaluation of legal requirements.



Globalvia CAE

Platform to manage the coordination of business activities in respect of occupational health and safety. It includes other regulatory compliance aspects defined by Globalvia.

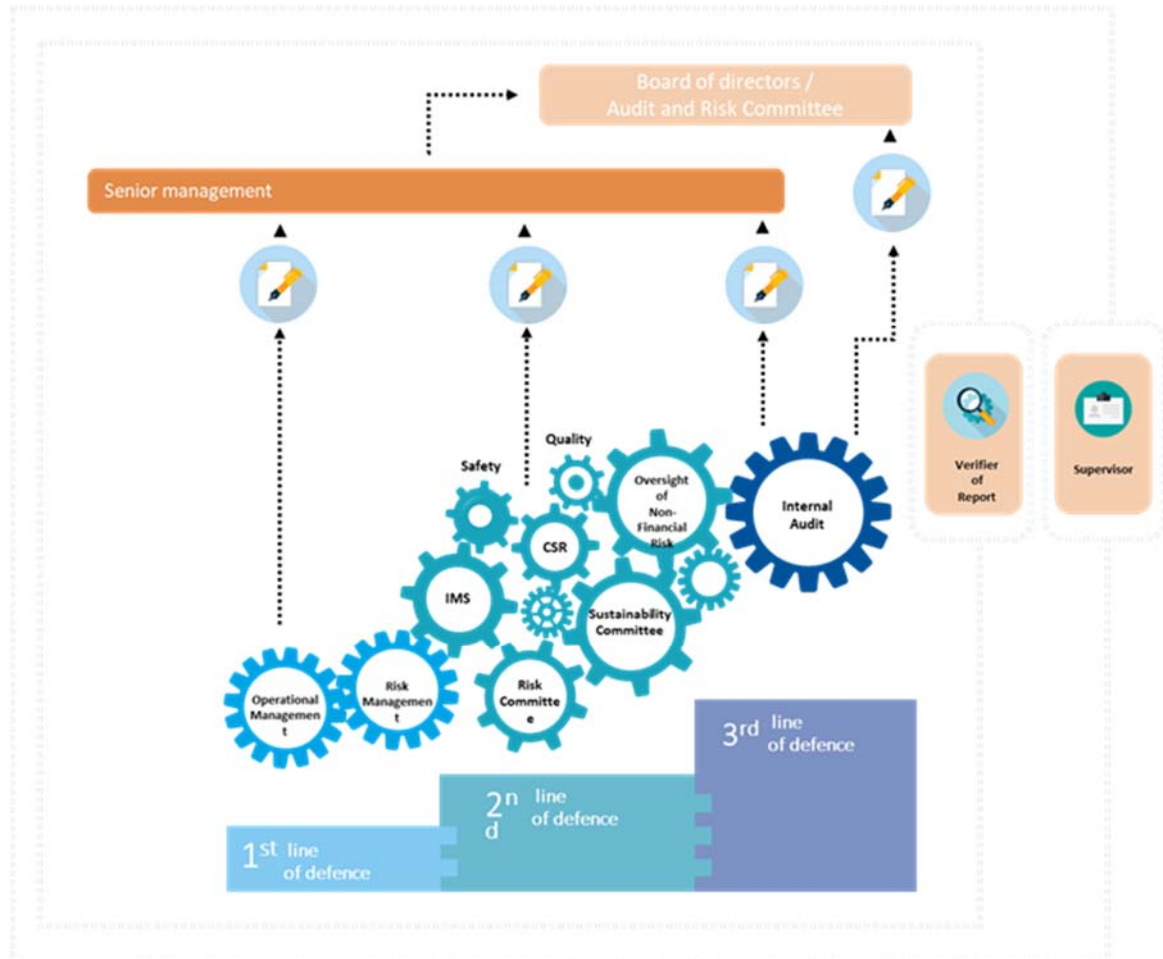
d) Certifications

This philosophy is reflected in AENOR's certification of Globalvia's Integrated Management System under ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and UNE-EN 13816:2003.



e) Three lines of defence model in the non-financial area

Globalvia applies the three lines of defence model to maximise the value generated for its stakeholders from a financial and sustainable perspective, thereby ensuring an appropriate non-financial risk management.



Three lines of defence model in the non-financial area

1.2. Risk management

1.2.1. Risk control policies

Globalvia's risk management philosophy consists of a set of shared beliefs and attitudes that characterise the way the Company considers risk in all its actions.

The Board of Directors is responsible for approving and monitoring the Risk Control Policy, while the Audit and Risk Management Committee assists the Board in discharging these duties. The Risk Committee, alongside senior management, is responsible for implementing the policy. Risk is controlled and managed throughout the Company and this is an integral part of the management function. This means that all staff are responsible for internal control and risk management

The Risk Control Policy, which was approved in 2016 and updated in 2020, establishes the framework for managing and controlling those risks that could prevent the Group from achieving its objectives. These risks may be internal or external.

The main objectives pursued by this policy are to:

- Increase shareholder value
- Create a risk awareness culture
- Implement a standard approach to assessing, managing and controlling risk
- Comply with laws and regulations in all countries where the Group operates
- Comply with the corporate Code of Conduct and internal regulations
- Comply with the terms of all signed contracts
- Provide a maximum level of assurance to shareholders
- Identify risk on an ongoing basis and monitor the internal control system

The Risk Control Policy is complemented by Risk Maps for each Group company and corporate area which define the main risks that may prevent the Group from achieving its strategic and operational objectives.



The Insurance Policy provides the framework for the management and monitoring of the Group's insurance policies in order to control the Company's exposure to risks. It includes, depending on each case, insurance policies related to property, responsibility and personal.

1.2.2. Risk management model

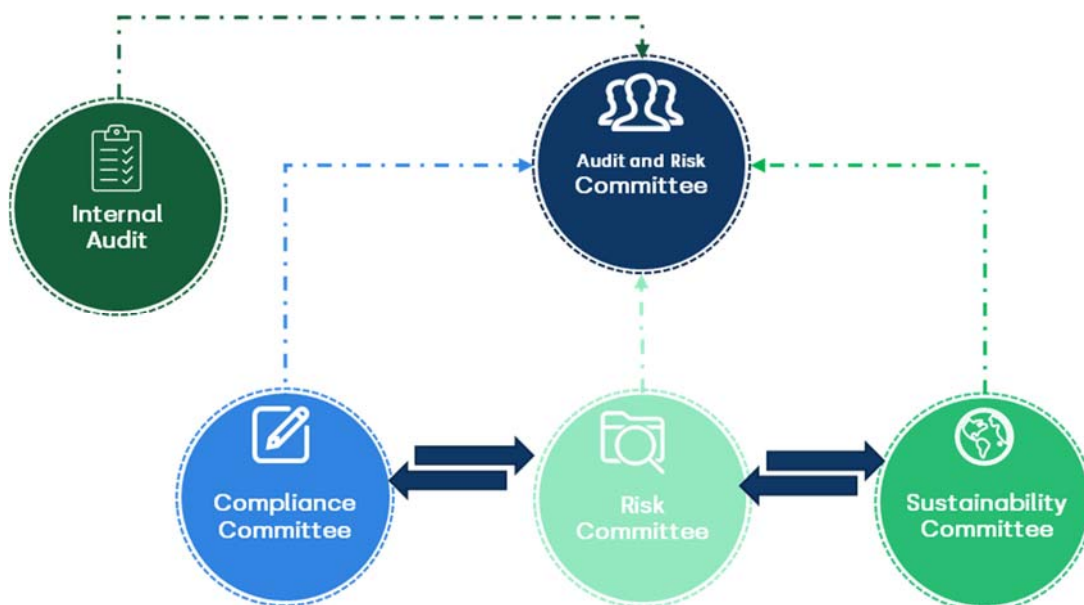
The Enterprise Risk Management (ERM) Model implemented in Globalvia was established on the basis of best practices and is aligned with international reference frameworks, such as COSO.

The types of high-level risks were updated in 2020 to include a new class known as sustainability, which encompasses the ESG and climate change risks.



Types of high-level risks

The Company's main risk management bodies are as follows:



Risk management bodies

a) Risk Committee

A key component of risk management is the Risk Committee, a permanent high-level internal collegiate body with autonomous powers of initiative and control, whose functions include surveillance and supervision of the main strategic, financial, operational, sustainability, reputational and compliance risks.

The goal of this committee is to ensure that Globalvia's current risk controls are in line with the levels of risk appetite approved by the Board. In all cases they meet best industry practices to create long-term value and maintain the highest reputational levels in the market. The Risk Committee also handles the promotion of a risk control culture throughout the organisation. This committee meets at least once every six months and is chaired by the CFO.

The Risk Committee's role and duties are as follows:

- Review, analysis and approval of corporate risk maps and those of Group companies.
- Implementation of a methodology aligned with best practices.
- Advice to the Board on strategy regarding risk appetite.
- Verification as to whether the risks borne by Globalvia are compatible with the levels of risk appetite authorised by the Board.
- Review of the impact on Globalvia's risk profile of the investment and divestment proposals submitted to the Board.
- Monitoring that the required shareholder return on investments and divestments is consistent with the asset risk profile and that Globalvia's risk strategy is considered.
- Verification that the financial structure of Globalvia and each of its companies is appropriate for their risk profile.
- Periodic review of reliability of the risk measurement system.
- Assessment, together with the Management Control Department and the corresponding areas, of the main risks that have materialised, with a view to inputting improvements into the risk measurement system.
- Instilment of a risk control culture through the Board-approved Risk Control and Management Policy.

b) Internal Audit area

The Internal Audit area is an independent function that provides assurance to senior management and the Board of Directors regarding the proper functioning of systems and controls.

c) Compliance Committee

The Compliance Committee is responsible for reviewing the Company's compliance risks and creating early warnings of possible violations.

d) Sustainability Committee

The Sustainability Committee is responsible for the Company's sustainability risks, updating to this end a Sustainability and Climate Change Risk Map and reporting all relevant risks to the Risk Committee.

1.2.3. Non-financial risks

Globalvia is aware of the importance of non-financial risks and the growing impact they can have on the Company's results and reputation.

a) Context and stakeholder risks

Globalvia regularly carries out context analyses in order to determine both external and internal matters that could have an impact on the activity of the various business lines and countries. The primary goal is to gain an understanding of the context in which both the Company and its stakeholders operate so as to address risks and opportunities inherent to its activity.

The strategic analysis includes a SWOT diagnostic (strengths, weaknesses, opportunities, threats) and is used in the planning of actions and continuous improvement goals.

The variables analysed include, among others:

- User experience (satisfaction and safety)
- Business
- Communication
- Environmental
- Occupational health and safety
- Information security
- Legal and contractual requirements

b) Risks derived from new acquisitions

During the initial phases of the tender process, a reputational analysis is performed of the partners and/or contractors involved in the investment projects. The existing public information on projects and their context is also analysed.

c) Business continuity risks

Business continuity has become a strategic priority for Globalvia. Consequently, the Company has implemented a Business Continuity Management System in accordance with ISO 22301, the purpose of which is to establish the necessary procedures to mitigate the impact of a crisis on the business.

In 2020, the Organisation finalised the roll-out of the Business Continuity Plans in its companies, making it possible to reduce the risks derived from a possible incident or contingency that could affect the Organisation's main business processes.



Business continuity principles

d) Sustainability and climate change risk

The sustainability risks are included within the Company's ERM control framework; they constitute one of the high-level risk types that are applicable to all Group companies.

These risks are analysed and addressed in great depth in the Sustainability and Climate Change Risk Matrix.

The sustainability risks are disclosed under Environmental, Social and Corporate Governance risks and include those stemming from the surrounding context, our activities and those of our contractors.

To determine the risks of Climate Change the Task Force on Climate-related Financial Disclosures (TCFD) recommendations are followed, in such a way that these risks have been classified in Transition Risks (regulation and legal, technological, market and reputational) and physical risks (acute and chronic).

1.2.4. Impact of COVID-19 on the business

During the COVID-19 crisis, various measures were adopted based on the Risk Control Policy, the Company's business continuity plans and the recommendations and guidelines of the different public administrations, all of which was to focus efforts on the health, financial and technology-related risks.



Measures corresponding to health risks:

- Remote work strategy rolled out across the Group
- Launch of an ongoing communication plan
- A protocol that included preventative and detection measures, as well as those to address positive cases of COVID-19
- Ongoing analysis of regulations being approved in the various countries as regards COVID-19 so as to adapt operations accordingly



Measures corresponding to financial risks:

- Analysis of the short-term impact of COVID-19 and monitoring of covenants contained in financial agreements
- Updating of the model to assess the long-term impact of COVID-19
- Daily monitoring of traffic and demand levels



Measures corresponding to technology risks:

- Increase in capabilities to enable employees to work remotely
- Communication of remote work guidelines to subsidiaries
- Acceleration of the Journey to the Cloud strategy for certain software apps
- Online and remote follow-up and assistance for users
- Cybersecurity campaigns to raise awareness of cyberattacks within the specific context of the COVID-19 situation
- Analysis of recovery plans drawn up in the different countries to drive digital transformation and sustainability projects in the Group's various concessions.

1.3. Sustainability management

1.3.1. Analysis of global sustainability trends

The Company's business strategy is based on efficiency and uniformity, adopting a policy of selective growth and strategic divestments that creates value for shareholders and ensures continued commitment to the future. Globalvia is also in the process of drawing up a Strategic Sustainability Plan that will underpin the business strategy over the short, medium and long term.

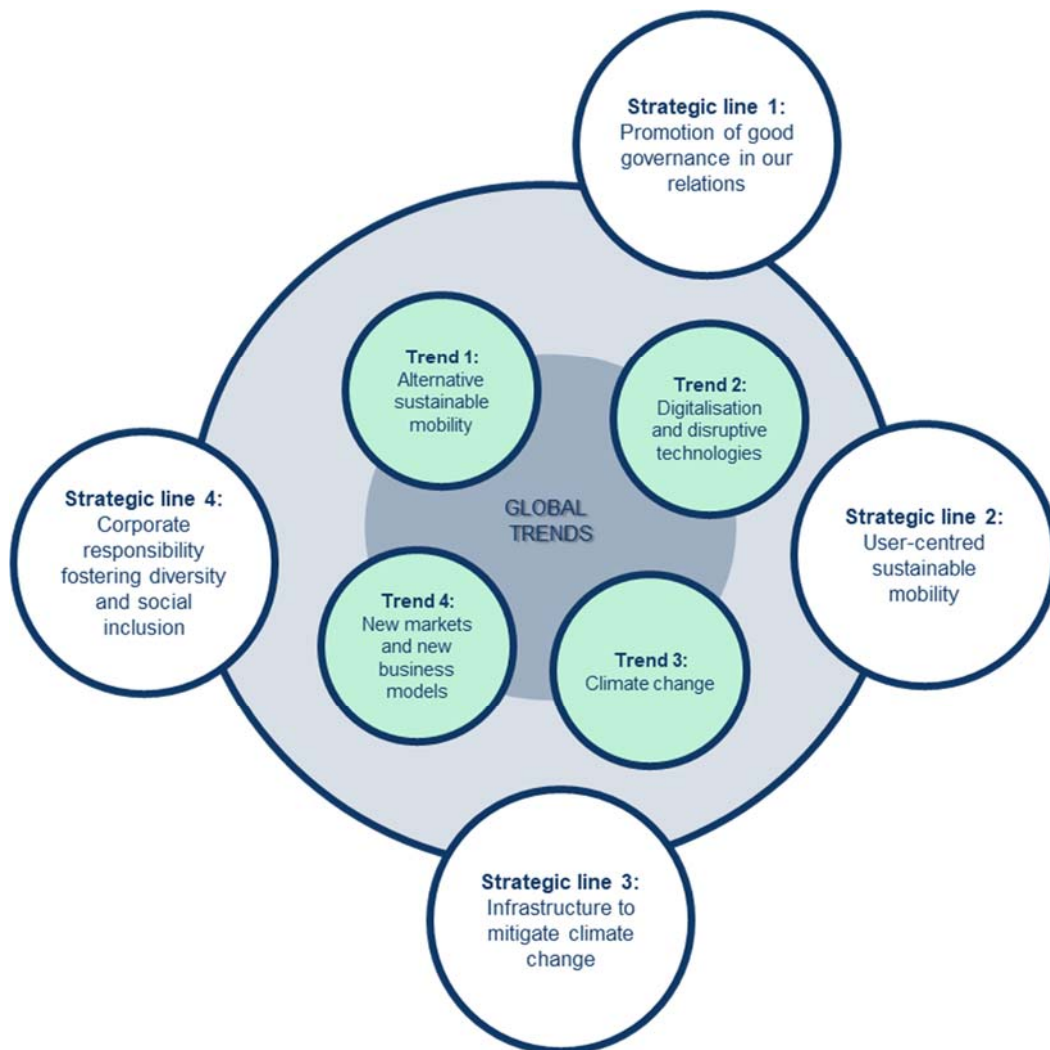
For Globalvia key strategic elements for the functioning of the Company are global trend analysis and a management culture that focuses on quality, the environment, energy efficiency, social commitment and occupational health and safety. These matters promote efficiency in the Company's operations and contribute to the achievement of optimum, sustainable financial results.



Globalvia elements for anticipating and adapting to global trends

Globalvia is keenly aware that we are currently moving into a new era, which will transform how we work, manage assets and offer services. The Company analyses global trends with a potential impact on its business in order to mitigate the associated risks and leverage the opportunities afforded by applying innovative solutions. Over the course of last year, the pace of some of these trends was ramped up as a consequence of COVID-19.

This analysis enables Globalvia to prepare from within to make an impact outside the Organisation by ensuring that its Strategic Sustainability Plan is aligned with these global trends, thereby ensuring adequate management thereof.



A Strategic Sustainability Plan in response to global trends

Trend 1: Alternative and sustainable mobility

The model that has served as the mould for transport in recent decades is changing, which is having a disruptive effect. This is due to diverse factors: the growing use of hybrid and electric vehicles; the incipient growth of the autonomous vehicle as an actual solution; the emergence of collaborative transport models thanks to new technology; the growing popularity of personal mobility vehicles; and different commuting patterns caused by new lifestyle habits.

a) Sub-trends

Greater use of hybrid and electric vehicles

The proliferation of hybrid and electric vehicles, as a less carbon-intensive alternative means of transport, stems from greater awareness of pollution and the use of fossil fuels. This growth is also fuelled by environmental policies and standards such as the use of eco-labels, the implementation of low emission zones in cities and grants, benefits and subsidies for purchasing and using electric vehicles. Current recharging infrastructure is insufficient for the mass electrification of vehicles and investment is therefore required to deploy rapid recharging apparatus adequately around the country.

Emergence of autonomous vehicles

Fully autonomous vehicles are expected to be launched on the market in the near future. However, this will depend on technological development and the regulatory capacity of governments and public administrations. The integration of autonomous vehicles in current transport networks will require considerable effort to adapt existing infrastructure, but it will also have a positive impact on road safety, urban traffic congestion and the efficient use of energy, as well as giving added momentum to shared mobility and mobility service platforms.

Emergence of collaborative transport models

Shared vehicles have emerged as an alternative to private cars. There has been a shift away from personally-owned modes of transport and products towards experience and service, the key being mobility provided as a service (MaaS). People are therefore buying mobility rather than a vehicle for themselves.

Growing popularity of micro mobility options and personal mobility vehicles (PMV)

New technology has given rise to the emergence of new urban mobility solutions that foster journeys using vehicle models that blur the traditional pedestrian/motor vehicle divide. These include bicycles, e-scooters and monocycles.

New travel patterns

Technology is impacting people's lifestyles and, as a result, travel patterns are becoming more varied and less predictable. This is due to immediate accessibility to different types of transport, to e-commerce, which means you can purchase products and services without having to go anywhere, and also to working from home, which avoids the need to travel to workplaces.

New users

It is the users themselves who are driving transformation through increasing demands for more unique, special services that provide an experience guaranteed to be immediate.

b) Risks and opportunities associated with the trend

Risks	Opportunities
Being party to long-term concession contracts restricts the Company's flexibility to adapt infrastructures to the new forms of mobility.	The installation of charging points and energy-generating lanes to encourage the use of electric vehicles.
Mobility is evolving faster than regulatory changes, generating legal loopholes and uncertainty.	The role of infrastructure in the adoption of autonomous vehicles. Analyse the impact of including automated vehicles on the roads to ensure their coexistence with traditional vehicles, increase safety and streamline transport by adapting infrastructure to the risks and opportunities identified.
Greater unpredictability of traffic volume makes it more difficult to manage traffic and improve user satisfaction.	Greater value to users through a unique experience that sets the Company apart from its competitors.

c) Globalvia's strategic response to the trend

On one hand, Globalvia, as a highway and railway management company, takes a long-term view of the flexibility of its operations in the infrastructure it manages and studies projects that could potentially cover various future scenarios, assuming an initial investment to obtain greater long-term benefits. During this year, charging points for electric vehicles have been installed in some of the concessions. The Company also considers it important to promote greater flexibility in concession contracts so it can adapt to growing uncertainty.

On the other hand, the Company's mission also revolves around creating new mobility models with people at their core and providing a unique experience for users by transforming infrastructure. Aware of the importance of seeing things from the user's point of view, in 2020 Globalvia analysed the user experience and deployed several lines of action. These include developing new services aimed at user mobility and alternative channels for interacting with users. Moreover, in 2020 Globalvia created *Openvia Mobility*, an innovation and technology platform designed to incentivise the sustainable elements of mobility.

Trend 2: Digitalisation and disruptive technologies in society

We are now facing what the World Economic Forum has defined as the fourth industrial revolution, a new era in which the focus will be squarely placed on greater automation, connectivity and globalisation; a world characterised by swifter adaptability to change, the merger of the physical and digital realms and faster and more efficient decision-making by users.

This reality directly impacts the transport infrastructure sector in the face of the increasingly rapid advances in connectivity, data analysis and cybersecurity, among others. Moreover, COVID-19 has intensified this digitalisation process considerably.

a) Sub-trends

Connectivity

Connected vehicles enable communication between vehicles and drivers, as well as other vehicles on the road and roadside infrastructure. These interactions not only trigger the generation of data and metrics but also communication of this information in real time.

Big Data

Data analysis has the power to transform the way public authorities, planners, developers, owners and operators design and manage infrastructure. Different governments are pushing for greater participation of big data in infrastructure, which means owners and operators will be required to have access to this information.

Cybersecurity

The actions of organisations in the digital domain and the transformation of their businesses pose an inherent challenge to the security and data protection of their IT systems.

Competition for new technologies

New ideas and opportunities are not confined to a single geographic area or sector and competition for new technologies is therefore expected to intensify.

b) Risks and opportunities associated with the trend

Risks	Opportunities
Data generation is advancing faster than regulation, making it difficult for the Company to adapt to new alternatives.	Connectivity between infrastructure, vehicles and the Company provides the opportunity to achieve higher levels of security.
Digital transformation of the business and the increase in data management expose the Company to information security conflicts (cyber-attacks, etc.).	Access to data allows Globalvia to acquire knowledge about user behaviour, preferences and needs, to be able to provide them with a more tailored experience that cements customer loyalty.
Consolidated leaders in the sector do not have a clear advantage over smaller companies in terms of technology.	Data acts as a key catalyst for innovation and the development of new ideas.

c) Globalvia's strategic response to the trend

Given the continuous advances in technology experienced by society today, a process that has gathered pace in the wake of COVID-19, the Company is working to integrate technology into its internal processes and into the infrastructure and services it provides. Globalvia is also attempting to optimise the use of the data it manages to gain more in-depth knowledge of users and of the business.

The Company is currently implementing new payment services and loyalty programmes at several of its concessions, such as *Slora App*, *Meep Seville* and *Tap&Go*.

To this end, Globalvia has an open innovation strategy that focuses on combining the initiatives of competitors, private enterprise, public entities and the various stakeholder groups. The Company believes that multi-sectoral best practices can be incorporated by way of a collaborative approach, thereby accelerating the roll-out of new business technologies. It also believes that only by adopting certain blueprints and protocols for action can the security of the users be guaranteed.

Trend 3: Climate change

The rapid growth in greenhouse gas emissions, with a 30% increase in the concentration of emissions over the past 60 years, is accelerating global warming. The Paris Agreement established a goal for 2010 of limiting the increase in global average temperature to less than 2°C and endeavouring to confine the increase to 1.5°C with respect to pre-industrial levels. The IPCC's 2018 "*Special Report on Global Warming of 1.5°C*" stated that human activities have caused a 1.0°C rise in the earth's temperature from pre-industrial levels and that if no action is taken, the temperature rise is likely to reach 1.5°C between 2030 and 2052. The Global Risk Report 2021 prepared by the World Economic Forum has placed three climate-change related risks among those most likely to occur within the next decade: extreme weather, climate action failure and human environmental damage.

In addition to the serious impact on the environment and people, climate change is also one of the greatest threats to economic stability.

a) Sub-trends

Increased social awareness

The Paris Agreement, the thirteenth goal of the UN Sustainable Development Goals (SDG) and the *#FridaysForFuture* movement sparked by students calling for action against climate change, are all indicative of the importance of this trend in the global social agenda.

Growing implementation of regulatory measures

The Climate Change and Energy Transition Law is expected to be approved in Spain in 2021, whereby the country must reach climate neutrality by 2050 at the latest.

Weather events and natural disasters

In recent years, climate change has led to more --and more intense-- extreme weather events. These include floods, unseasonably hot and cold spells and forest fires, among others.

b) Risks and opportunities associated with the trend

Risks	Opportunities
Increased social awareness of climate change exposes Globalvia to reputational risk if it does not take measures to reduce greenhouse gas emissions	Heightened social awareness about climate change offers Globalvia the opportunity to build up its reputation through successful management of this issue and reduce the environmental impact of conventional vehicles.
Extreme weather events can cause destruction to the infrastructure managed by the Company, causing damage to roads and even traffic accidents.	Globalvia already has an international management framework for environmental regulatory measures that fosters regulatory compliance and risk reduction in the management of new businesses.
The Company will have to adapt to the new regulations to avoid infringements and sanctions.	The planned, rapid adaptation of Company-managed infrastructures to new weather conditions could be a source of differential value for the Company.

c) Globalvia's response to the trend

In 2018 Globalvia introduced Business Continuity Plans to adapt quickly and systematically to situations that could interfere with its operations or bring them to a standstill. The objective of these plans is to provide an adequate response to crisis situations, including those arising from environmental risks.

As part of its mission to combat climate change, in December 2020 Globalvia joined the “SBTi call to action” initiative, assuming the commitment over the next 24 months to set greenhouse gas (GHG) reduction targets based on climate change science or science-based targets. Through this initiative the Company is seeking to contribute to the transformation towards a low-carbon economy and to keep the overall global temperature rise to under 2°C.

Also, Globalvia is working on the development of new mobility applications, as is the case of Meep Sevilla by Globalvia, that facilitates user's decision-making with sustainability criteria, allowing them to know which transport journey is the most sustainable and has the lower carbon footprint.

Trend 4: New markets and new business models

As competition for new investment opportunities in developed markets continues to mount, searches for investment in emerging markets have intensified. In addition, projects of an unprecedented scale and complexity have been seen in recent years.

Once again however, it is important to take into consideration the uncertainty as to the scope and duration of the impacts of COVID-19. Given that the long-life cycles of active transport infrastructure can span decades, this uncertainty over the short to medium term could pose a major challenge to the design and adaptation of infrastructure. It will therefore be vital to understand users' preferences and new habits.

a) Sub-trends

Emerging markets

In the short-term infrastructure players are expected to start placing greater emphasis on the search for opportunities in emerging markets. This will lead to better infrastructure, better quality of life and better global competitiveness in these markets.

Leveraging of existing infrastructure

Transport infrastructure will likely be adapted to the current and future needs of vehicles and users. Transport infrastructure management companies are expected to incorporate road sensors to collect information that will serve to improve the user experience, as well as renew and update infrastructure to facilitate the introduction of autonomous vehicles, among other initiatives.

New business models

In the post COVID-19 scenario, many companies will have to rise to the challenge of having to apply innovative approaches and principles, sometimes just to remain in the market, as there have been major changes in consumption and lifestyle trends. These include the acceleration of the digital culture, the preference for technology and contactless business models, an increase in online shopping and the growing popularity of working from home.

b) Risks and opportunities associated with the trend

Risks	Opportunities
Emerging countries involve competitiveness risks related to deadlines, less regulation in certain aspects, the political context, the knowledge and training of talent, quality and resilience of infrastructure, and established minimum standards.	There is less competition in emerging markets than in other markets, due to the need for investment capacity coupled with management ability in this type of context.
New business models will call for greater collaboration between the various players and bring unknown risks.	These projects provide the opportunity to collaborate with local players, making it easier to penetrate new markets and acquire the necessary business intelligence. They also provide the opportunity to collaborate with international organisations and exchange best practices.
Large-scale projects are usually accompanied by their politicisation, with the resulting imbalances.	
The infrastructure sector must adapt to operate in an increasingly dynamic and changeable environment that is being driven forward by technology.	Identification of investments that are aligned with existing long-term plans and that offer greater flexibility to meet the needs of society swiftly.

c) Globalvia's response to the trend

Globalvia's target markets are OECD countries with special emphasis on Spain, the European Union and North America, which reduces its operational risk compared to that in other markets. Also, the Company is continuously on the lookout for business opportunities, both in developed and in emerging markets, including the management of large-scale projects and collaborations with prestigious local entities. Globalvia's innovation strategy includes the assessment of emerging technologies, new business models and potential disruptions to its activities. Globalvia has started working on initiatives related to the infrastructure digitalization and Big Data. An example is the Smart45 project.

As a result of COVID-19, Globalvia has adapted its service offering in recent months to the new demand patterns. Over the medium to long term, the Company is also monitoring the growing dynamism of the transport infrastructure sector. To that end, the Company is focusing on leveraging technology, data and the analysis thereof in its decision-making processes. This will help the Company to better harness its assets and weather the current uncertainty, paving the way towards a future marked by more dynamic risks and opportunities that are in constant flux.

1.3.2. Sustainability in Globalvia

Globalvia is one of the leading players in the countries in which it operates, thanks to its responsible and sustainable business strategy and its long-lasting relationships with stakeholders built on trust. Testament to this is the fact that the Company has been named by the Global Real Estate Sustainability Benchmark (GRESB) as the leader in sustainability management in the transport infrastructure sector, specifically in the “Road Companies” category, for the second year running.

Sustainability provides value for Globalvia in the communities and in the environment where it operates. It improves the Company's external reputation, enables a more integrated and comprehensive management, and makes it possible to create a long-term vision and strategy. The Company has established sustainability management, covering environmental, social and governance-related issues (ESG). These are the core factors in measuring the sustainability and ethical impact of the investment in a company or business:

- **Environmental (E):** efficiency-related actions and measures taken to monitor and reduce the environmental impact
- **Social (S):** the company's relationship with its stakeholders and the social impact of its activities
- **Governance (G):** good governance, compliance with policies and procedures



Business Model

Globalvia is currently in the process of drafting a Strategic Sustainability Plan. All areas of the business have been involved in its development.

1.3.3. Sustainability Committee

The Sustainability Committee is composed of a cross-cutting team of individuals that are involved in and responsible for the various departments and business lines of Globalvia.

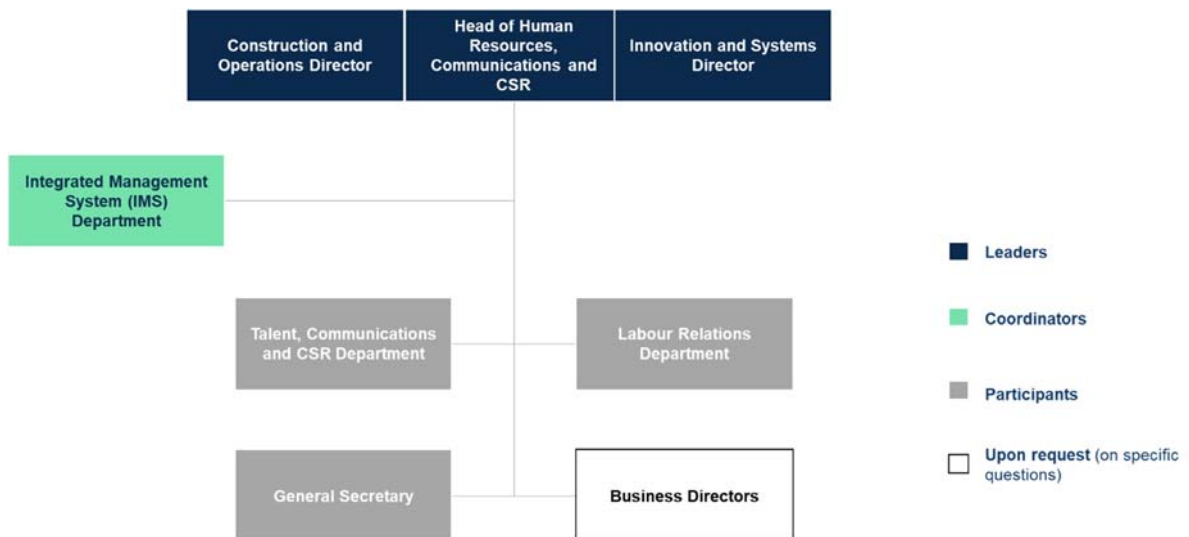
Its primary objectives are:

- Establish long-term ESG objectives aligned with the Group's strategy
- Review and validate the annual objectives
- Identify opportunities for improvement
- Report non-financial information to Globalvia's senior management and governing bodies

Duties and powers

- Oversee ESG aspects from a global perspective
- Support ESG achievements
- Monitor ESG activities in the Group
- Report on ESG aspects internally and externally
- Ensure proposed investments cover ESG aspects
- Present the decisions made by the Sustainability Committee to the CEO

Roles and powers of the Sustainability Committee



Sustainability Committee members

1.3.4. Sustainability reporting

a) Internal reporting to governing bodies

The Sustainability Committee is the body responsible for preparing and supervising the drawing-up of the Sustainability Report - Consolidated Non-Financial Information Statement (NFIS) in accordance with the requirements of Law 11/2018 on Non-Financial Information.

Once the report has been drawn up, it is voluntarily forwarded to the Audit and Risk Committee for review. Finally, this report is presented as a separate item on the agenda for approval by the shareholders at their annual general meeting.

This Committee is also responsible for identifying and managing sustainability risks, which are overseen by the Risk Committee, whilst the Compliance Committee is responsible for ensuring compliance in sustainability matters.



b) External reporting: GRESB

Since it joined the GRESB sustainability index in 2016, Globalvia has improved its score year on year, securing for the second year in a row **the top spot** in the highway and transport management categories.

The number of participants in the index this year continued to rise, reflecting the growing interest of investors in sustainable business models and the importance of ESG factors in decision-making.

Globalvia, ESG leader in the highway and transport management categories

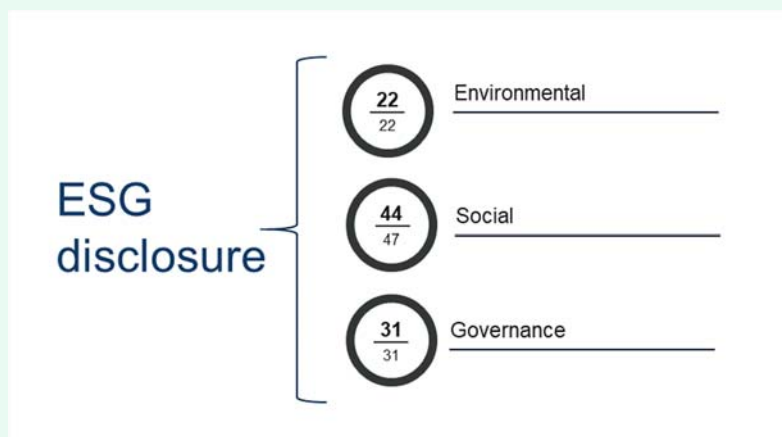
For the second year in a row, Globalvia is the **leader in terms of sustainability among highway and transport management companies**.



In 2020 the Company scored **97 points**:



This index takes into account environmental, social and governance (ESG) criteria. It is worth noting that Globalvia has obtained the highest score possible on both the environmental and governance fronts.



Globalvia's results demonstrate its **commitment to leading the infrastructure management sector**.

1.3.5. Sustainable financing of projects

Globalvia's leadership in sustainability indices such as the GRESB not only generates reputational benefits for the Company, but also an economic monetisation through better financing conditions as a result of improving ESG-related performance.

In 2019 the Ruta de los Pantanos asset commenced formalities to arrange sustainable financing (ESG-Linked Loan), the first of its kind within the Globalvia Group. The spread on this loan was linked to the improvement of a road safety indicator, as well as the Group's quality, environmental, and health and safety certifications. The Company collaborated with Sustainalytics for this process. In November 2020, Ruta de los Pantanos renewed the facility to once again make it sustainable, ESG-linked financing. This move is framed within the overall transition towards a new sustainable economic development model, where Globalvia, the asset's sole shareholder, is looking to take on a leading role by opting for this financing method at its subsidiaries. The loan costs are tied to the Company's annual performance, based on a series of sustainability indicators -defined and agreed with the lender, Bankia- that are related to the Globalvia Group's ESG criteria.

Sustainalytics' ESG risk classification identifies governance as a material sustainability issue for the highway and railway sector. Globalvia 's sustainability performance objectives are based on the following indicators:

Category	Indicator	Sustainability performance objectives	Base date
Social	Number of accidents with victims per vehicle-km in the last 12 months ³	Do not exceed 97% of the baseline indicator; the average of the last three years. The baseline indicator is calculated as the weighted average number of accidents with victims per vehicle-km in Globalvia 's Spanish concessions (Autopista Central Gallega, Concesiones de Madrid and Ruta de Los Pantanos) in the previous three years. For clarification purposes, the first base year, 2019, will consider the years from 2016 to 2018. The base date is moved forward 12 months each year in order to only take the last three years into account.	The base date is dynamic. It takes into account the last three years (see calculation in section 2.3.2)

³ Definition of number of accidents with victims in the last 12 months

The baseline is calculated as follows:
$$\frac{(\sum_{c=1}^3 \text{Accidentes}_{y-1} + \sum_{c=1}^3 \text{Accidentes}_{y-2} + \sum_{c=1}^3 \text{Accidentes}_{y-3}) * 10^8}{(\sum_{c=1}^3 V_{y-1} * Km_{y-1} * 365) + (\sum_{c=1}^3 V_{y-2} * Km_{y-2} * 365) + (\sum_{c=1}^3 V_{y-3} * Km_{y-3} * 365)}$$

Where: c = Concesión (Autopista Central Gallega, Concesiones de Madrid y Ruta de Los Pantanos), y = año actual, V = # de vehículos, Km = kilómetros

The KPI is calculated as follows:
$$\frac{(\sum_{c=1}^3 \text{Accidentes}_y) * 10^8}{\sum_{c=1}^3 V_y * Km_y * 365}$$

Where: c = Concesión (Autopista Central Gallega, Concesiones de Madrid y Ruta de Los Pantanos), y = año actual, V = # de vehículos, Km = Kilómetros

Governance	External certification of management systems ⁴	Certify 100% of the Pocahontas Parkway concession under ISO 9001, ISO 14001 and ISO 45001 within four years.	December 2019
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In the context of Globalvia, fatal highway accidents are an important social problem, with hundreds of thousands of deaths every year. Although drivers and users are primarily responsible for the accidents, transport infrastructure plays a key role in reducing and mitigating risks. Structural flaws in the infrastructure must be repaired and failure to detect problems could have catastrophic ramifications, including the breakdown of the infrastructure itself. Highway operators are responsible for the ongoing maintenance of infrastructure and the implementation of safeguards to minimise accidents.

Measures to prevent vehicle accidents include maintaining the road surface, lighting, signage and safety barriers in good working condition; proper care of the flora and fauna in and around the infrastructure; and the removal of foreign objects which could hinder the transit and use of the infrastructure, as well as keeping roads clear of snow and ice in adverse weather conditions.

On the basis of Globalvia's current performance and average traffic accident figures in Spain, Sustainalytics considers the objective set by Globalvia to improve road safety in three of its Spanish concessions (Autopista Central Gallega, Concesiones de Madrid and Ruta de Los Pantanos) to be relevant and material for the Company.

Likewise, the highway works areas could be dangerous for the workers who build, repair and maintain the infrastructure. Safety risks include vehicle accidents, slips, falls, faulty machinery and/or the improper use of lorries, tools and other equipment, or the lack of adequate protection when using such items. Lifting heavy items and machinery can cause muscle strain or musculoskeletal disorders. Workers can also experience a prolonged exposure to extreme outdoor temperatures, high levels of noise and emissions, and hazardous substances. Highways and railways are intrinsically dangerous environments which expose workers to the risk of accidents. The consequences of health and safety incidents include lost working hours, lawsuits and claims for compensation filed by employees, accident investigations, and fines or sanctions.

⁴ **Definition of the indicator of external certification of management systems**

As required by the Borrower, the estimated annual progression of certifications is as follows:

- Dec-2020: ISO 9001 certification;
- Dec-2021: ISO 14001 certification and maintenance of ISO 9001;
- Dec-2022: maintenance of ISO 9001 and ISO 14001; and
- Dec-2023: ISO 45001 certification and maintenance of ISO 9001 and ISO 14001.

Investments in robust health and safety systems can identify risks and prevent incidents, including those suffered by contractors, to whom maintenance activities are often subcontracted. Best practices entail periodic risk assessments, employee training, operational guidelines and procedures, the use of protective equipment and tools, machinery maintenance, and periodic audits.

As regards the sustainability-linked loan extended to Ruta de los Pantanos, Globalvia's KPI for corporate governance is the certification of Pocahontas Parkway (USA) under ISO 9001, ISO 14001 and ISO 45001, with the following yearly progression:



In 2020, Pocahontas Parkway received ISO 9001 “Quality” and ISO 14001 “Environment” certification as per the forecast schedule of the sustainable financing agreement.

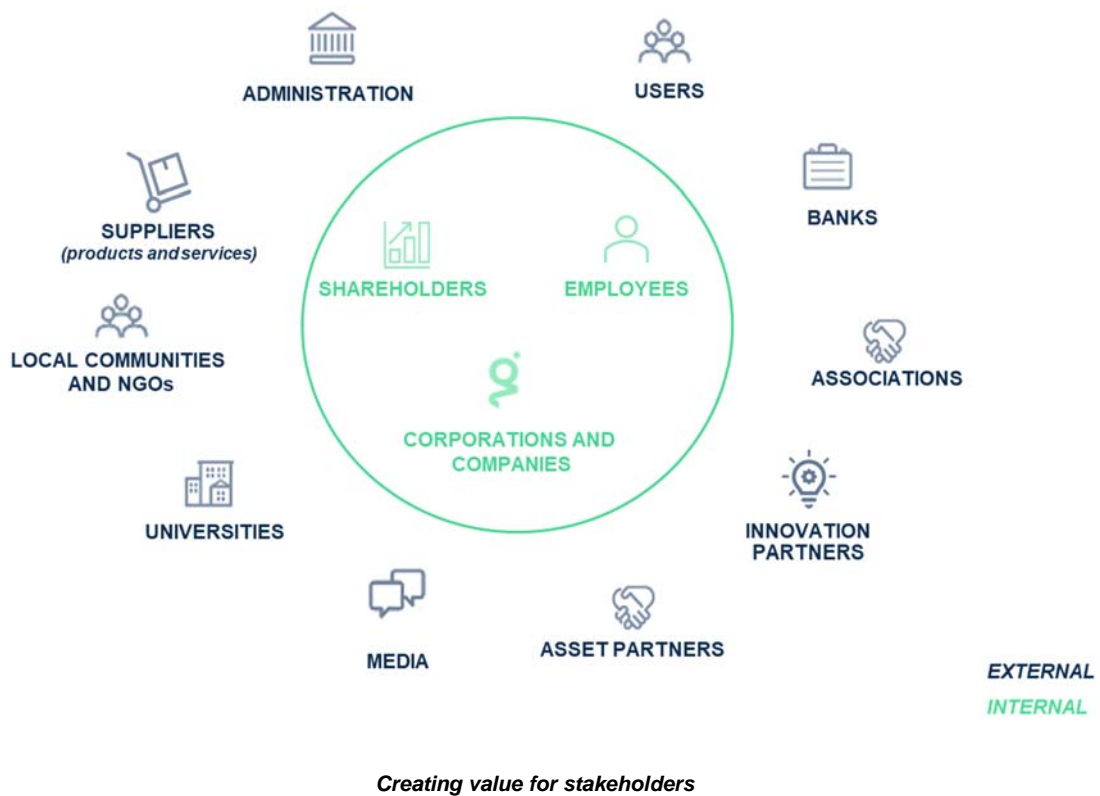
Moreover, thanks to the improvement of certain eminently financial aspects, the Company has managed to:

- Improve the dividend distribution profile, creating tangible value for shareholders, despite not increasing the quantum of the financing.
- Improve the debt profile, ensuring compliance with debt servicing ratios.

1.3.6. Stakeholders

a) Identification of stakeholders and their expectations

In order to become the leading company worldwide in terms of efficiency in the management of transport infrastructure concessions, Globalvia considers it essential to identify and manage its different stakeholders. Globalvia identifies its stakeholders through Context and Stakeholder Analysis. Such analysis is also used to determine the necessary actions to meet their needs and expectation.



b) Dialogue with stakeholders

Through dialogue with stakeholders, as defined in the policies and procedures of its Integrated Management System (IMS), Globalvia identifies which aspects of its activity have an impact on the business environment.

Specifically, the Stakeholder Communication Policy sets out the general guidelines for Globalvia's effective use of communication with stakeholders for transparent management of activities associated with its respective businesses, within a framework of respect for applicable legal and contractual obligations.

Main mechanisms for dialogue with stakeholders	
Internal stakeholders	
Employees	<ul style="list-style-type: none"> • Work climate surveys • Suggestion box • Working groups to improve the work climate
Others	<ul style="list-style-type: none"> • Whistleblowing channel
External stakeholders	
Awarding authority	<ul style="list-style-type: none"> • Meetings • Periodic reports • Satisfaction surveys
Shareholders	<ul style="list-style-type: none"> • Shareholder general meetings • Committees
Shareholder teams	<ul style="list-style-type: none"> • Meetings • Reports

Users	<ul style="list-style-type: none"> • Customer satisfaction surveys • <i>Call centre</i> • <i>Chatbots</i> • Email via website • <i>Customer experience</i>
Suppliers	<ul style="list-style-type: none"> • Stakeholder satisfaction surveys
Financial institutions	<ul style="list-style-type: none"> • Stakeholder satisfaction surveys • Meetings
Asset partners	<ul style="list-style-type: none"> • Meetings
Universities	<ul style="list-style-type: none"> • Meetings • Collaboration agreements
Third sector	<ul style="list-style-type: none"> • Meetings • Collaboration agreements
Local communities	<ul style="list-style-type: none"> • Meetings • Collaboration agreements
Media	<ul style="list-style-type: none"> • Social media • Press releases • Websites
Investors	<ul style="list-style-type: none"> • Road shows
Innovation partners	<ul style="list-style-type: none"> • Innovation fora and hubs • Collaboration agreements
Others	<ul style="list-style-type: none"> • Whistleblowing channel

Eager to learn first-hand the concerns of its stakeholders on ESG issues, Globalvia arranged various consultative processes during the year.

c) Stakeholder satisfaction

Globalvia has a procedure in place to measure the satisfaction of its main stakeholders. It defines the principles, responsibilities and methodology to obtain and analyse the pertinent information. This information is key to the continuous improvement process. One of the primary stakeholder groups are the users themselves; this point is discussed in section “2.4. User-centred sustainable mobility”.

1.3.7. Global commitment to sustainable development

The firm commitment to comply with the United Nations Global Compact and Principles for Responsible Investment, as well as to meet the Sustainable Development Goals (SDG) forming part of the 2030 Agenda for Sustainable Development, is essential to comprehend the effort made by the Company in recent years.

a) United Nations Global Compact.

Globalvia, as a United Nations Global Compact signatory since 2012, is committed to incorporating the Global Compact and its 10 principles into the Company's strategy, culture and daily actions.



b) 2030 Agenda for Sustainable Development

Globalvia and the SDGs

Globalvia defines ESG objectives and actions based on the SDGs on an annual basis, focusing on those that are most closely related to its activity and promote the Principles for Responsible Investment.

The Sustainability Committee analysed the 17 SDGs in order to select the priority goals within Globalvia's strategy and operational framework: Quality education, Gender equality, Decent work and economic growth, Industry, innovation and infrastructure, and Climate action.

The Company collaborates with other organisations to contribute to the rest of the SDGs



4 QUALITY EDUCATION 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls.
8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
13 CLIMATE ACTION 	Take urgent action to combat climate change and its impacts.

Contribution of Globalvia to its priority goals:

4 QUALITY EDUCATION



Globalvia has agreements with different educational centres to offer scholarships and internships to young students and provide Group company personnel with financial aid and grants for studies. It also collaborates with Fundación Real Madrid to help children achieve their educational goals, with Fundación A LA PAR in their CAMPVS educational project geared towards helping people with disabilities in higher education, and with Fundación Adelas in building schools and other activities. The Company also fosters road safety education through various programmes, workshops, courses and campaigns.

5 GENDER EQUALITY



Globalvia is striving to ensure that women are fairly and equally represented at all functional and hierarchical levels. In 2020, concession company Autopista Central Gallega prepared and implemented an Equality Plan. Metro de Sevilla has assessed its first Equality Plan and is now preparing, negotiating and approving its second Equality Plan for the 2021-2024 period. The Company has also joined the women's mentoring programme backed by the United States Chamber of Commerce, contributing to awareness raising campaigns on issues of gender equality.

8 DECENT WORK AND ECONOMIC GROWTH



As part of its commitment to promote decent work, Globalvia offers scholarships and internships to young students, fosters job stability through social benefit agreements, and has measures in place to supplement mandatory occupational health and safety assessments. The Company also collaborates with Fundación Adecco, through its Corporate Volunteering Programme, in a project geared towards the employment of people with intellectual disabilities. Globalvia also turns to different foundations (A LA PAR, PRODIS, Cáritas, UNICEF) to meet certain everyday needs by purchasing products made in special centres, thus helping the employability of people with disabilities or suffering from social exclusion. In 2020 Metro de Sevilla also embarked upon a campaign to support and recognise local business by publicising small companies located around the metro system.

9 INDUSTRIES, INNOVATION AND INFRASTRUCTURE



Globalvia contributes to the development and proper maintenance of infrastructure in various countries. For instance, in 2020 the Company rolled out a sounding and diagnostic system in Metro de Sevilla that uses laser technology to detect track defects. The Company has a 2019-2021 Strategic Innovation Plan, which adapts the business to new global trends.

13 CLIMATE ACTION



As part of its commitment to combatting climate change, Globalvia prepared its Strategic Sustainability Plan in 2020, which includes the "infrastructure to mitigate climate change" line of action and enshrines in the corporate culture various strategies, plans and policies aimed at improving its climate change management capabilities. Among the lines of action performed in 2020, of particular note is the implementation of strategic electricity recharging stations to foster electromobility, the inclusion of e-vehicles to the fleets of certain companies and the Group-level commitment to establish objectives to reduce emissions in line with the SBT initiative. Furthermore, 87.5% of Globalvia Group companies have an AENOR-certified Environmental Management System (ISO 14001:2015).

#COMPANIES4SDGs

In November 2017 Globalvia joined the #COMPANIES4SDGs campaign, which aims to provide companies with a global campaign to make their employees and other stakeholders aware of the SDGs. This campaign was launched by the United Nations Global Compact Spanish Network together with Voluntariado y Estrategia and the support of IMPACT2030.

Through the #COMPANIES4SDGs campaign, Globalvia informs its employees about the SDGs in all the countries where it is present, as well as the individual everyday actions in which everyone can easily take part to make an impact.

Globalvia faced with COVID-19: Social initiatives related with the SDGs



Against the backdrop of COVID-19 in 2020, Globalvia implemented a raft of initiatives to mitigate the effect of school closures in various countries. In Biobío (Chile), the Company distributed tablets and Internet data connection packs to foster access to education for children in rural areas. The Transmontana (Portugal) concession company supported the distance-learning project promoted by local town councils by making IT equipment available to pupils from disadvantaged local families so they could attend classes online.



In view of the increase in violence during COVID-19, the M50 Concession in Ireland provided support to the *Saoirse Women's Refuge for Domestic Abuse*, which provides care and help to women affected by domestic abuse and who have been forced to leave their homes.



During the economic crisis triggered by COVID-19, the Autopista del Itata concession in Chile, in conjunction with local town councils, provided support to local crafts producers by tasking them with the manufacture of 1,200 masks, which were then distributed among the communities most in need and to the elderly in nearby municipalities.



Against the backdrop of the pandemic, Metro de Sevilla acquired 3D printers in 2020 to make protective screens for metro employees.

c) Principles for Responsible Investment

Globalvia supports the United Nations' Principles for Responsible Investment (PRI) and has introduced these principles into its operational procedures through the Integrated Management System (IMS).

GLOBALVIA'S LINES OF ACTION IN SUSTAINABILITY



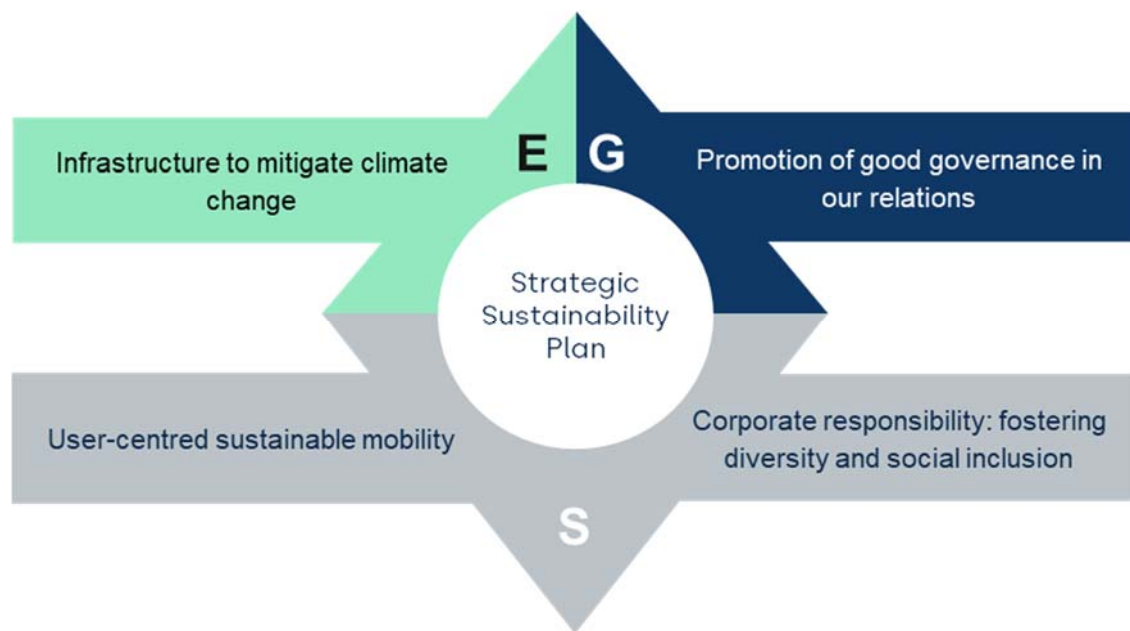
II. GLOBALVIA'S LINES OF ACTION IN SUSTAINABILITY

The Company understands sustainability as a logical consequence of its commitment to the environment. The long-term bond between the Company and the territories where it operates has led to a management model design in which sustainability is integrated throughout all the Organisation's processes.

Globalvia is also currently in the process of drafting a Strategic Sustainability Plan. Its starting point are the four strategic pillars defined in 2019:

- Infrastructure to mitigate climate change
- Developing good governance in our relationships
- User-centred sustainable mobility
- Corporate responsibility: fostering diversity and social inclusion

Each one of these strategic pillars is structured around a series of tangible and measurable goals that are a statement of the results that Globalvia is seeking to achieve in the various ESG areas and in its strategic positioning. The Company is currently defining a series of objectives and lines of action to reach these goals.



Strategic Sustainability Plan lines of action

These lines of action provide the structure for the sections in this Sustainability Report - Consolidated Non-Financial Information Statement (NFIS).

2.1. Developing good governance in our relationships

2.1.1. Corporate governance

a) Responsible and diligent governance

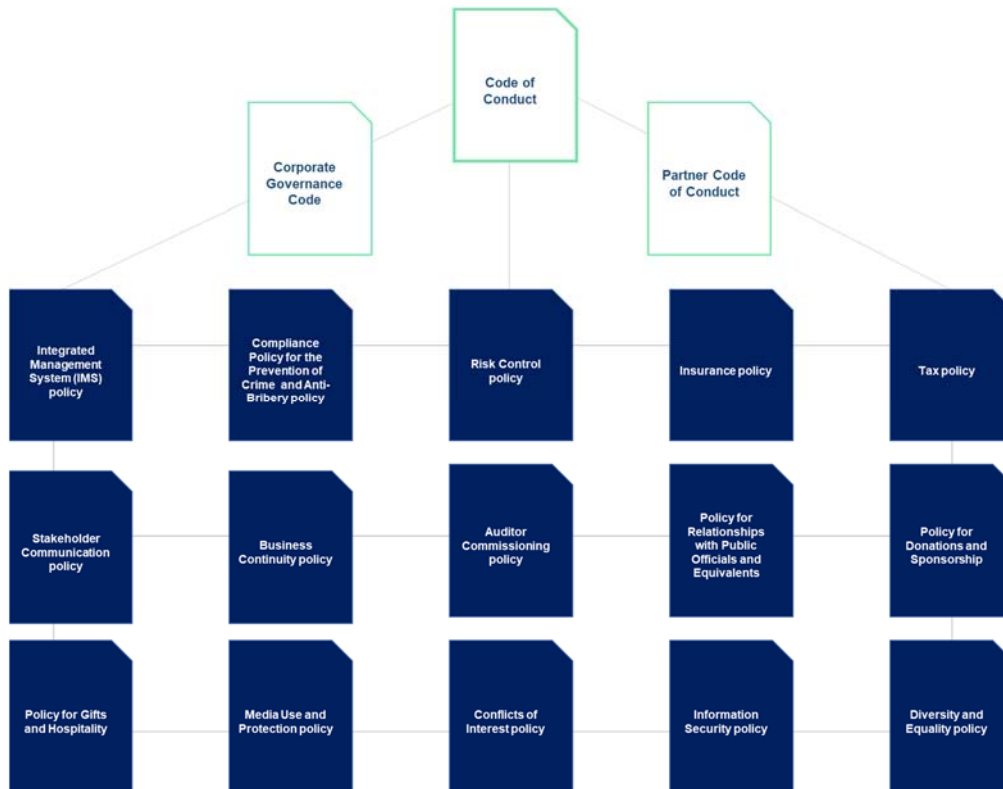
The Globalvia governing bodies establish, manage and oversee the commitments, values, strategies and practices expected within the Company. In this respect, the Company has policies and principles aligned with its Code of Conduct that guide, promote and ensure good governance throughout Group.

Globalvia has a Code of Good Governance that sets out the responsibilities of its executives and is used by the directors and governing bodies to control management decisions. It is also worth noting that this Code served as the basis for a management model where sustainability is embedded into every single process across the value chain.

Globalvia has focused its activity on OECD countries and has therefore built up its principles, commitments and practices in accordance with the guidelines defined by this organisation, as well as on the legal framework and regulatory requirements of each country where it operates. Globalvia also bases its principles on the requirements of the Spanish Companies Act and, although it is not applicable to the Company, the recommendations of the Good Governance Code of Listed Companies. These corporate governance principles are enshrined in the Company's Code of Corporate Governance.



Components of good governance for Globalvia

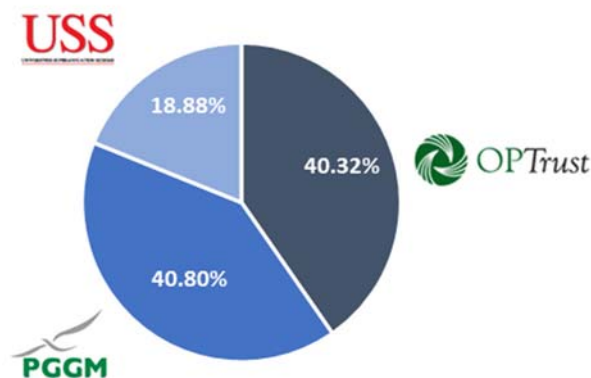


Globalvia policies

Additionally, in order to oversee and verify that Globalvia's processes are being carried out correctly in all the Group's concession companies, the following internal control mechanisms are in place: governing bodies, rules and guidelines, a risk management system, an internal audit area and a control function.

b) General Meeting of Shareholders

In 2020 the shareholders of Globalvia Infraestructuras held four general meetings (one ordinary and three extraordinary) with an attendance rate of 100%. The points discussed in these meetings were: approval of accounts, appointment of auditors, resignation, appointment and re-election of board members, and distribution of reserves. All of the points were approved.



Shareholder structure

c) Board of Directors

The Board of Directors, the highest representative body of Globalvia after the shareholders at their general meetings, comprises 12 members, which is within the range of 10 to 12 members established in the Company's articles of association and the CNMV's recommended range of 5 to 15 members. Only shareholders at their general meetings have the power to determine the number of board members in the established timeframe. Board members are appointed at the proposal of shareholders, given the members' status as proprietary directors. Their competencies are pre-assessed by the Appointments and Remuneration Committee, which then issues a favourable or unfavourable report on the above-mentioned proposals. Please note that the Globalvia governing bodies are not subject to the regulations of the Spanish National Securities Market Commission (CNMV) as it is not a listed company.

At a concession company level, the appointment of the governing bodies is considered a business decision, i.e. not made by the Office of the Legal Counsel/General Secretary, which is merely tasked with the legal formalities to carry through the appointment.

The main responsibility of the Board of Directors is to direct, manage and represent the Company. To this end, the Board meets at least once per quarter. Specifically, in 2020 the Board of Directors held six meetings with an attendance rate of 100%.

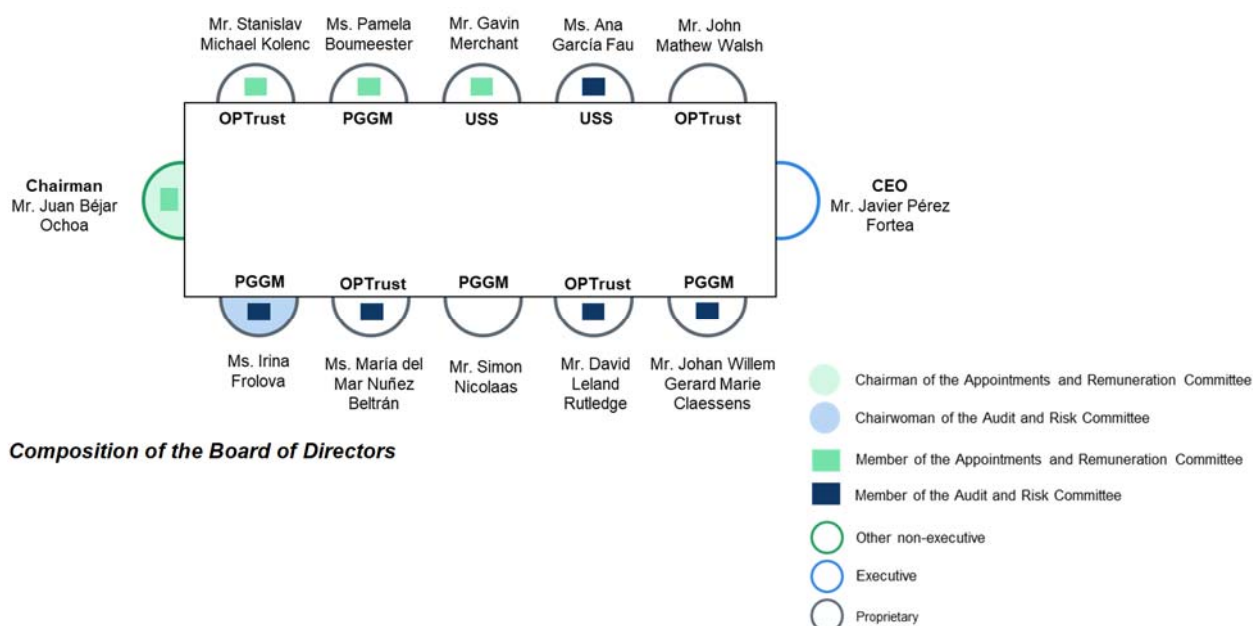
Duties and powers

- Supervision of the functioning of any committees and of the actions of delegate bodies and executives
- Design of the Company's general policies and strategies
- Authorisation of or dispensation from obligations deriving from the duty of loyalty
- Authorisation for issue of annual accounts and submission to shareholders at their general meeting
- Preparation of any kind of report required of the Board of Directors by law
- Appointment and removal of CEOs of the Company
- Appointment and removal of executives reporting directly to the Board or any of its members
- Decisions relating to director remuneration
- Calling of general meetings of shareholders and drawing-up of the agenda and proposed resolutions
- Calling of general meetings of shareholders
- Policy regarding own shares
- Any powers delegated by the shareholders at their general meetings to the Board of Directors
- Simple Reserved Matters and Special Reserved Matters
- Decision-making on economic, environmental, and social issues

Some of the duties and powers of the Board of Directors

In addition, the Board of Directors has set up two committees: the Appointments and Remuneration Committee, and the Audit and Risk Committee, to which it permanently delegates certain powers of the Board.

However, some Board powers are exclusive to the Board of Directors.



The Chairman of Globalvia's Board of Directors, Mr Juan Béjar Ochoa, is not an executive and his role is independent from that of the Company's CEO, Mr Javier Pérez Fortea. 10 of the 12 Board members are proprietary directors, appointed by each of the shareholders in proportion to their interest in the share capital.

Members of the Board of Directors

Mr Juan Béjar Ochoa - Chairman

Degree in Law and Business Administration and Management. With over 30 years of experience, he has worked in the infrastructure sector for 20 years and become a leading figure. Mr Béjar started his career in finance. After working at ENASA, he accepted an offer from Holderbank, now called Holcim, to be the general manager. In 1991 he joined the Ferrovial Group as diversification manager before being promoted to head of development a year later. Since then Mr Béjar has held the position of general manager in various Group companies. He later joined CITI where he was the executive chairman and joint head of investments. Following various successful financial transactions, he became chairman of Cementos Portland Globalvia and vice-chairman of FCC. He currently acts as an independent advisor for several companies.

Mr Javier Pérez Fortea - CEO

He is a civil engineer and started his professional career in the world of construction. He started out in Spain before working for various Spanish construction companies in the United States, Indonesia, the Philippines and Jamaica. Since 1999 Mr Pérez Fortea has worked in the world of PPP for transport infrastructure and has been involved in the world's largest projects of this kind. He has been responsible for the construction, financing and operation of toll highways and railway projects in 11 countries on three continents.

Mr Stanislav Michael Kolenc - Director

Degree in Mechanical Engineering from the University of Western Ontario. He began his career as a process engineer before switching to M&A. Mr Kolenc has worked at the Macquarie (London) and OPTrust (Canada) funds and has been the general manager of the latter since 2006.

Ms. María del Mar Núñez Beltrán - Director

Degree in Aeronautical Engineering and MBA from the Australia Graduate School of Management. She is a non-executive director of OPTrust. Ms Núñez Beltrán has extensive experience in public and private investment sectors in Asia-Pacific and Europe.

Mr John Mathew Walsh - Director

He serves as general manager. He was appointed by the executive team as general manager and general legal counsel in January 2015. Mr Walsh provides legal counsel to all OPTrust members and assists in the oversight of different restructuring operations, transactions and regulatory matters.

Mr David Leland Rutledge - Director

Degree in Commerce and Finance from Queen's University. He began his career at Greenhill as an investment banking analyst in 2010. In January 2013 Mr Leland Rutledge joined OPTrust as an associate portfolio manager and now works as portfolio manager.

Ms. Ana García Fau - Director

Degree in Law and Business Administration from ICADE and MBA from Massachusetts Institute of Technology Sloan School of Management. She began her career at McKinsey & Company; she worked for ten years at Telefónica Publicidad e Información as CFO, CCDO and Director of Strategic Planning; CEO of HIBU for seven years. Ms García Fau is currently a non-executive director of various companies.

Ms. Pamela Boumeester - Director

Master's degree in History from the University of Groningen. She was appointed CEO of NS Reigiers in 2002 and CEO of Ns Poort of NV Nederlandse Spoorwegen in 2006. In 2008 Ms Boumeester became chairwoman of the advisory board of Reinier de Graaf Groep and TSM Business School. In 2013 she joined Lid van de Raad van Toezich. She is currently a non-executive director of various companies. Since 2018 she has been a proprietary director at Globalvia as a representative of PGGM.

Mr Gavin Merchant - Director

Degree in Law from the University of Edinburgh. He began his career as an accountant at Deloitte. He later moved to the PFI sector where he worked for companies such as Morrison Construction, Commonwealth Bank of Australia, Merrill Lynch and ING Real Estate Investment Management. In 2011 Mr Merchant joined USS where he is the head of real assets.

Mr Simon Nicolaas - Director

Degree in Business and International Economics from the University of Utrecht. He joined PGGM in 2010 where he is currently the Investment Director with a particular focus on Deal Origination and Management within the Transport sector.

Ms. Irina Frolova - Director

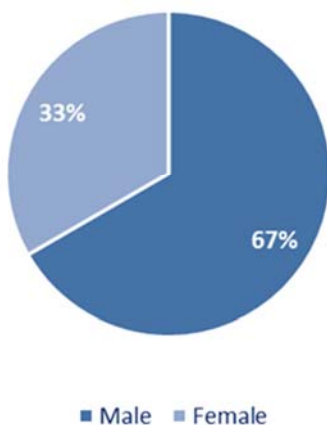
She is CFA-certified and the international director of INSEAD. She joined PGGM in 2014 and currently oversees the asset management of an infrastructure investment portfolio amounting to Euros 7,600 million, as well as corporate governance where the company is an influential investor. Ms Frolova also serves as a non-executive director for various PGGM companies. Before joining PGGM, she was responsible for regional portfolio management in the Royal Bank of Scotland and ABN AMRO, and she was the senior advisor on energy and infrastructure financing projects in the Netherlands, the United Kingdom and Russia.

Mr Johan Willem Gerard Marie Claessens - Director

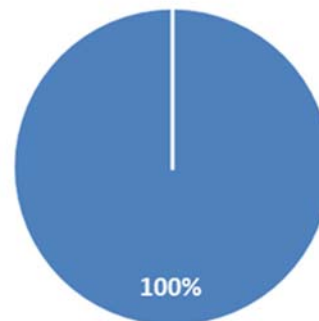
Degree in Econometrics from Erasmus University Rotterdam. He joined PGGM in 2009 as senior manager for equity investments in infrastructure. At PGGM he was responsible for a number of transactions in the transport, utility and PPP sectors. Before that, Mr Claessens worked for 19 years at ING Bank. Since 1994 he has been involved in nearly every aspect of debt arrangement for project finance, acquiring extensive experience in transactions. In 2005 he became head of the infrastructure team in Amsterdam. As general manager Mr Claessens focuses on infrastructure projects in Europe.

In 2020 the percentage of women Board members held steady at 33%, higher than the recommended 30% for that year as per the Good Governance Code of Listed Companies. Members with previous experience in the sector (in management, academia or research) account for 83% of the Board, excluding executive members.

Distribution of directors by gender



Board of Directors attendance rate



The Board of Directors and its delegated committees have undergone annual evaluations since 2017. In 2019 the evaluation was carried out by an independent third party, following the recommendations of the Good Governance Code of Listed Companies, whereby the Board will periodically assess the performance of its members and committees, assisted by an independent external consultant at least every three years. This evaluation was not carried out internally in 2020.

As regards the independence of the Board of Directors, the first point on the agenda of every board meeting is for the directors to state whether or not they have any conflicts of interest in respect of the other items on the agenda.

The annual self-assessment performed by the members of the Board of Directors also evaluates whether the combined knowledge of the board is consistent with the activity undertaken by the Company. The responses to this matter were affirmative in both the self-assessments and the external evaluation of the activity of the Globalvia Board of Directors.

Appointments and Remuneration Committee

Globalvia's Appointments and Remuneration Committee, which reports directly to the Board of Directors and whose proposals must be ratified by the Board, was established to carry out duties related to the composition of the Steering Committee and the Company's remuneration policy.

Duties and powers

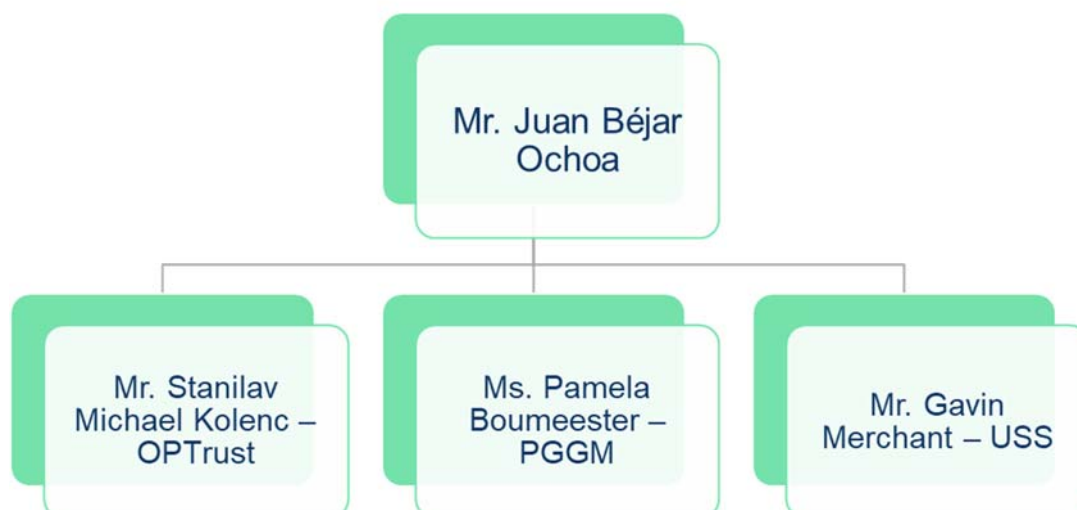
- Appointments and removals, composition and performance
- Succession planning
- Remuneration
- Corporate governance and organisational matters

Duties and powers of the Appointments and Remuneration Committee

It is worth pointing out that the Appointments and Remuneration Committee oversees the independence, diversity and balance of skills of the Board of Directors. Directorships are not currently remunerated positions. The only paid positions in this respect are those of CEO and Chair of the Board of Directors, appointed by the shareholders of Globalvia. These two people are not linked to the Organisation through any employment contract, rather their relationship with the Organisation is of a commercial nature. The CEO's variable remuneration is proposed by the Appointments and Remuneration Committee and approved by the Board of Directors.

Senior management remuneration is indicated in point 24 b) of the notes to the consolidated annual accounts of Globalvia Infrastructures and subsidiaries.

The Committee comprises four members, all of whom are non-executive directors of the Group, each representing one of the Company's shareholders. The members are appointed by the Board of Directors. Mr Juan Béjar Ochoa, the Chairman of the Board of Directors, is also Chairman of the Appointments and Remuneration Committee.

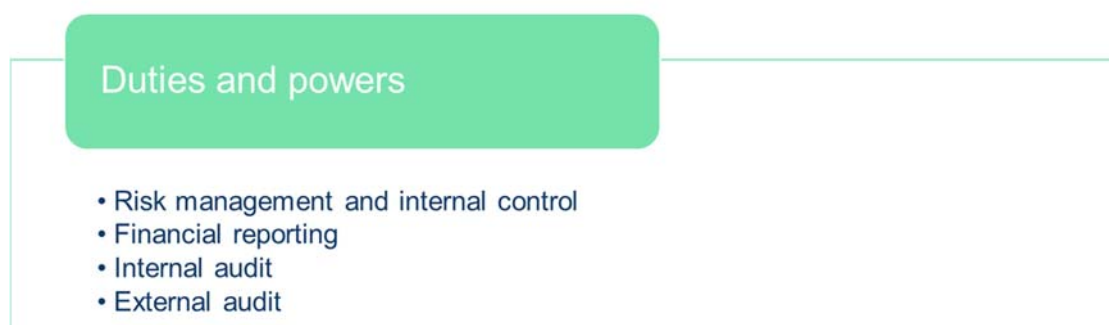


Members of the Appointments and Remuneration Committee

In 2020 the Appointments and Remuneration Committee met six times, with an attendance rate of 100%.

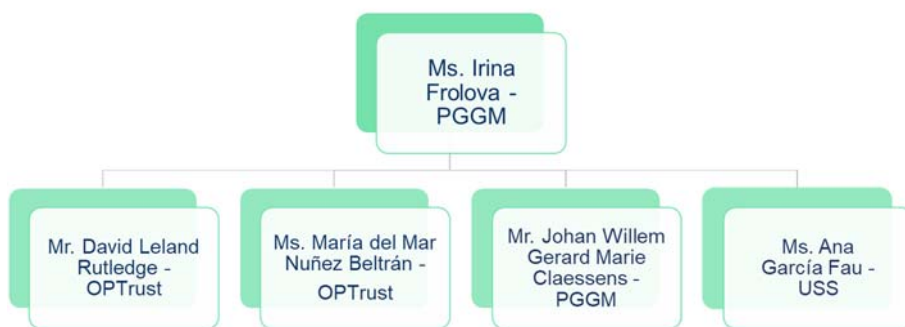
Audit and Risk Committee

Globalvia's Audit and Risk Committee, which reports directly to the Board of Directors and whose proposals must be ratified by the Board, was established to carry out duties related to risk management, internal control and financial reporting of the companies.



Duties and powers of the Audit and Risk Committee

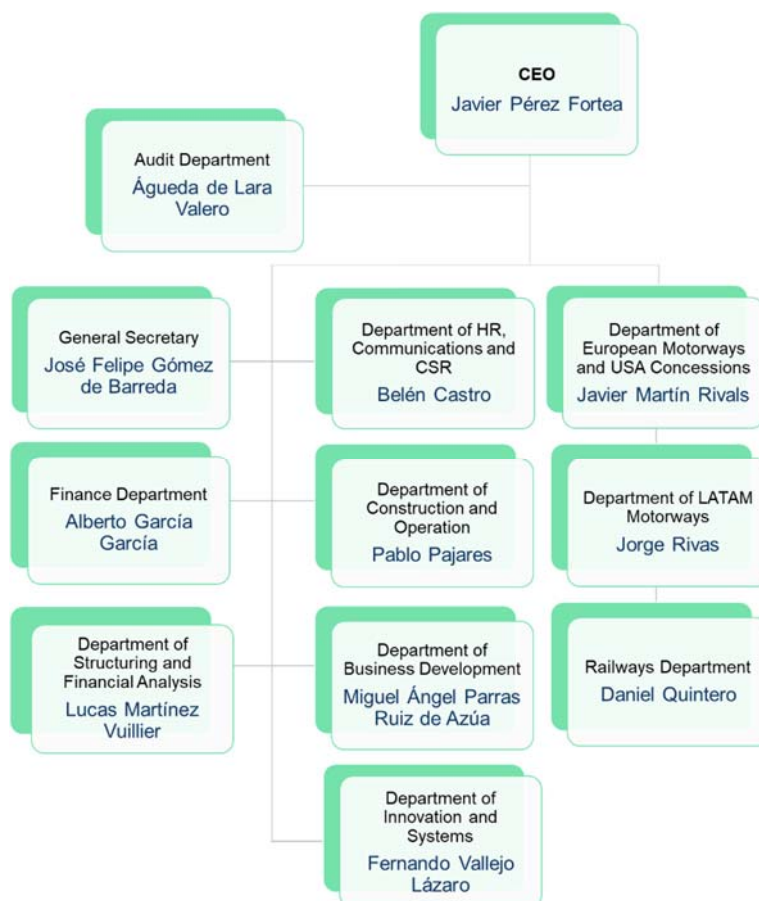
The Committee comprises four members, all of whom are non-executive directors of the Company, each representing one of the Group's shareholders. The members of the Audit and Risk Committee are appointed by the Board of Directors. Ms Irina Frolova, who represents the shareholder PGGM, is the Chairwoman of the Audit and Risk Committee.



Members of the Audit and Risk Committee

The Audit and Risk Committee met six times in 2020, with an attendance rate of 100%.

d) Steering Committee of the Group

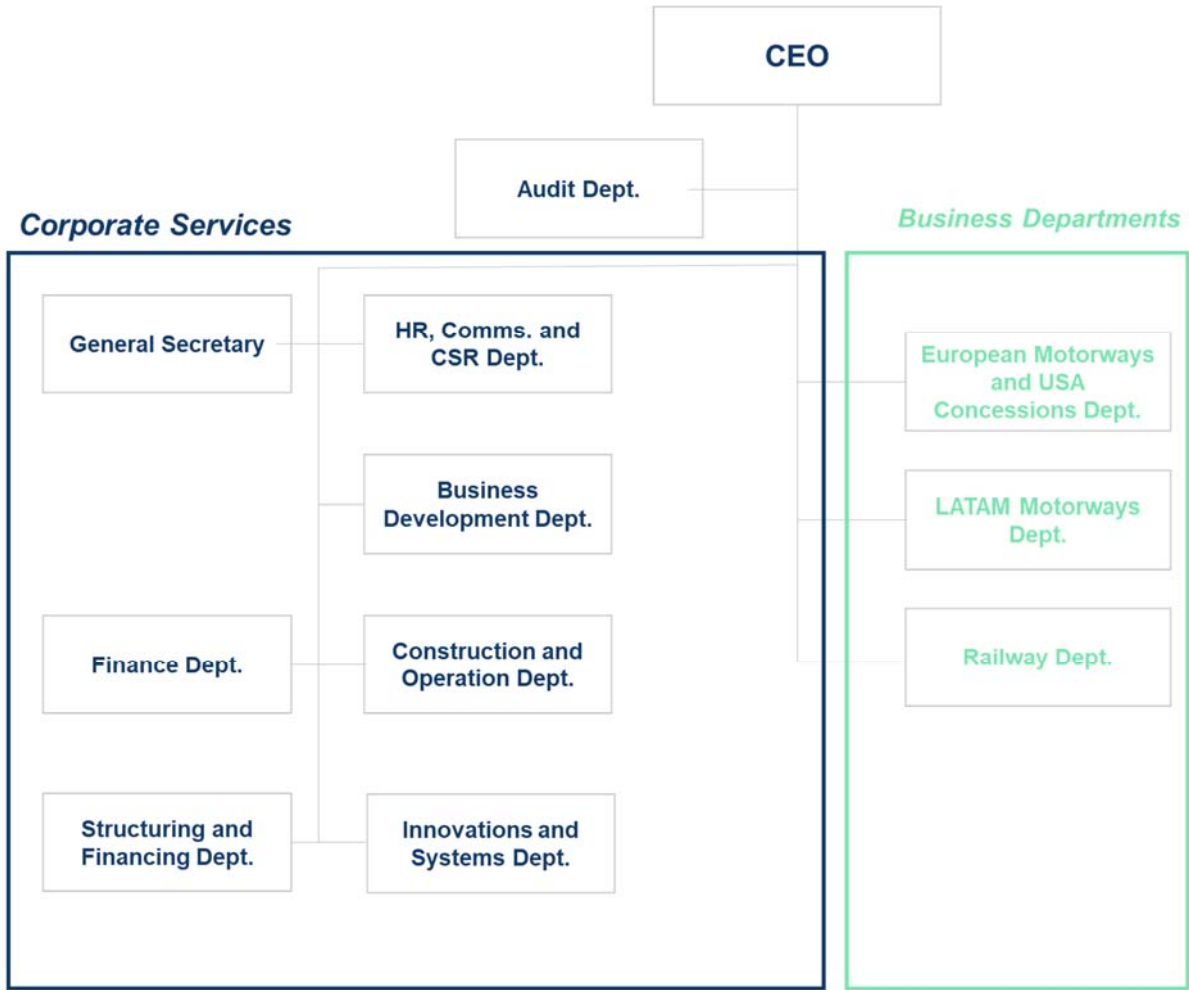


Members of the Steering Committee⁵

⁵ In 2020, Carmen Rubio held the position of Audit and Control Director. In 2021 Águeda de Lara Valero replaced Carmen Rubio.

The Company’s position is addressed and analysed on a regular basis by the Steering Committee, among others, to assess whether any critical situations have arisen. Should such an eventuality arise, the Committee reports the information via different channels, such as immediate reports via email, meetings to monitor certain issues and meetings of the Board, to which Globalvia’s overall situation is regularly reported. Any of the Group’s governing bodies may also be convened on an extraordinary basis.

e) Organisational structure of Globalvia



Organisational chart of the Company (Steering Committee positions only)

2.1.2. Ethics and compliance

Globalvia's fundamental values are integrity, teamwork, quality in management, results-orientated attitude, customer service, innovation, and respect for health and safety. Integrity is the value that drives all Group personnel to behave in an ethical and responsible manner, such that all their decisions and actions are fully compliant with applicable laws, regulations, rules and internal and external procedures.

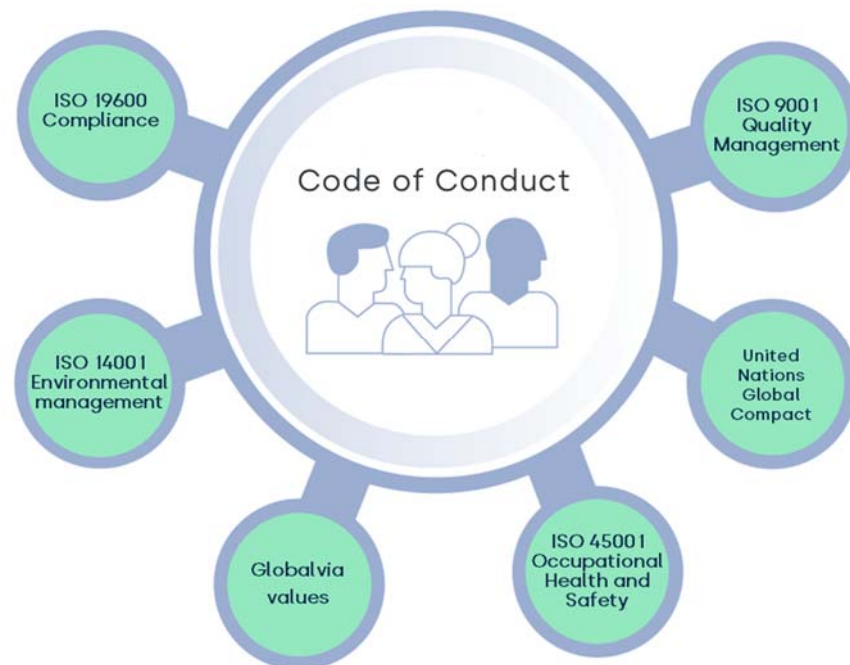
a) Code of Conduct

Content of the Code of Conduct

Globalvia's Code of Conduct, and the policies, protocols and procedures through which it is implemented, set forth the basic principles and values for behaviour of Globalvia employees and third parties, serving as important components of the Company's corporate culture.

The Code of Conduct lays down a series of behavioural guidelines based on respect for human rights, and a series of procedures to train and brief personnel on the content and application of the Code, and to report and control any violations thereof.

In this regard, Globalvia is adherent to the human and labour rights contemplated in Spanish and international legislation. Likewise, in 2013 it subscribed to the principles of the Global Compact (Communication on Progress), the United Nations norms on the responsibilities of transnational corporations and other business enterprises with respect to human rights, the OECD guidelines for multinational enterprises, the Tripartite Declaration of Principles concerning multinational enterprises and social policy of the International Labour Organisation (ILO), respecting the laws of each country and the ethical principles of their respective cultures.



Code of Conduct reference documents

The Code of Conduct indicates the following:

- **Scope:** all Group personnel must comply with Globalvia's Code of Conduct, regardless of professional category. It applies to all Group companies and Globalvia investees who decide to subscribe to it. Furthermore, this Code extends to all Globalvia stakeholders whose behaviour could affect the Company's reputation or interests.
- **Values:** the Code of Conduct lays down the Group's values, which are required to achieve its goals and form part of the Company's culture.



Globalvia values

- **Norms of professional conduct:** these rules establish that compliance with the Code of Conduct is an obligation inherent to the responsibilities of all personnel to whom it applies.

Therefore, all employees accept, without exception, that any violation of this Code of Conduct will be considered a serious breach of their contractual obligations. Likewise, they accept that, in the event of a violation, every Group company will be entitled to apply the corresponding disciplinary measures, without prejudice to any other civil or criminal remedies available.

- **Norms of conduct between Group personnel:** governing such conduct in general terms and in more specific relationships for management and executives. These stipulate that:
 - Professionals should foster relationships based on mutual respect, avoiding any kind of discrimination or other actions that may contravene the values and ethics of the Organisation.

- Conduct, whether physical or verbal, that infringes upon the dignity of an employee, creating an intimidating, hostile or humiliating work atmosphere, is considered unacceptable.
 - Any behaviour deemed inappropriate will be reported to Human Resources.
- **Compliance Committee:** its purpose is to ensure compliance with the Code of Conduct.
 - **Ombudsman:** responsible for collaborating with the Compliance Committee in managing the whistleblowing channel and handling the notifications received.
 - **Whistleblowing channel:** internal mechanism for reporting violations.
 - **Moral Protocol:** for preventive measures and action relating to cases of bullying, gender discrimination or sexual harassment in the workplace.
 - Protocol against bullying and sexual harassment in the workplace for Group companies located in Costa Rica.

These protocols complement the requirements and procedures set down in the corresponding domestic and international regulatory frameworks in each jurisdiction, as each Group company has specific procedures in place to address harassment in the workplace and to manage complaints of this nature.

Publication of the Code of Conduct and training

The Code of Conduct is given to all employees on their first day of work. The Code of Conduct, the Corporate Governance Code and principles are available on the Globalvia intranet, to which all employees have access.

The Code of Conduct is publicly available for all Globalvia stakeholders on its website www.Globalvia.com.

b) Whistleblowing channel

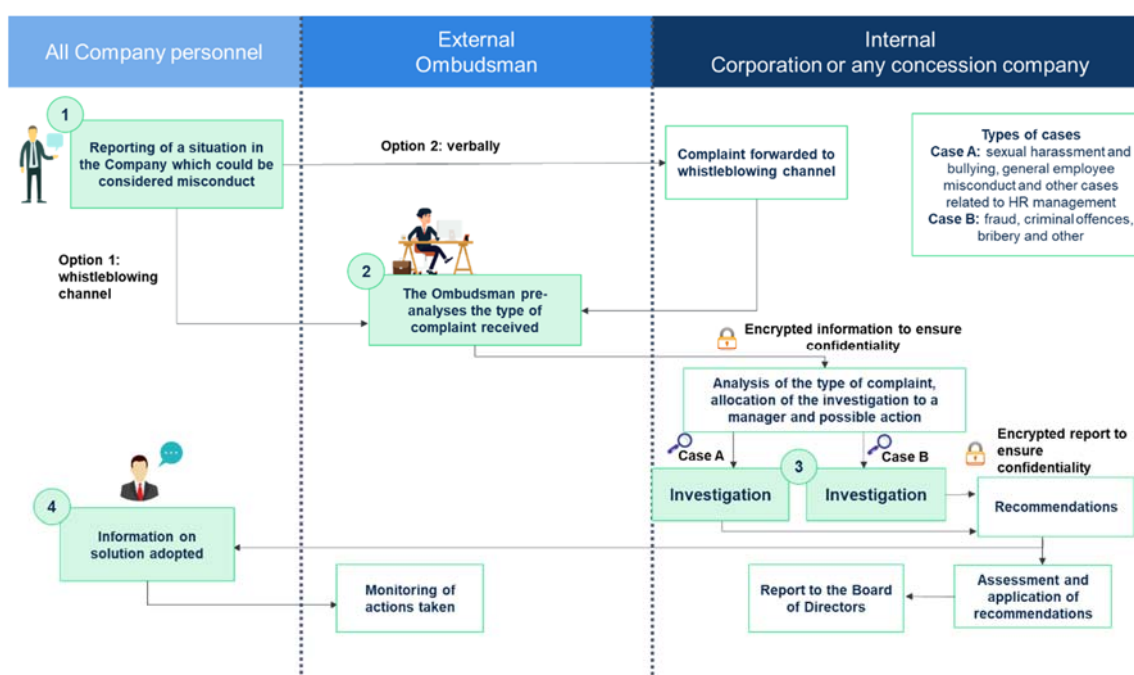
In order to ensure that all Globalvia professionals comply with the Code of Conduct, and combat bullying, sexual harassment, fraud and any other crimes, Globalvia has an internal mechanism for reporting inappropriate behaviour: the whistleblowing channel. The complaint will be made through Globalvia website in the section "About Globalvia> Vision and Values > Whistleblowing channel" at <http://www.globalvia.com>. In the exceptional case of not being able to access the website, the whistleblower can contact a superior in the concession or a Globalvia representative to inform him of the events occurred, who will have to forward this information to a member of the Compliance committee.

The information given through this mechanism must be provided with the utmost respect for the truth and absolute conviction that sending it is the right form of action. Knowingly filing a false accusation may result in disciplinary measures being brought by each of the Group companies, as this would be both illegal and immoral and would go against the principles and values of the Organisation.

To file a complaint, whistleblowers must identify themselves to ensure the seriousness and rigour of the system and the investigations required further to such reports. Therefore, no anonymous complaints will be admitted via the whistleblowing channel. All complaints or queries will be processed confidentially, protecting the identity of whistleblowers to prevent any reprisals. Their identity may only be disclosed outside the Globalvia Group, to public authorities, if it is necessary to report a crime.

For the initial classification of complaints and to report them to the Compliance Committee, there is an external ombudsman to which all Globalvia employees can convey any irregularities: crime, corruption, harassment, etc. Its primary function is to provide independent, impartial, confidential and informal assistance to managers and employees, as well as to clients or other Globalvia stakeholders.

Once complaints reach the Compliance Committee, an investigation is carried out taking into account the specific circumstances of each case.



Globalvia whistleblowing procedure

In 2020 a total of three complaints were received in connection with violations of the Code of Conduct, and no queries. The complaints referred mainly to issues related to the working environment of the whistleblowers. None involved a crime as such, or corruption or human rights violations. All complaints received in 2020 were in Chile.

The reports issued by the Ombudsman to the Compliance Committee in May and November 2020 indicated the following results: all complaints were processed and filed.

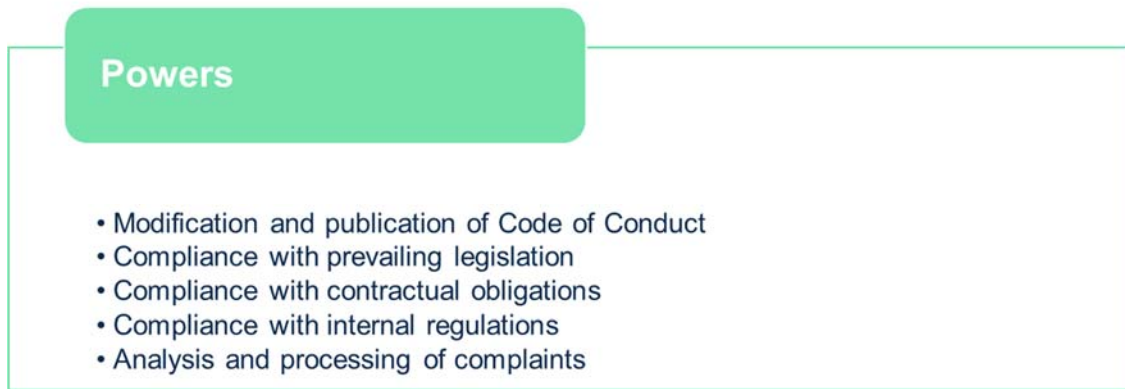
The average time for resolving complaints in respect of the Code of Conduct is less than 45 days, even though the Compliance Committee establishes a period of three months (90 days) for their resolution.

c) Compliance

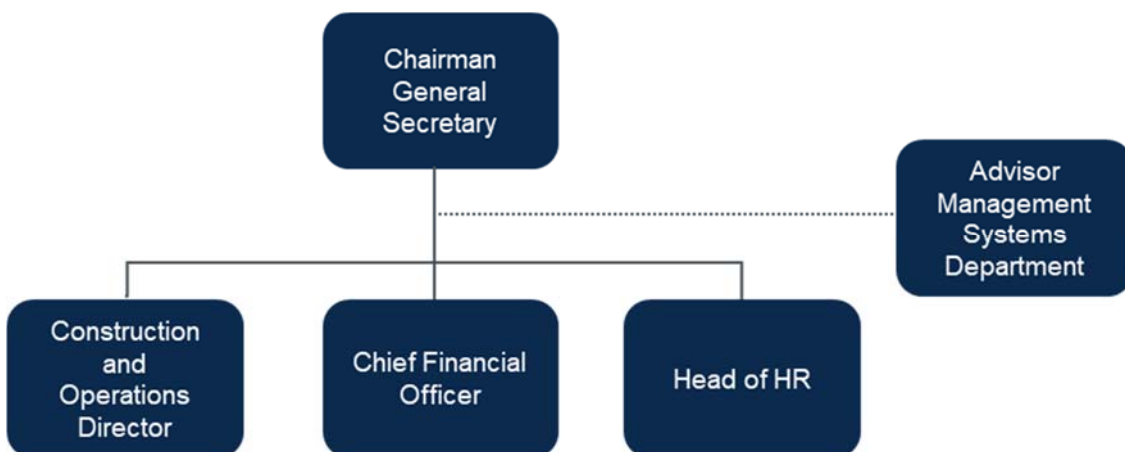
Compliance Committee

The Compliance Committee is an internal body that reports on compliance through the Audit and Risk Committee. The Compliance Committee is governed by its own regulations, with autonomous powers of decision-making and control. This regulation uses the Compliance Manual, the Corporate Governance Code and the Code of Conduct as reference.

The main mission of the Compliance Committee is to oversee the programmes for compliance with Globalvia 's rules, standards, contracts, policies, procedures and internal control, with the aim of ensuring their implementation and fulfilment. Thus, its objective is to identify, evaluate, report and monitor any compliance risks, understood as any violations of applicable laws or regulations, major contracts, the Code of Conduct, or policies and procedures defined in the Integrated Management System (IMS). The Committee also makes sure an ethical culture is developed throughout the Organisation.



Powers of the Compliance Committee



Members of the Compliance Committee

The Ombudsman also assists the Compliance Committee in carrying out the following duties:

- Helping to ensure that the Code of Conduct and information on ethics is made available to all employees, and that control measures are implemented to prevent criminal offences and infringements.
- Managing the whistleblowing channel, receiving complaints through the channel, handling the case files that may ensue, maintaining the confidentiality of the whistleblower, and proposing measures to the Committee to be adopted in each case. Depending on the nature of the complaint received, the Ombudsman may contact the Compliance Committee to activate the Moral Protocol or instigate the appropriate investigation procedures.

Compliance Policies to Prevent Crime and Anti-Bribery policy

Globalvia's Prevention of Crime and Anti-Bribery policy, approved in 2018 and published on the corporate website, implements the provisions of the Code of Conduct and reaffirms Globalvia's determination to foster respectful conduct, both in terms of the rules and its ethical values, and defining to that end a framework of compliance principles in relation to criminal matters.

This policy is in keeping with the culture of integrity and respect for the Globalvia Group's rules and takes into consideration not only the interests of the Organisation, but also any stakeholder requirements. It is therefore aligned with the strategic objectives of Globalvia and, consequently, with its determination not to tolerate any conduct that may constitute a crime, including tax evasion.

The Compliance Policies for the Prevention of Crime and Anti-Bribery policy are in turn supplemented by the following:

- Catalogue of Misconduct and Expected Behaviour Parameters
- Manual for the Organisation and Management Model for Crime Prevention and Detection
- Policy and Procedures for Relationships with Public Officials and Equivalents
- Policy and Procedures for Gifts and Hospitality
- Policy and Procedures for Donations and Sponsorship

The Criminal Compliance Model is currently being migrated over to an Organisation-wide Compliance Model, which includes general parameters and defines various compliance domains: the criminal domain and the tax domain. This new Organisation-wide Compliance Model and the documents it contains will be applicable in 2021, subject to final approval by the Board of Directors.

Compliance Manual

Globalvia has a Compliance Manual which has been in force since 2016 and establishes the roles and responsibilities of the Compliance Committee, the definition of the acceptable level of risk, and the identification and evaluation of compliance requirements.

The Risk Committee defines the acceptable level of risk in the different business areas and for compliance, the latter in coordination with the Compliance Committee. The resulting acceptable level of risk is documented and archived for consultation by the members of the Compliance Committee.

The heads of each function identify and assess the compliance requirements associated with their roles based on:

- Legal requirements
- Contractual requirements
- Internal policies and procedures
- Other requirements and regulations associated with the Company's operations

The compliance risks related to legal and contractual requirements are described in the Integrated Management System (IMS) manual and include:

- Environmental requirements
- Health and safety requirements
- Construction contract requirements
- Concession agreement requirements
- Financial agreement requirements
- Tax requirements
- IT management, cybersecurity and data protection requirements
- Criminal legislation requirements

The Compliance Committee reviews the risks and identifies actions to mitigate them. In addition, all requirements carrying a higher risk than those accepted by the Risk Committee are mitigated through specific actions. Non-conformities can also be created to monitor the progression of risks that recurrently exceed the acceptable level of risk. Once the risks have been assessed, the information and KPIs associated with their progression are updated and reported to the Risk Committee.

Main progress in compliance in 2020

- Issue of Ombudsman's Reports to the Compliance Committee
- Disclosure and subscription of the Crime Prevention and Detection Model of the Globalvia Group in Chile and Portugal.
- Migration to the organisation-wide compliance system, together with drafting of the corresponding documentation
- Inclusion of a new compliance domain (i.e. tax domain) in the compliance system

d) Crime prevention

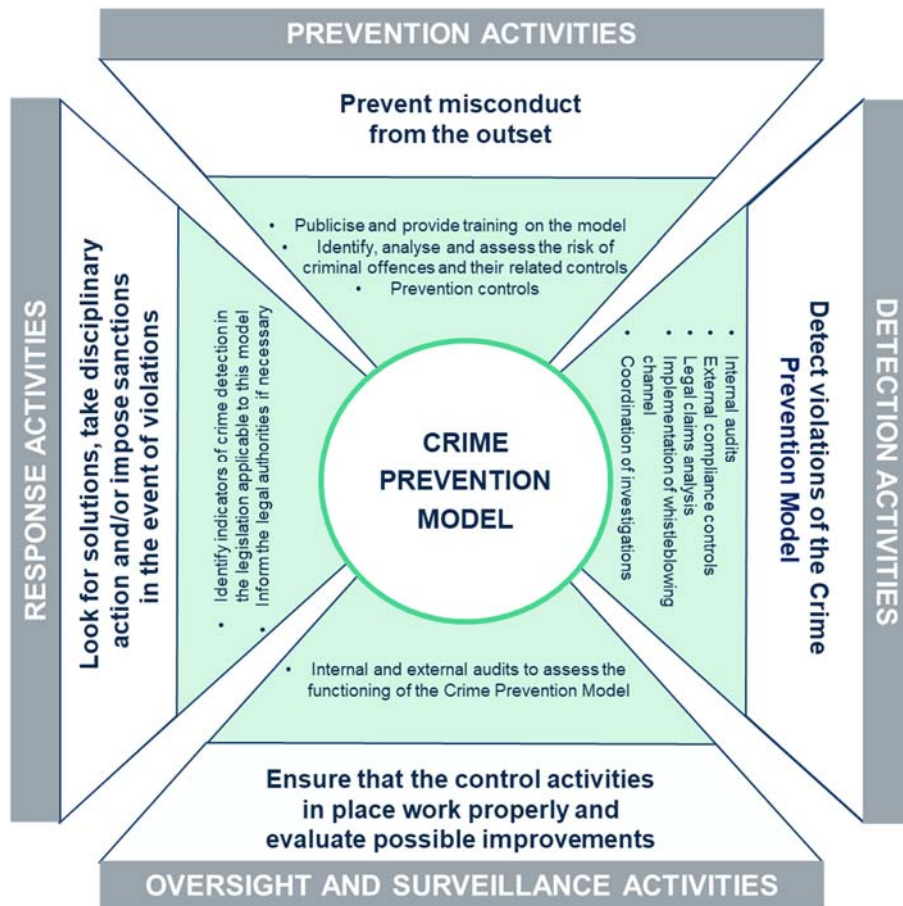
Manual for the Organisation and Management Model for Crime Prevention and Detection

This Model ensures that the Group oversees and controls its directors, management, employees and third parties in order to prevent or reduce the risk of criminal offences, based on its corporate governance model. The specific objectives of this Model are to:

- Formally reflect the Globalvia Group's express rejection of any actions or omissions on the part of its personnel which could instigate or foster the potential commission of a criminal offence, as well as informing the Organisation's employees of the importance of complying with this Model and the Code of Conduct.
- Identify the activities carrying criminal risks.
- Set out the procedures involved in the decision-making process for the activities mentioned in the previous point, as well as the controls that ensure such procedures are carried out.
- Allocate control and oversight duties to different bodies in the Organisation in relation to this Model and designate the Compliance Committee as the supervisor of its functioning and compliance.
- Establish the operating procedures of a whistleblowing channel to report potential criminal risks and violations to the Compliance Committee.
- Implement a disciplinary system to sanction violations of the contents of this Model, with the aim of remedying misconduct and imbuing a culture of compliance to avoid repeat incidents of such actions or omissions.
- Lay down the monitoring, oversight and verification procedures of this Model.
- Raise awareness of the Code of Conduct and Compliance Policies for the Prevention of Crime and Anti-Bribery policy among Organisation personnel and third parties.
- Establish the model for managing financial resources to prevent the commission of criminal offences.

The Manual for Globalvia's Organisation and Management Model for Crime Prevention and Detection is based on prevention activities that preclude or reduce the risk of misconduct; detection activities aimed at identifying violations of the Model or applicable legislation; response activities for the violations detected; and oversight and surveillance of the Crime Prevention Model to ensure that the control activities work correctly and foster improvements in the Model.

The activities cultivated by the model are as follows:



Training on criminal risk assessment for the Organisation and Management Model for Crime Prevention and Detection was conducted in 2019. Moreover, as provided for in the Manual for the Organisation and Management Model for Crime Prevention and Detection, the criminal risks were assessed and a map/matrix was drawn up in order to identify the criminal risks that put the Globalvia Group's activity in jeopardy, as well as the procedures to detect and evaluate them. The next risk assessment is scheduled for 2021. The related training sessions will also be delivered.

This criminal risk map/matrix includes:

- Risks associated with, inter alia, crimes of discovery and disclosure of secrets, bribery and influence peddling related to the market, consumers and against the tax authorities and social security.
- Procedures and controls in order to detect and mitigate these risks.

Moral Protocol

Globalvia has a Protocol to prevent and respond to bullying and/or sexual harassment in the workplace. This Protocol is applicable to all Globalvia Group personnel except those pertaining to Group companies in Costa Rica, where a specific protocol is in place.

The Protocol establishes the Company's compliance with the Spanish Constitution, European Union legislation, the Workers' Statute, and the Collective Bargaining Agreement for the Construction Sector in relation to upholding dignity, the right to equality, moral integrity and non-discrimination.

The following measures are in place to prevent bullying and sexual harassment:

- Increasing employee awareness and ensuring that they know not only the definitions and different types of harassment, but also the procedures for responding to bullying or sexual harassment.
- It is the responsibility of every employee to uphold the principle of zero tolerance for any misconduct by taking appropriate disciplinary action.
- Training sessions are held with the aim of identifying factors that contribute to the creation of a harassment-free workplace, promoting communication and proximity between supervisors and their teams.

Protocol for preventing and responding to bullying and/or sexual harassment (Costa Rica)

Globalvia has a Protocol which is exclusive to Costa Rica for preventing and responding to bullying and/or sexual harassment in the workplace. The preventive measures set forth in this Protocol are the same as in the Moral Protocol.

Money laundering

In the context of implementation of the Compliance Policies for the Prevention of Crime and Anti-Bribery policy and the Manual for the Organisation and Management Model for Crime Prevention and Detection, the Company has mechanisms in place to identify and assess criminal risks, including the analysis of money laundering offences. Control mechanisms are also established for such risks (e.g. the whistleblowing channel and Compliance Committee).

The Organisation also describes all of the Company's main processes, listing for each one all activities that have the potential for the commission of criminal acts and the controls in place to mitigate them. Globalvia also has a risk and control matrix to identify criminal offences and a procedure to test the aforementioned controls.

Competition practices and conflicts of interest

Globalvia has a Conflicts of Interest Policy to prevent situations of this nature and to define how they should be managed should such situations arise. The Conflicts of Interest policy lays down specific non-compete rules and controls for Globalvia Group personnel.

The Company's compliance system protects and ensures good practice in term of competition. However, in view of Globalvia's activity, it is not especially exposed to these risks.

e) Human rights

As part of Globalvia's commitment to respect human rights, the Company has continued to work towards the Sustainable Development Goals (SDGs), particularly those most closely related to human rights. The Company thus guarantees its commitment to the basic rights of equality, non-discrimination, dignity, freedom, work and education.

In terms of human rights, Globalvia is subscribed to the Global Compact, the United Nations norms on the responsibilities of transnational corporations and other business enterprises with respect to human rights, the OECD guidelines for multinational enterprises, the Tripartite Declaration of Principles concerning multinational enterprises and social policy of the International Labour Organisation (ILO). Human rights are also enshrined in the legislation in force in the territories where the Company operates and Globalvia endeavours to ensure they are known and respected, and to defend them.

On completing the last two-yearly evaluation in 2019, the Company determined that the risks related to the aforementioned matters are not significant or greater than any risk that might exist in other activities, since its service suppliers are mainly local and from OECD countries, where local legislation guarantees respect for human rights. The Company did not identify any risks related to child labour, forced or compulsory labour and the rights of indigenous peoples, among others.

In addition, as mentioned above, the Company has a procedure that establishes the guidelines to follow in the event of suffering or witnessing any reportable behaviour or action, including violations of human rights. Globalvia also has a whistleblowing channel through which complaints related to human rights can be lodged.

The Company performs reputational due diligences of potential partners in transactions under consideration as part of the Business Development Procedures. After market analysis, Globalvia identified specialised consultants to support this area. For each investment project, due diligence is performed on sustainability or ESG (Environmental, Social, Governance) issues, including labour aspects, health and safety, and respect for human rights, among others.

Globalvia follows and promotes the provisions of the fundamental conventions of the International Labour Organisation (ILO) concerning freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour, and the effective abolition of child labour.

Likewise, to ensure that human rights are respected, Globalvia makes the Code of Conduct available to its stakeholders and has procedures and policies that provide control over potential risks and minimise the possibility of their existence.

The Sustainability Committee establishes specific measures and objectives to contribute to the Sustainable Development Goals (SDGs) and ensure respect for human rights.

Furthermore, the Company controls and monitors compliance with labour, health and safety regulations, as well as the regulatory compliance of suppliers whose employees spend time at Group company facilities. These suppliers must be familiar with the Code of Conduct and document their compliance with different aspects of the aforementioned matters. A supplier certification and quality process forms part of the contracting and registration process in Globalvia's invoicing systems, in which these aspects are taken into account.

f) Responsible taxation

Tax governance

Globalvia is developing a Tax Compliance Management System composed of documents and processes that define the framework for action as regards the Company's tax risk. The tax domain has been integrated into the Group's Compliance Management Systems, including all procedures and controls required for the prevention, detection and management of compliance risks, thereby ensuring full compliance with the stipulations of Spanish tax and criminal legislation and reaching the Organisation's strategic and operational tax compliance objectives. To that end, the specifications and requirements of UNE 19602 on Tax Compliance Management Systems were followed.



Main documents making up the Tax Compliance Management System

These documents describe the responsibilities of the Board of Directors, Senior Management, the Compliance Committee and the Risk Committee with respect to the tax risk prevention objectives set by the Tax Compliance Management System. They also set out the responsibilities of the owners of processes and controls and of the areas charged with governance of the Management System: Tax Function, Risk Control and Management (Management Control), Internal Audit and Integrated Management System.

For the good of society and to support long-term business policy by avoiding tax risks and inefficiencies when making business decisions, the Company has approved a Corporate Tax Policy, published on its website, whose objective is to ensure compliance with tax regulations by all Group companies.

As part of its business management, Globalvia is gradually putting in place the oversight measures required to ensure compliance with tax legislation and the above principles by all of the Group companies.

In addition to the functions assigned in the Group's Compliance Policy, the Board of Directors is also responsible for specific tasks in relation to tax compliance, such as:

- Ensuring that the Organisation's strategy and Corporate Tax Policy are aligned.

- Ensuring procedures are in place setting out the decision-making and enforcement process
- Establishing a tax compliance body charged with supervising the functioning and execution of the Management System. Globalvia's Compliance Committee currently acts as the tax compliance body and has assumed the related responsibilities.

Tax risk management

As regards the management of tax risks, the Tax Risk Management Model is in keeping with the Integrated Risk Management System's (ERM) risk identification and assessment methodology, which has been implemented across the Organisation.

To preclude, stop and control tax risks, the Organisation periodically examines whether there are any risks that could hinder compliance or prevent it from reaching its strategic objectives. This procedure involves scrutinising the applicable regulatory framework, the best industry practices and the risks identified by the Tax Department or other third parties in prior periods.

Pursuant to the provisions of the ERM, when risks with the potential to impact the Group are identified, they are assessed and prioritised to determine their potential effect on Globalvia's ability to meet its objectives, on the one hand, and to put in place the appropriate measures to manage and control them, on the other. The assessment of tax risks is performed by the Group's Tax Department, in conjunction with those responsible internally for the tax area at each subsidiary. The assessment of the impact and likelihood of tax risks occurring is carried out based on the scales defined in Globalvia's Risk Management Methodology document.

To ensure and deliver an adequate level of response to the risks, the corporate, business, country and concession risk management units are directly responsible for implementing appropriate due diligence and mitigation measures as part of their control activities, as well as for ensuring compliance by all personnel within their purview that are directly or indirectly related to the business activities associated with the risk in question.

The Management Control Department is also directly responsible for reporting to the Risk Committee any changes to the processes or new control activities devised to respond to these risks. In this regard, it is supported by the Tax Department, which, in conjunction with the areas involved, proposes the required action plans to address the tax risks, detailing the main lines of action, an indicative budget, execution timescales and the heads and/or other personnel tasked with execution. It also follows up on the progress of the above lines of action.

Tax compliance culture

The Tax Department advises and provides support to the rest of the Organisation; it identifies groups particularly exposed to tax risks and defines the specific training and awareness needs, which are then conveyed to the Compliance Committee. It is also responsible for the Tax Compliance Culture Annual Communication and Dissemination Plan.

Reporting mechanisms

All members of the Organisation are obliged to report any individual or collective conduct or activities taking place within the context of the Group's activities that could imply a failure to comply with tax legislation or with any of rules set out in each document making up the Group's Tax Compliance Management System.

The backbone of Globalvia's Compliance Management System is a document detailing the various reporting channels that may be used, which can range from a simple report to an immediate superior to verbal or written communication to any member(s) of the Compliance Committee, or through Globalvia's whistleblower channel.

A third-party ombudsman has been appointed to receive the complaints filed through the various whistleblower channels made available by the Globalvia Group. This ombudsman is responsible for conveying the complaints to the Compliance Committee.

The Compliance Committee is then tasked with handling the complaints, which are treated with the utmost confidentiality and ensuring compliance at all times with prevailing personal data protection legislation. Following the pertinent verification procedures, all complaints that could point to reasonable indications of compliance risk within the Organisation are given immediate priority.

Stakeholder engagement

While tax risks could surface at any level of the Organisation, the groups with the greatest exposure are considered the following: clients, employees, shareholders, suppliers, the Board of Directors, public authorities, society at large and non-profit organisations. A detailed list of stakeholders and the requirements and minimum measures to be adopted for each of them are kept updated in the Tax Risk Catalogue, Expected Behaviour Parameters and Other Tax Details which form part of the Tax Compliance Management System

The Organisation also endeavours to ensure that its Tax Policy and Tax Compliance Management System are applicable, in whole or in part, to business partners, whenever specific circumstances warrant such an approach.

Tax strategy

The Group's tax strategy is set down in its Code of Conduct, its Compliance Policy, its Corporate Tax Policy and its Tax Risk Catalogue, its Expected Behaviour Parameters and Other Tax Details. It is therefore intertwined into the Group's corporate purpose and ethical values, reaffirming its determination to foster respectful conduct, both in terms of conformity with tax legislation and its ethical values, defining to that end a framework of compliance principles in relation to tax matters.

The strategy is in keeping with the culture of integrity and respect for Globalvia 's rules and takes into consideration not only the interests of the Organisation, but also any stakeholder requirements.

It is also aligned with the Group's strategic objectives, specifically its refusal to tolerate intentional tax offences and its aim of minimising culpable or negligent tax offences.

Globalvia is aware of its fiscal responsibilities in the territories where it operates and considers compliance with its tax obligations a top priority. The table below shows the Company's tax payments from 2018 to 2020.

Distribution by country of pre-tax profit/loss from continuing operations (thousands of euros)			
Country	2018	2019	2020
Spain	55,624	42,493	(16,400)
Latin America	63,424	67,919	53,920
United States	(5,861)	(890)	(4,710)
Ireland	7	4,325	3,864
Portugal	970	(5,979)	(27,947)
Andorra	624	--	--
TOTAL	114,788	107,869	8,727

Income tax paid¹ (thousands of Euros)			
Country	2018	2019	2020
Spain	(3,821.97)	(9,426.85)	(7,189.83)
Chile	(397.11)	(8,420.58)	(5,813.61)
Costa Rica	(940.85)	(4,973.13)	(7,618.69)
United States	(2,876.29)	(11.12)	(4.20)
Ireland	(139.07)	(115.01)	(447.26)
Mexico	(19.33)	(39.31)	(20.18)
Portugal	(15,037.92)	(8,100.93)	(7,746.80)
Andorra	(34.31)	(29.47)	1,384
TOTAL	(23,266.89)	(31,116.39)	(30,224.58)

1. Income tax paid. This includes cash inflows and outflows; income tax paid in each country where Globalvia is present by Group companies in which it holds an interest of more 50%. The exchange rate applicable at 31 December has been used.

Recovery of taxes from prior years¹ (thousands of Euros)		
Country	2019	2020
Spain	9,643.59	997.77
Chile	0.00	0.00
Costa Rica	0.00	0.00
United States	2,918.70	27.34
Ireland	72.22	0.00
Mexico	0.00	0.00
Portugal	4,883.24	165.94
Andorra	0.00	0.00
TOTAL	17,517.76	1,191.06

1. The exchange rate applicable at 31 December has been used.

Grants received by the Company are included in the consolidated financial statements of Globalvia Infraestructuras and subsidiaries at 31 December 2020 and their recognition in the income statement is described in note 15c to the consolidated annual accounts.

g) Non-compliance and sanctions

Globalvia has not been involved in any legal proceedings or relevant events related to corruption or fraud. Globalvia performs internal audits every year which are reported directly to the Audit and Risk Committee. In addition, the accounts are subject to an annual statutory audit. These audits are one of the methods implemented to identify suspicious payments that could be related to fraud or corruption.

There were no cases of corruption related to Globalvia in 2020, as was the case in previous years. Moreover, none of the complaints received through the whistleblowing channel related to corruption.

All members of the governing body have been informed of the Organisation's anti-corruption policies and procedures. Furthermore, all Globalvia employees have access to these policies and procedures as they are published on the Company intranet. The anti-corruption policy is also published online at www.Globalvia.com and is accessible to all Group staff and stakeholders.

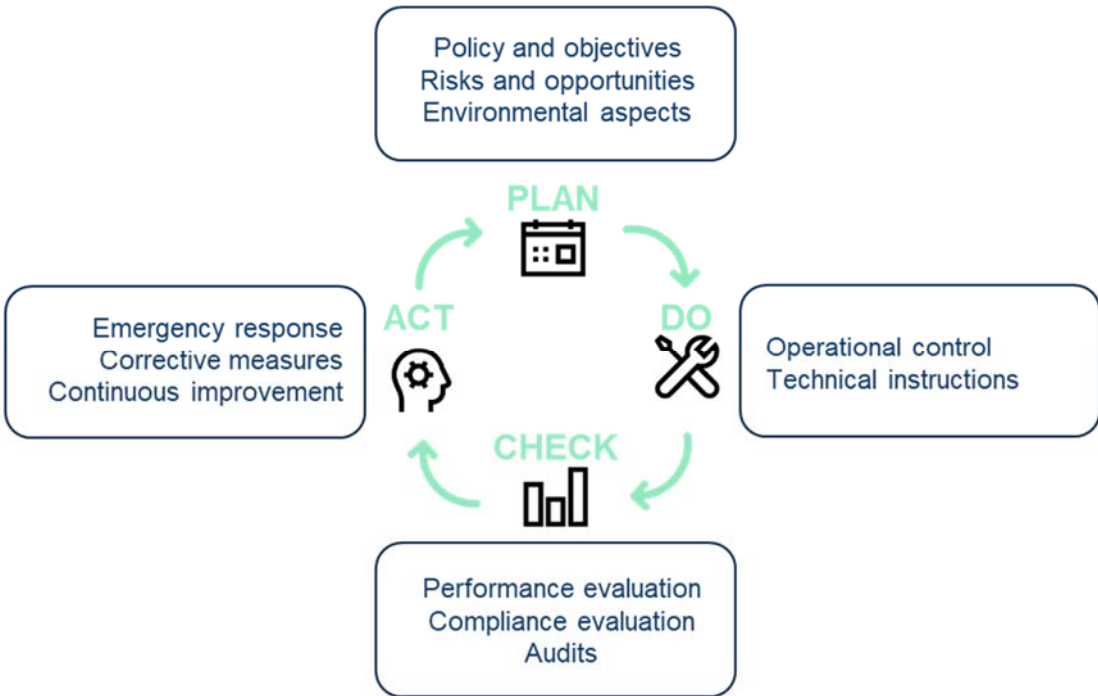
2.2. Infrastructure to mitigate climate change

2.2.1. Environmental management

As part of its commitment to the environment and within its policy framework, Globalvia promotes responsible and efficient management, identifying and assessing the possible direct and indirect environmental impacts of its activity in order to establish measures to eliminate, reduce, avoid or mitigate them.



87.5% of Globalvia companies have an ISO 14001:2015 certified Environmental Management System in place⁶. Under this standard the companies apply the continuous improvement cycle, known as the Deming Cycle or PDCA Cycle (Plan, Do, Check, Act), in all its operations.



Globalvia embraces the commitment to managing its infrastructure in an environmentally-friendly way. To this end, the precautionary principle is applied to identify all environmental aspects of the service rendered from a life cycle perspective and to determine the most relevant risks and opportunities upon which objectives for continuous improvement are defined, in order to control and minimise potential environmental impacts generated by its activity.

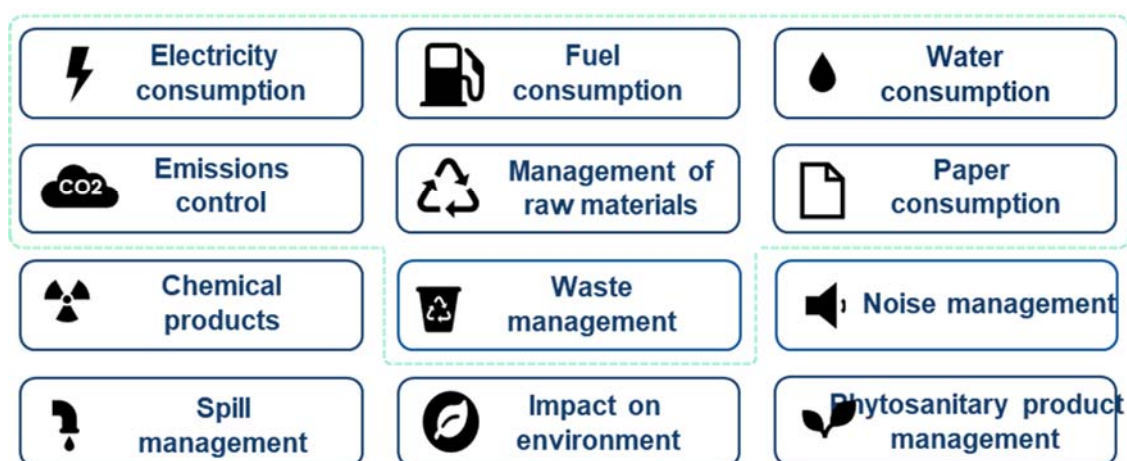
⁶ Considering the companies included in the scope of this Sustainability Report. See the “Scope of the information” section.

The management of environmental risks is integrated into the Company's general risk management framework and is aligned with the COSO model, where new high-level exposure maps contain a universe of threats denominated "sustainability". This universe includes environmental and climate change risks, among others. This type of exposure for the Company is addressed in greater detail in the Sustainability Risk Matrix.

For the first time in 2020, the Company drew up a climate change risk and opportunity matrix in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Globalvia has devised a series of procedures and technical instructions for operational environmental control in order to ensure better performance. Through these, the Company establishes the necessary guidelines and measures for all processes to be carried out in controlled conditions and in accordance with the requirements laid down by the Organisation and environmental legislation in the countries where it operates.

OPERATIONAL ENVIRONMENTAL CONTROL



Note: the issues highlighted in green are the relevant material issues identified for the Company and its stakeholders in 2020.

Globalvia applies its environmental policies and commitment to its contractors, subcontractors and suppliers to ensure they handle all environmental aspects correctly and comply with applicable legislation. It also defines the requirements applicable to its supply chain, ensuring that the products and services provided are in keeping with its Integrated Management System policy and the objectives set.

Environmental impacts can result in sanctions for legal or regulatory violations. However, as in previous years, no significant sanctions⁷ were imposed on Globalvia in 2020.

⁷ Significant sanctions are those involving fines of more than USD 10,000 or equivalent local currency, as established by S&P Global in its Corporate Sustainability Assessments (CSA) to determine the threshold for considering an environmental fine as significant.

To ensure correct environmental management, Globalvia has a multi-disciplinary team of 15 professionals dedicated to the prevention of environmental risks. These employees are distributed among the Group companies in order to ensure continuous improvement in all the business lines and countries where Globalvia operates.

Specialised technical assistance is also on hand, as well as a team of legal experts to ensure compliance with applicable regulatory and legislative requirements. Every year the need for new resources is analysed in order to ensure that all environmental risks are managed properly.

Overall, the Company has more than 25 employees dedicated to environmental management and all Company personnel are involved in the process. In Costa Rica Ruta 27 had environmental guarantees in excess of Euros 2,000,000 in 2020.

Globalvia obtains information on the perception that suppliers and users have of the Organisation's environmental commitment through satisfaction campaigns. Generally speaking, the results show an upward trend in stakeholder satisfaction.

Level of stakeholder satisfaction with environmental performance¹

Countries	Users ²			Suppliers		
	2018	2019	2020	2018	2019	2020
Spain	4.3	4.5	4.5	4.6	4.6	4.6
Portugal	4.5	4.4	4.5	4.6	4.7	4.7
Costa Rica	4.6	4.6	4.4	4.5	5.0	4.8
Chile	4.1	4.0	4.4	4.5	4.5	4.6
USA ³	-	4.5	4.7	-	4.8	4.8

1. Maximum users' satisfaction level is 5.

2. Highway users.

3. 2019 first year of data in USA.

a) Alliances and participation

In line with its environmental commitments, Globalvia promotes and participates in international initiatives whereby it not only increases the number of environmental alliances, but also collaborates with stakeholders in different environmental actions and programs.

Highlights of environmental initiatives in 2020



Participation in the **GRESB 2020** Sustainability Index, obtaining the maximum score in the environment category (Global).



Globalvia joined the *SBTi call to action* initiative in December 2020, making a commitment to set science-based **greenhouse gas (GHG) reduction targets** (Global).



Ruta 27 hit a new milestone in the Group's sustainability commitment thanks to securing **Bandera Azul Ecológica** (Costa Rica) certification for the fourth year running.



Ruta 27 received a **BNV Sustainability Award** from BNV, Costa Rica's stock exchange operator.



The Metro de Sevilla workforce was awarded the **VI Promotion of Public Transport and Sustainable Mobility Prize** (Spain).

b) Notable actions and good practice

Globalvia strives every day to mitigate climate change and to gradually adopt a more sustainable business model, moving ever closer to carbon neutrality by putting in place energy efficiency targets and measures and applying innovative solutions.



Installation of 72 solar panels at the San Rafael toll plaza in Costa Rica with an installed capacity of 22.32 KW, which is equivalent to 40% of the energy currently consumed by the facility.



Clean **energy supply contracts in which 100% of the power** is from renewable sources for all Globalvia facilities in Spain. In January 2021, the contract was extended to cover the two Portuguese concessions, Transmontana and A23 Beira Interior. The number of Group companies with clean energy contracts now stands at 12, including both highways and railways (Spain and Portugal).



Installation of electric vehicle recharging stations in Metro de Sevilla station car parks and at the maintenance depots, at the offices of the concessions in Portugal and along the length of the highways in Costa Rica and Chile, the latter being home to the Autopista del Aconcagua, the first “ElectroRoute” in the country. Initiatives that foster the transition to new modes of transport (Spain, Portugal, Chile and Costa Rica).

PAPERLESS



Promotion of the **Company’s paperless strategies** to reduce the consumption of paper. Moving from paper to digital business cards and dispensing with physical copies of the Company’s magazines and desktop calendars are some of the specific actions implemented to reduce paper consumption (Global).



Inclusion of **electric vehicles in the fleets** of Transmontana (Portugal) and Metro de Sevilla (Spain) in order to reduce fuel consumption and GHG emissions.



The Chilean office and concessions celebrate the World Environmental Education Day through various activities to raise awareness of the importance of caring for the environment and protecting flora and fauna (Chile). Environmental volunteering days along the Ruta 27 road (Costa Rica) and at Carauco (Chile) and reforestation activities along the A23 to get employees on board.



Application of techniques with a lower environmental impact, such as water cutting, which consists of using water at ultra-high pressure to improve the skid resistance of road surfaces. The technique generates fewer waste materials and less pollution during its use (Spain).

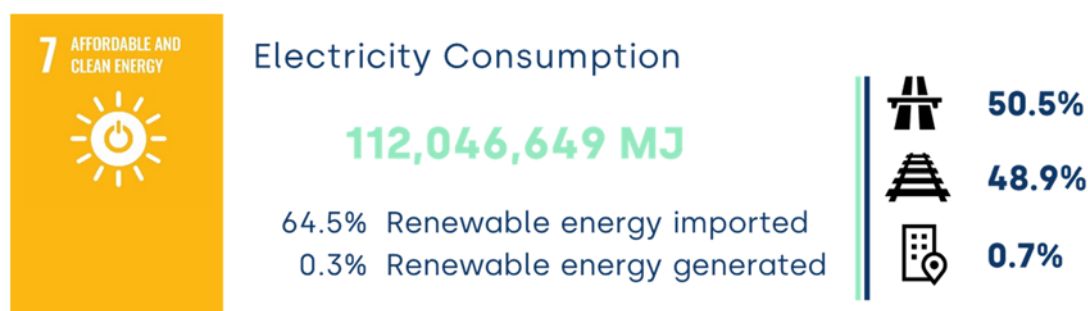
2.2.2. Sustainable use of resources

a) Energy consumption

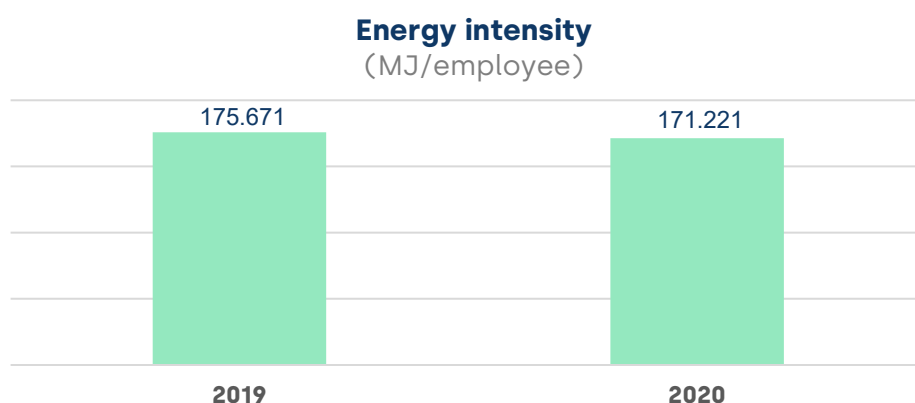
Globalvia is constantly looking to improve the energy efficiency of its operations and facilities to meet its environmental commitments. To ensure it manages electricity consumption correctly, the Company establishes indicators and targets to monitor the Organisation's energy performance.

Energy performance				
	2018	2019	2020	Variation (2019-2020)
Electricity (MJ)	117,680,983	121,802,200	112,046,649	-8.0%
From renewable sources (%)	61%	63.9%	64.8%	+0.9%
Total fuel (MJ)	27,362,519	26,990,848	23,217,784	-14%
No. companies	15	15	14	-

Globalvia endeavours to use electricity from renewable sources. This type of energy accounted for 64.8% of total energy consumed in 2020. Electricity consumption declined in 2020 with respect to the prior year. Over and above the improvements implemented, this was due to the divestment in Andorra at the beginning of the year and the drop-in activity during the pandemic.



The maintenance, conservation and surveillance activities entail journeys and, therefore, the consumption of fuel for vehicles. The operation of machinery and generators requires additional fuel consumption. Globalvia therefore has a procedure to ensure an appropriate management of all fuel consumption across its operations, as shown by the 14% drop from 2019 to 2020.



b) Waste management

Globalvia ensures that the materials consumed in its operations are managed properly through the following principles:

- Process optimisation through the promotion of a rational use of resources.
- Purchase planning, bearing in mind quantities and reusable containers.
- Proper inventory, storage and protection of resources.
- Priority given to use of sustainable materials.

Materials consumed		
	2019	2020
Asphalt agglomerate (kg)	10,359	852,023
Concrete, cement, sand and other (kg)	172,345	26,356
Sepiolite (kg)	1,700	839
Paint (roads, structures, etc.) (l)	1,476	1,432
Salt (winter road safety campaigns) (kg)	1,036,638	470,960

c) Waste generation and management

Globalvia has a procedure in place to ensure the proper management of both the hazardous and non-hazardous waste it generates, which all Company personnel and contractors must follow. This procedure includes the following measures:

- Waste recovery and minimisation.
- Proper separation, labelling and storage of waste.
- Guaranteeing the correct treatment and ultimate disposal of waste.
- Prioritisation of recovery over disposal.
- Raising awareness among users.

All these measures are geared towards fostering a circular economy and extending the useful life of the resources used. Through these practices Globalvia is looking to move away from the conventional linear model of “supply, use and dispose” by way of a more efficient use of resources and following a model based on reuse, recycling and waste recovery.

Considering the activities carried out, Globalvia has identified the potential generation of, inter alia, the following hazardous and non-hazardous waste:

Potential waste as a result of its activity	
HAZARDOUS WASTE	NON-HAZARDOUS WASTE
<ul style="list-style-type: none"> • Used oils • Spill absorbents • Contaminated plastics and packaging • Contaminated rags • Air or oil filters • Waste electrical and electronic equipment (WEEE) 	<ul style="list-style-type: none"> • Organic waste • Paper and cardboard • Plastics and packaging • Green waste • Municipal solid waste • Tyres, rims, etc. (road cleaning)

Waste generated			
	2018	2019	2020
Total waste (t)	14,758	21,922	38,050
Non-hazardous (%)	99.4%	99.7%	99.8%
Hazardous (%)	0.6%	0.3%	0.2%



The increase in the total volume of waste generated by the Organisation this year is primarily due to the resurfacing campaigns and road surface improvement works. These tasks are intrinsic to the Company's activity and necessary to improve road safety.

Non-hazardous waste includes that generated by infrastructure users, the volume of which is highly variable and beyond the Company's control.

- Municipal waste deposited by passengers at waste collection points in railway stations and train stops.
- Waste left behind by highway users and collected during road cleaning work (e.g. end-of-life tyres).

Of note is the fact that 98% of the Organisation's waste is channelled into waste recovery techniques (energy, composting, recovery of materials and/or their reuse). Just 2% of waste is earmarked for disposal. There were no significant impacts in 2020 related to waste.

Various initiatives involving the management and reuse of waste were rolled out in 2020. For example:

- Agreement to collect end-of-life tyres found on the road and reuse them in retaining walls and toll plaza maintenance (Chile)
- Recycling of green waste collected during roadside cleaning operations. A total of 197.7 tonnes of green waste were sent to a local sawmill for internal use. Autopista del Itata (Chile)
- Initiative for the reuse of plastics, which involved the manufacture and installation of toll barriers and signage made from recycled polymer plastics (Costa Rica)

d) Sustainable water management

Globalvia has a procedure to ensure that the water consumed in the course of its activities is managed correctly. Some of the measures include:

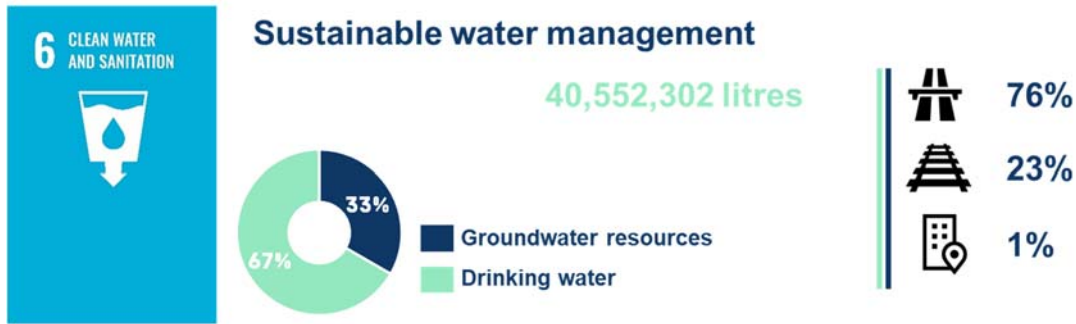
- Fostering the rational use of resources.
- Promotion of the use of non-potable recycled water for cleaning or maintenance activities.
- Actions to reuse rainwater.
- Preventative maintenance of facilities and machinery.
- Regular inspections of facilities to prevent losses from leaks, dripping, overflow, etc.

Water consumption by line of business (l)

	2018	2019	2020
Highways	29,581,548	33,273,342	30,927,732
Railways	9,275,333	8,953,820	9,383,990
Offices	313,000	267,500	240,580
Total	39,169,882	42,494,662	40,552,302

Water consumed by source (%)

	2019	2020
Drinking water	58.9%	67%
Groundwater resources	40.4%	33%
River water	0.7%	0%



Globalvia has identified the potential sources of spills stemming from its operations:

- Spill from its facilities (lavatories, bathrooms, etc.).
- Spills from washing vehicles and machinery.
- Spills in the infrastructure construction phase.

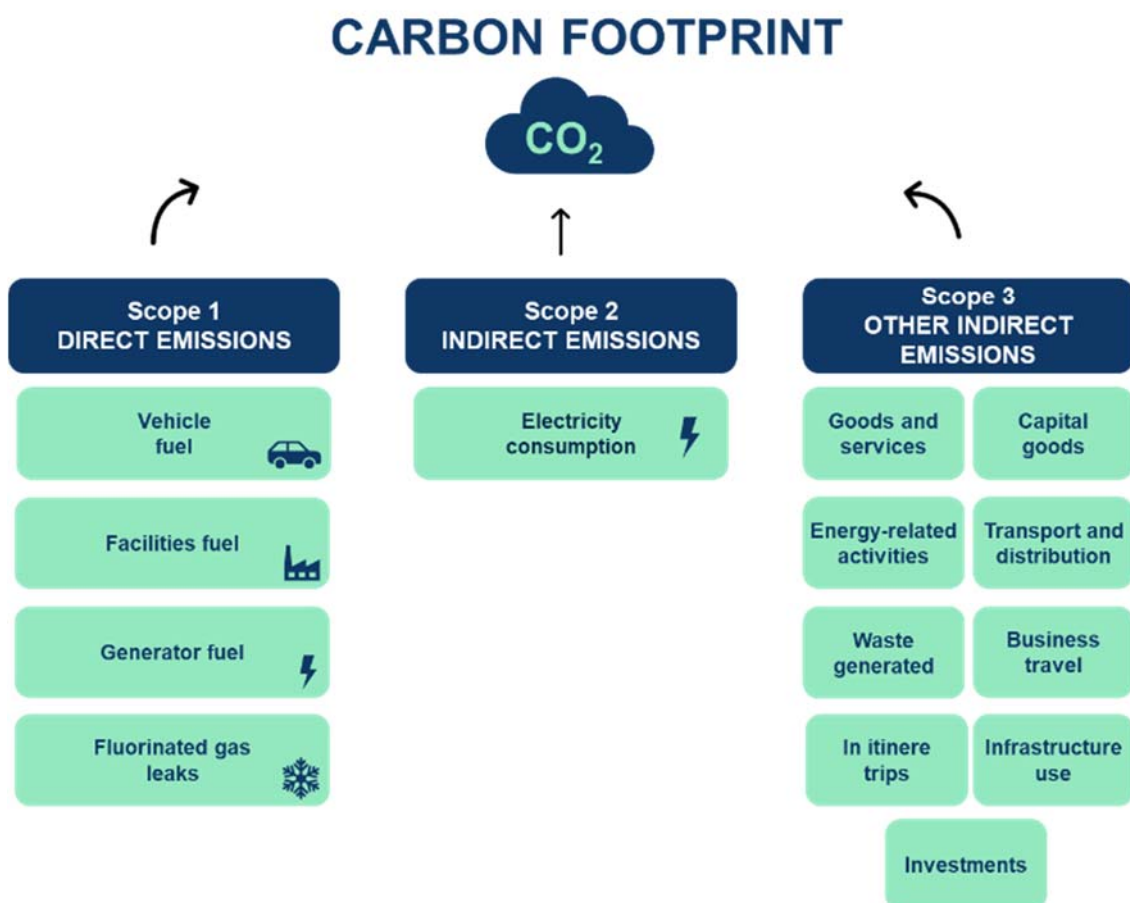
Although this is not a material matter for the Company given the nature of its activity, in addition to the waste management actions implemented, Globalvia also takes into account spills caused by infrastructure while in operation (indirect spills). As these cannot be controlled, the Company carries out environmental studies and impact statements, surveillance plans and other activities included in the corresponding environmental documentation for each stage of a project at any given time.

In May 2020 there was a minor environmental incident at Globalvia's Jons concession in Ireland, which involved the small unauthorised discharge of less than 50 kg of rubble into the Malahaide estuary. The concession company reacted swiftly and initiated an investigation into the incident, putting in place corrective and preventative measures to mitigate the potential environmental impact, in addition to reporting the event to the pertinent authorities.

The samples taken to analyse the impact showed that there was no effect on the water quality. Beyond this incident, no administrative procedures have been initiated against Globalvia nor have any environmental sanctions or penalties been levied against the Company.

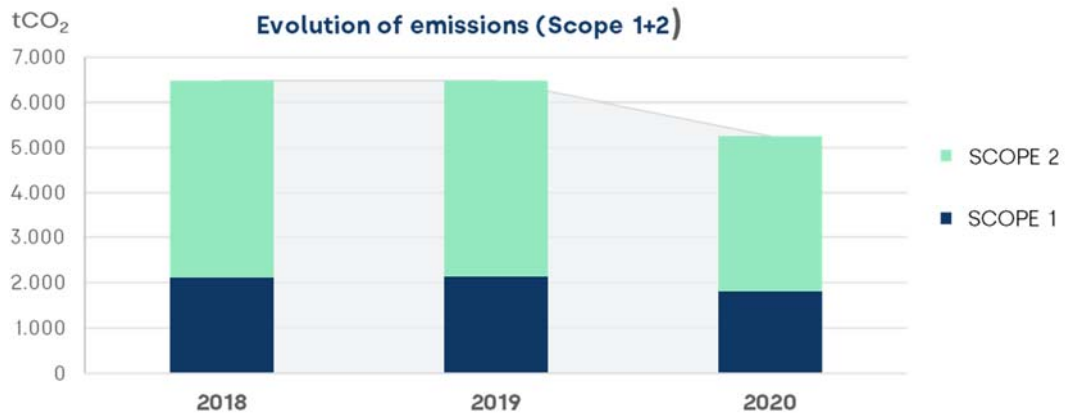
2.2.3. Emissions and climate change

Globalvia has calculated the Group's carbon footprint following the GHG Protocol methodology. The emission sources considered include scope 1 (direct emissions), scope 2 (indirect emissions) and scope 3 (other indirect emissions), as well as all the categories encompassed in the GHG Protocol which is applicable to Globalvia's operations. The carbon footprint is calculated for 2020 using the operational control approach and includes 14 companies.

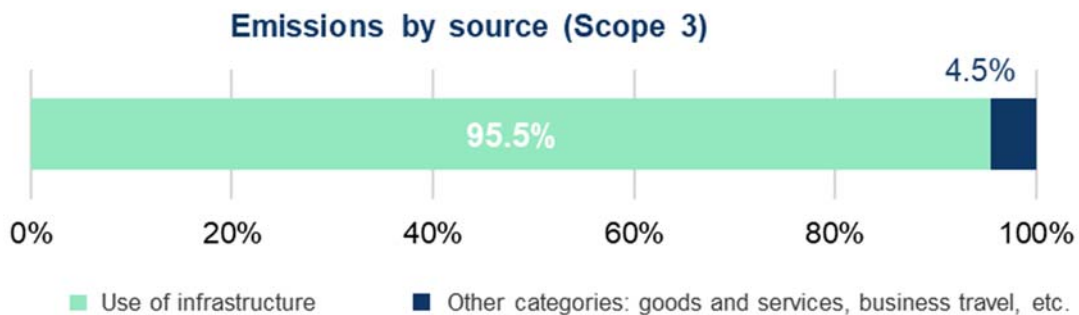
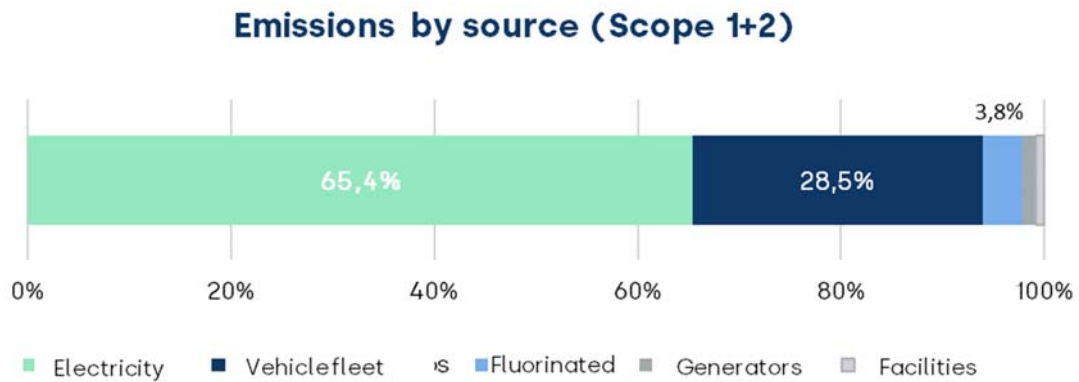


GHG emission sources (Greenhouse Gases)

GHG emissions (tCO ₂ eq)				
	2018	2019	2020	Variation (2019-2020)
SCOPE 1. Direct	2,111	2,139	1,823	-15%
SCOPE 2. Indirect	4,380	4,352	3,449	-21%
SCOPE 3. Other indirect	-	1,588,003	1,323,997	-17%
No. companies	15	15	14	-
TOTAL Scope 1 + 2	6,491	6,491	5,272	-19%
Scope 1 + 2 + 3	-	1,594,494	1,329,269	-16%



Taking into account scopes 1 + 2, the main source of emissions is electricity consumption, representing 65.6% of the total, followed by fuel consumption by the vehicle fleet, accounting for 28.4%.



CLIMATE COMMITMENT

01 ONGOING MONITORING

Follow-up and control of emissions of the operations taken into consideration to calculate the carbon footprint. Globalvia aims to adopt the best industry practices and to include in its inventory all activities in its value chain, rather than just its direct emissions.

02 SETTING TARGETS

As part of its sustainability strategy, Globalvia has joined the **Science Based Targets initiative (SBTi)**, thus making a commitment to establish science-based greenhouse gas reduction targets over the next 24 months.



SCIENCE
BASED
TARGETS

Through this initiative Globalvia has made a commitment to the transformation towards a low-carbon economy and to keep the overall global temperature rise to under 2°C.

03 REDUCTION OF EMISSIONS

Identify the main areas for the reduction of emissions and draw up actions plans, including:

- Prioritising the reduction of energy consumption and enhancing the efficiency of facilities and operations.
- An energy plan to focus on electricity generated by renewable sources and the development of self-supply projects (solar panels).
- Fostering the use of hybrid and/or electric vehicles.

04 OFFSETTING CO₂

As part of its decarbonisation strategy, Globalvia has rolled out carbon offsetting programmes to neutralise the remaining emissions that it is unable to reduce or eliminate, enabling the Company to compensate for its carbon footprint.

05 TRAINING AND COMMUNICATION

Globalvia is fully conscious that it is vital to involve all stakeholders to achieve its climate commitment and, to this end, it has fostered employee awareness-raising and training on environmental matters. It launched the “Globalvia and climate change” training suite in 2020 for all employees at both a corporate level and at the concession companies.

2020 RESULTS: TOWARDS NEUTRALITY

Globalvia offset 1,401 tonnes of CO₂ eq in 2020, approximately a quarter of the CO₂ emissions from its own activities, through the United Nations carbon offsetting programmes within the Framework of the Climate Change Clean Development Mechanism. The programmes selected correspond to two biomass generation plants located within the vicinity of Globalvia's concessions in Chile. The plants use biomass waste - the black liquor that is a by-product of pulp processing in the forestry industry - as a source of renewable fuel for the co-generation of heat and electricity.

Following an internal reallocation process, which takes into account the emission generation ratios and the reduction initiatives in place at each company, it was decided to distribute the offset tCO₂eq as follows: Metro de Sevilla, Tranvía de Parla, Ruta de los Pantanos, Concesiones de Madrid, Autopista Central Gallega, Ruta 27 and the offices in Spain and Chile. It is considered that the Globalvia offset is equivalent to the 2020 emissions of the concessions mentioned. These companies are therefore considered to have offset their CO₂ emissions from own operations to reach a carbon neutral position.

1,401 tCO₂ eq
Emissions offset



Thanks to the reduction in emissions and the internal programme to distribute offset emissions, Globalvia reached neutrality in 2020 (scope 1 and 2) in the following lines of business:

NEUTRAL BUSINESS LINES IN 2020

100%

RAILWAYS
Spain



100%

HIGHWAYS
Spain and Costa Rica



100%

CORPORATE OFFICES
Spain and Chile



Other pollutant emissions

In 2020 there were other emissions derived from Globalvia 's own vehicles. However, NO_x and SO₂ emissions were cut by over 15% with respect to 2018.

Nitrogen oxides (NO _x) and sulphur dioxide (SO ₂)				
	2018	2019	2020	Variation (2018-2020)
NO _x (kg)	9,108.5	8,994.5	7,879.1	-13.5%
SO ₂ (kg)	3.9	3.8	3.2	-17.3%

2.2.4. Protection and conservation of biodiversity

Globalvia 's activities and facilities could have an effect on legally-protected areas or species. Furthermore, during the construction phase the work installations and the movement of machinery could affect and block public thoroughfares.

Globalvia makes sure that the impacts on the environment and public thoroughfares are managed properly by means of the following:

a) Construction phase

Roads, public thoroughfares, access easements to the area, and adjacent livestock trails should be maintained in perfect conditions of use, avoiding deterioration or blockages that hinder their passage. Work will be carried out and delivered in accordance with the competent authority's regulations.

The regulations of competent bodies in relation to protected areas and species must also be complied with, taking special care for vulnerable areas and breeding or nesting periods, as well as compensatory measures at all times. The pertinent permits will be requested for activities in protected areas.

b) Operating phase

The requirements of competent bodies must be complied with in the operating phase and annual operating plans covering such action should be on hand, including surveillance and monitoring of the impacts identified. The pertinent permits will be requested for activities in protected areas.

In its environmental management, Globalvia takes into account direct noise generated by the infrastructure operation in the operating phase, as well as noise during the construction phase.

Noise management measures taken:

- Proper maintenance of equipment, vehicles and machinery.
- Planning of activities to minimise the use of machinery at certain times of the day.
- If necessary, use of absorbent materials to isolate machinery that generates high levels of vibration.

Globalvia Jons, alongside Transport Infrastructure Ireland (TII), is involved in the “All-Ireland Pollinator Plan”, a nationwide plan that aims to increase the bee population in Ireland through the improvement of their habitat. Specifically, the area in which the concession is located was selected as the pilot for the application of alternative techniques to manage pastures and meadows and the reduction of herbicide use.

2.3. Corporate responsibility fostering diversity and social inclusion

2.3.1 Talent

a) Talent management in Globalvia

In order for Globalvia to operate and maintain the infrastructure it manages, it is essential to have a team of trained professionals who are committed to providing services to the highest quality standards. To ensure this is the case and to not only comply with prevailing legislation but also meet the challenging objectives and goals set by the Company, Globalvia has different corporate policies and procedures in place.

Globalvia's General Process for Human Resources Management is described below.



General Process for Human Resources Management

This process pursues five objectives:



Objectives of the General Process for Human Resources Management

Throughout 2020, the Company has focused its human resources management efforts on adapting to the COVID-19 scenario as quickly as possible. Beginning in March, the objective became to reorganise the work processes and ensure each team's adaptation to the new context. As a result, the different human resources processes have been adapted to fit the new circumstances. Recruitment and selection processes have been undertaken, annual objectives have been set and training has been provided remotely.

Human resources principles, rules and policies

With the aim of employing the best talent under the best conditions and adhering to established ethical principles and core values, Globalvia lays down principles and rules in the Code of Conduct and formulates policies which provide the necessary tools to achieve the aforementioned objectives of the General Process for Human Resources Management.

The following Code of Conduct principles and rules ensure the objectives are met:



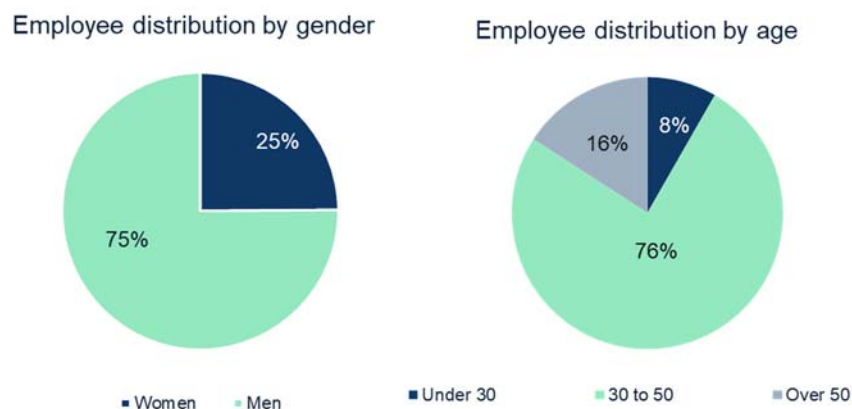
Furthermore, the specific policies implemented by the Code of Conduct principles and rules regarding human resources are as follows:

- Human resources management policy
- Organization policy
- Recruitment and selection policy
- Training and development policy
- Skills assessment policy
- Labour relations policy
- Equality and diversity policy

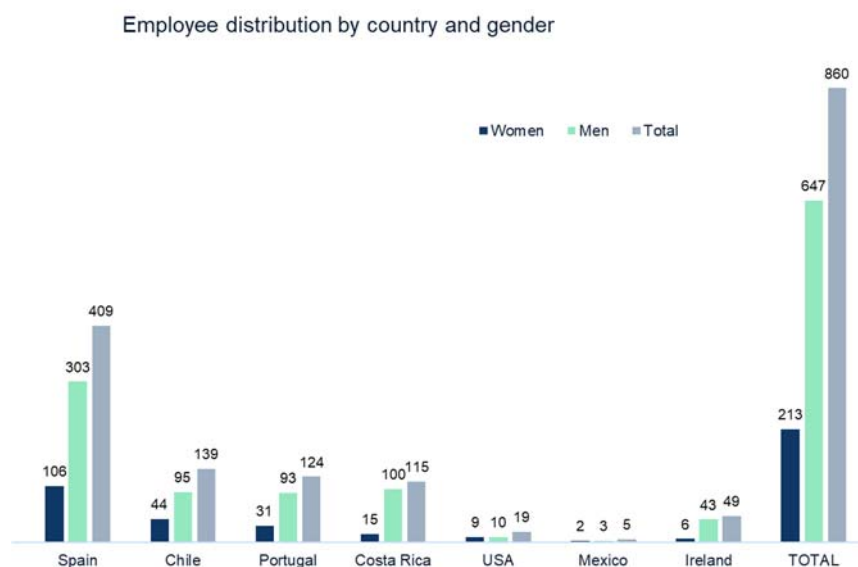
b)The Globalvia team

Globalvia professionals

At the 2020-year end, Globalvia's workforce comprised 860⁸ employees of which 25% were women and 75% men. In this regard, the Company is striving to attract more women to the Group. In 2020, 14 women joined Globalvia, compared to 61 men.



Most of Globalvia's workforce is still in the 30 to 50 age group, which accounts for 76% of employees of Globalvia Group companies, compared to 74.6% in 2019. This is because fewer than 1% of Group personnel are newly recruited each year and, therefore, the age of the workforce is gradually climbing. In 2020, 17 employees born in 1990 joined the ranks of the 30 to 50 group, thereby diminishing the percentage of employees under 30 from 9.3% in 2019 to 8% in 2020. The percentage of employees over the age of 50 in 2020 is approximately 16%, as in 2019.



⁸ This figure includes companies in which Globalvia holds a majority interest and control of their operations. Indicate that there is a difference of 2 employees comparing with total workforce reported in the annual accounts, these two persons are not included in the sustainability report due to the characteristics of their labour contract.

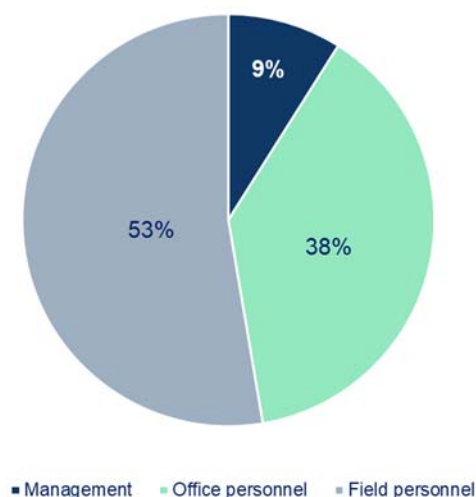
Regarding the geographical distribution, in line with previous years, 52% of the workers that make up Globalvia are located outside Spain, reflecting the truly international nature of the Company.

The main difference compared to 2019 lies in the addition of 46 employees in the Republic of Ireland following the inclusion of Globalvia Jons in the concessions' perimeter. As previously mentioned, the Company lost its foothold in Andorra, where it had 21 employees a year ago. In Portugal, the Company created Openvia, an innovation company, with a subsidiary in Porto that employs 11 people.

The most widely represented countries are Spain, with 48% of all employees, Chile, with 16%, Portugal, 14% of workers, and Costa Rica, where Ruta 27 employs 13% of Group personnel. Costa Rica is also the most personnel-intensive asset outside of Spain.

Employees by professional category

Employee distribution by professional category



Employee distribution by category and gender in 2018

	Women	Men
Management	16	48
Office personnel	149	303
Field personnel	106	297

Employee distribution by category and gender in 2019

	Women	Men
Management	18	59
Office personnel	150	178
Field personnel	47	403

Employee distribution by category and gender in 2020		
	Women	Men
Management	16	61
Office personnel	153	177
Field personnel	44	409

At present, women are represented at all functional levels of the Group, making up 46% of office personnel, 21% of directors and 10% of field personnel. In 2020, the percentage of women directors fell from 24% to 21%. This drop reflects the two women on the management team of Tùnel d'Envalira in Andorra, which no longer forms part of the Group, and two other female directors who left.

Employee distribution by category and age in 2018			
	Under 30	30 to 50	Over 50 years old
Management	1	43	20
Office personnel	51	266	35
Field personnel	80	248	75

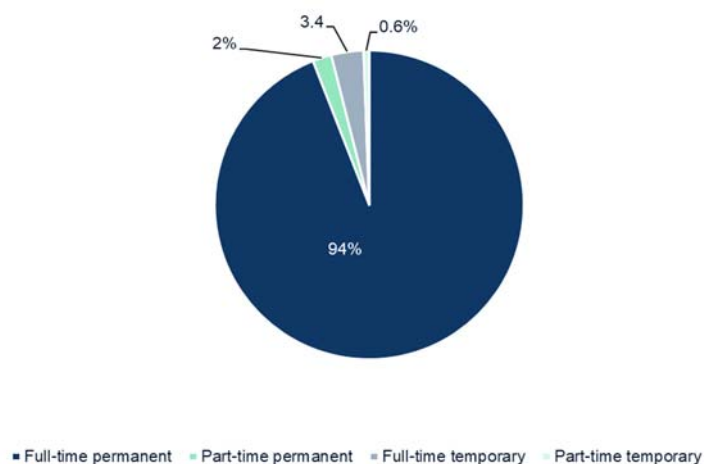
Employee distribution by category and age in 2019			
	Under 30	30 to 50	Over 50 years old
Management	1	53	23
Office personnel	45	245	38
Field personnel	33	339	78

Employee distribution by category and age in 2020			
	Under 30	30 to 50	Over 50 years old
Management	1	57	19
Office personnel	44	249	37
Field personnel	27	346	80

Employees by type of contract

In line with previous years, approximately 96% of the workforce have a permanent contract, only 2% of which are part-time. Temporary contracts now account for only 4% of the workforce, of which 0.6% are part-time. This type of contract is used in railway concessions, where staffing must be temporarily increased at certain times of the year.

Employee distribution by type of contract



Employee distribution by type of contract and gender in 2019

	Women	Men	TOTAL
Full-time permanent	198	592	790
Part-time permanent	9	7	16
Full-time temporary	6	39	45
Part-time temporary	2	2	4
TOTAL	215	639	855

Employee distribution by type of contract and gender in 2020

	Women	Men	TOTAL
Full-time permanent	194	615	809
Part-time permanent	12	5	17
Full-time temporary	6	23	29
Part-time temporary	1	4	5
TOTAL	213	647	860

The distribution by type of contract is similar for men and women. Among the women who work at Globalvia, 96.7% have a permanent contract and only 5.6% of these are part-time contracts. Of the men, 95.8% have permanent contracts and 0.8% of these are part-time contracts.

Employee distribution by type of contract and age in 2019			
	Under 30	30 to 50	Over 50 years old
Full-time permanent	68	595	127
Part-time permanent	0	10	6
Full-time temporary	10	32	3
Part-time temporary	1	1	2
TOTAL	79	638	138

Employee distribution by type of contract and age in 2020			
	Under 30	30 to 50	Over 50 years old
Full-time permanent	62	618	129
Part-time permanent	0	14	3
Full-time temporary	9	18	2
Part-time temporary	1	2	2
TOTAL	72	652	136

The trend observed regarding employee distribution by type of contract and age is the same as in previous years. In all age groups, permanent contracts account for more than 85% of all contracts.

Employee distribution by type of contract and professional category in 2019			
	Management	Office personnel	Field personnel
Full-time permanent	74	301	416
Part-time permanent	3	1	12
Full-time temporary	0	25	20
Part-time temporary	0	2	2
TOTAL	77	329	450

Employee distribution by type of contract and professional category in 2020			
	Management	Office personnel	Field personnel
Full-time permanent	74	301	434
Part-time permanent	3	7	7
Full-time temporary	0	21	8
Part-time temporary	0	1	4
TOTAL	77	330	453

Permanent contracts account for more than 90% of each professional category.

Employee distribution by type of contract and country in 2020

	Full-time permanent	Part-time permanent	Full-time temporary	Part-time temporary
Spain	377	15	13	4
Chile	135	0	4	0
Costa Rica	115	0	0	0
USA	19	0	0	0
Portugal	113	0	11	0
Ireland	45	2	1	1
Mexico	5	0	0	0
TOTAL	809	17	29	5

Regarding the type of contract in the different countries, every single employee in Costa Rica, United States and Mexico has a permanent contract, while in Spain, Chile, Portugal and Ireland, the percentage exceeds 90%.

Employee recruitment and turnover

Globalvia has a specific internal procedure to regulate the recruitment and selection of personnel. This procedure describes the entire process, encompassing the publication of job offers, evaluation of candidates, interviews and hiring.

Employee recruitment and turnover by gender in 2019

	Women	Men	TOTAL
New hires	14	76	90
% new hires	1.6%	8.9%	11%
Employee departures	66	80	146
Dismissals	0	40	40
Voluntary departures	18	35	53
Total employee departures	84	115	199
Turnover rate	26.4%	12.13%	16.05%

Employee recruitment and turnover by gender in 2020			
	Women	Men	TOTAL
New hires	14	61	75
% new hires	7%	9%	9%
Dismissals	8	25	33
Voluntary departures	10	37	47
Total employee departures	18	62	80
Turnover rate	8.37%	9.58%	9.28%

Notes to tables 2019 and 2020: Calculation of employee turnover: (Departures / (personnel at beginning of period + personnel at end of period)) / 2 * 100

The voluntary turnover rate is similar for men and women, as is the turnover rate due to dismissals from the Company, which stands at 3% for both men and women.

Distribution of departures by gender and age in 2018			
	Under 30	30 to 50	Over 50 years old
Women	6	6	0
Men	5	19	7
TOTAL	11	25	7

Distribution of departures by gender and age in 2019			
	Under 30	30 to 50	Over 50 years old
Women	26	36	4
Men	18	45	17
TOTAL	44	81	21

Distribution of departures by gender and age in 2020			
	Under 30	30 to 50	Over 50 years old
Women	4	12	2
Men	9	38	15
TOTAL	13	50	17

Note to table 2020: Departures include dismissals and voluntary departures.

Distribution of dismissals by age and gender in 2019			
	Under 30	30 to 50	Over 50 years old
Women	0	0	0
Men	4	30	6
TOTAL	4	30	6

Distribution of dismissals by age and gender in 2020			
	Under 30	30 to 50	Over 50 years old
Women	1	6	1
Men	5	13	7
TOTAL	6	19	8

In 2020, the dismissal rate for the Group as a whole was approximately 3.63%, taking into account all Group company employees, and there were no differences between the different categories.

Distribution of departures by category and gender in 2018			
	Management	Office personnel	Field personnel
Women	1	7	4
Men	2	11	18
TOTAL	3	18	22

Distribution of departures by category and gender in 2019			
	Management	Office personnel	Field personnel
Women	0	8	58
Men	1	11	68
TOTAL	1	19	126

Distribution of departures by category and gender in 2020			
	Management	Office personnel	Field personnel
Women	1	13	4
Men	8	16	38
TOTAL	9	29	42

Note to table 2020: Departures include dismissals and voluntary departures.

Globalvia has a collaboration agreement with Lee Hecht Harrison, a placement agency, to manage the transition of professional careers and offer management personnel new opportunities after leaving the respective Group companies. This agreement, in addition to providing a career transition program for professional reorientation, gives interested parties the chance to find a new job after leaving the Group.

As part of this program, a consultant is assigned to assist departing employees in the transition to their next job, via job interviews, CV reviews, analysis of job offers and skill-building seminars.

Distribution of dismissals by category and gender in 2019

	Management	Office personnel	Field personnel
Women	0	0	0
Men	1	8	31
TOTAL	1	8	31

Distribution of dismissals by category and gender in 2020

	Management	Office personnel	Field personnel
Women	1	5	2
Men	3	5	17
TOTAL	4	10	19

Distribution of recruitment and turnover by country in 2020

	New hires	% new hires	Dismissals	Voluntary departures	Total employee departures
Spain	20	5%	16	21	37
Chile	11	8%	7	11	18
Portugal	19	15%	1	4	5
Costa Rica	14	12%	7	5	12
USA	1	5%	2	2	4
Mexico	1	20%	0	1	1
Ireland	9	18%	0	3	3
TOTAL	75	9%	33	47	80

In 2020, despite the health crisis triggered by COVID-19, none of the Globalvia Group companies availed of a furlough scheme (ERTE), nor any other measure to restrict employment in accordance with local labour laws in the respective jurisdictions. In Chile, Law 21.227 was enacted in April, allowing companies to suspend employment contracts or shorten the working week as a result of the crisis; however, none of the Group's companies in Chile took up this option. Furthermore, dismissals are minimal in all the countries where the Company is present.

c) Equality, inclusion and non-discrimination

Equality, inclusion and non-discrimination are essential to Globalvia 's objective of achieving sustainable development and ensuring respect for the fundamental rights, principles and recommendations established by the International Labor Organization (ILO).

Globalvia manages the risks related to equal treatment, non-discrimination, inclusion of people with disabilities and universal accessibility, monitoring compliance with applicable legislation, the implementation of different policies and procedures on these matters, as well as training and internal communications.

All measures implemented by the Group in this respect are based on the Code of Conduct principles, which include integrity, respect for applicable laws, regulations and standards, and the prohibition of any conduct contrary to the foregoing, such as gender discrimination. The Code of Conduct includes a specific section describing the protocol for the prevention of bullying and sexual harassment in the workplace.

Since 2019, Globalvia has had a specific policy on equality called the Equal Opportunities and Diversity policy, which lays down its commitment to fostering equal opportunities as one of the Company's strategic objectives. This policy is applicable to all Group companies and implements the provisions of the Group's Code of Conduct.

A suggestions inbox is available on Globalvia's intranet for Group employees to send the Organization any comments, doubts or suggestions anonymously or with their name attached. No discrimination complaints were received via Globalvia's corporate whistleblowing channel in 2020.

Globalvia Inversiones drew up its first Equality Plan as part of the roll-out of the Equal Opportunities and Diversity policy. At the beginning of the year, the Company diagnosed its situation in terms of equality, not just from a gender perspective but also from the point of view of discrimination for any reason. This diagnostic exercise did not reveal any risks in this area.

Once the diagnostic phase was completed, a committee was set up to draft the Equality Plan and has since met periodically to negotiate the measures implemented within the Organization as well as those that might be rolled out. In December 2020 the draft of Globalvia's Equality Plan was completed and is now pending final approval and publication. This plan will remain in force until 2023.

Metro de Sevilla's First Equality Plan expired in 2019 and a Second Equality Plan was approved for 2021-2023. Meanwhile, Autopista Central Gallega made a commitment to draw up an Equality Plan for the concessionaire while the applicable collective bargaining agreement is in force.

Furthermore, as of 2020, Globalvia Jons has adopted the Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work, which the Company applies through an internal policy.

Gender

The infrastructure sector has traditionally had a greater presence of men than women. Globalvia is striving to ensure that women are fairly and equally represented at all functional and hierarchical levels.

Furthermore, following the approval of Royal Decree 6/2019 of 1 March 2019, the department of Labour Relations, as previously commented, began to study the drafting of an Equality Promotion Plan, starting with an assessment of the Company's current situation regarding equality and including different wage gap analyses. In this way, the Corporation has met the legal requirements imposed on Globalvia by Royal Decree-Law 6/2019 two years ahead of schedule. The conclusion of the diagnostic exercise was that the Company shows a high level of commitment to equal opportunity for all its workers and that the organizational culture fosters equality and non-discrimination in all areas. Personnel management policies are formally defined, highly transparent and rigorous, making no distinction between employees on the basis of their personal circumstances. All of this translates into a trend of continuing equal opportunity and non-discrimination.

In 2020, on the entry into force of Royal Decree 901/2020, Globalvia conducted a feasibility study on officially registering its Equality Plan under the terms provided for in this legislation. In this regard, although there is currently no obligation for the Corporation to implement a Gender Equality Plan, it has decided to do so voluntarily, not only bringing forward the implementation by one year with regard to the legal requirement, but also extending the scope of application to encompass both gender equality and any type of equal opportunity and non-discrimination on any account (age, gender, ideology, nationality, etc.).

Lastly, the entitlement to paternity leave of all the employees of the Spanish companies was extended to 12 weeks in 2020, and 100% of all employees entitled to such leave took it.

People with disabilities

Globalvia complies with the different standards and laws on integration and universal accessibility of people with disabilities. At present, 16 people with disabilities are working in Group companies. All Group companies in Spain subject to the 2% minimum quota of jobs reserved for people with disabilities comply with the provisions of the General Act on Persons with Disabilities.

Distribution of employees with disabilities by country in 2018				
	Spain	Costa Rica	Portugal	TOTAL
Employees	5	2	1	8

Distribution of employees with disabilities by country in 2019				
	Spain	Costa Rica	Portugal	TOTAL
Employees	12	3	1	16

Distribution of employees with disabilities by country in 2020				
	Spain	Costa Rica	Portugal	TOTAL
Employees	12	3	1	16

Globalvia currently has an agreement with Fundación Adecco whereby it undertakes to inform the foundation of job vacancies to promote the hiring of employees with disabilities. Globalvia also promotes the procurement of products and services from Special Employment Centers (CEE).

In 2020, for the first time, Ruta 27 collaborated with the entity “I can. Can you?” for the inclusion of people with Down Syndrome in the job market.

d)Satisfaction and sense of belonging

Commitment and sense of belonging

Globalvia considers it extremely important for its employees to feel a sense of commitment and pride in belonging to a Group at the forefront of transportation infrastructure management. Globalvia keeps this objective in sight in its human resources policies and initiatives.

Globalvia conducts work climate surveys of the employees of the different companies every two years with the aim of obtaining information on the employees’ professional needs, the degree to which the Organization satisfies these needs, the employees’ level of performance vis-à-vis expectations, and the factors that motivate them within the Group.

The Second --and latest-- Engagement Survey was carried out in 2018 at all the Group companies. However, many of the actions designed in response to this survey have been postponed as a result of COVID-19. Similarly, the Third Engagement Survey, which was planned for September 2020, will be conducted in 2021. It was designed during that year with the aim of launching it in January 2021.

Given the situation brought about by the pandemic, the Company decided to focus the efforts of the human resources team on analysing how the employees were handling this unprecedented situation, what effects it was having on them and what could be done by the different companies to improve their situation. To obtain this information, surveys were conducted throughout 2020 at most of the companies.

After the first few months of lockdown, different surveys were sent out which focused on two fundamental questions:

- How were the employees feeling and how were they dealing with the pandemic?
- What opinion did they have regarding Globalvia's handling of the pandemic, and what did they need to facilitate their day-to-day activities?

For the Corporation, the response rate was 73% (68 of the 92 employees surveyed) and some of the main results were as follows:

- The employees considered that Globalvia's communications were clear. Nevertheless, on a few issues they would have appreciated receiving more direct information.
- The employees praised the role of the Information Systems department, its support and availability, and the faultless functioning of its teams and systems.
- The employees declared that they had felt comfortable working remotely during this time, even though their workload had grown during the pandemic and lockdown.
- Most of the employees made use of some of the external services introduced by the Talent team such as English lessons or LinkedIn Learning.

Some of the most appreciated positive aspects of Globalvia's handling of the pandemic were as follows:

- The Company's ability to react and anticipate events.
- The opportunities offered for remote working and Globalvia's technical resources.
- The social initiatives carried out and the support for the community.
- The Company's transparency and clarity.
- The balance struck between concern about keeping the business going and the concern for employees.
- The activities offered to help employees keep up their routines.

Furthermore, the employees stressed how very grateful they felt and how proud they were to form part of Globalvia.

e) Work organization and work-life balance

Organisation of working time

In accordance with the Labour Relations Procedure, the principle that governs work schedules in Globalvia is ensuring that the Group's requirements are fully covered and increasing flexibility to meet employees' needs, especially with regard to work-life balance.

The work schedule organisation in Globalvia is set by the labour legislation in force in each jurisdiction, to which all internal procedures and policies are subject. The different Group companies act in accordance with the corresponding collective bargaining agreement or other collective agreements in force, as well as the applicable individual conditions established.

In Globalvia, the highest number of working hours in a year is 2,445 hours, and the lowest is 1,736 hours. In corporate services, employees have flexible start, finish and lunch times and a shorter summer timetable from June to September.

In the case of the companies, operations personnel have a shift system subject to the corresponding legal or operational restrictions, which are communicated to employees at the beginning of each year. The shift schedules can vary depending on the time of year as a result of public holidays.

Due to the pandemic, in 2020 working times were changed to adapt operating requirements to the restrictions and the overall situation. All employees of Globalvia Inversiones worked from home from March until June, when in person activity was resumed. Each department was divided into two groups that worked alternate days in the office so that at no point in time could 100% of the same team coincide to ensure the continuity of ordinary business activity should any team member become infected. Those in vulnerable groups continued to work from home until September, whereas the Steering Committee returned to work in the offices in June.

In addition, work timetables were made flexible to avoid people entering and leaving the offices at the same time, with an hour's leeway in arrival and departure times in respect of the usual timetable.

In September, given the rise in the number of people infected with COVID-19 in Spain, GLOBALVI Globalvia decided to re-establish working groups and extend the summer timetable until October, to limit the time spent in the offices to that absolutely essential. From October, the standard business day was resumed, with a flexible entry time. Employees were, however, allowed to return home at lunch time and continue working from home for the rest of their day, thus avoiding agglomerations in the kitchen area. This working day was in force until the end of 2020.

All Group companies adhered to similar schemes, adapted to the circumstances of the country where they operate.

As field personnel carry out essential activity and, therefore, their work was never completely suspended at any time, they were split into working groups and shift work was introduced. Flexible timetables were implemented to prevent any overlap between both shifts and employees from different groups meeting.

In ACEGA and A23, among others, temporary control centres were created isolated from the usual centres to avoid contact with other concession personnel. In Metro de Sevilla and A23, among others, back-up or prevention teams were created to be "on call" in the event of any emergency and able to replace colleagues on the outgoing shift to avoid these colleagues having to extend their shift and be exposed for longer.

In any case, as announced last year, in 2020 the maximum working day was reduced in Metro de Sevilla and Tranvía de Parla as agreed in 2019 with the workers' representatives.

Measures for balance between work, family and personal life

As a way of meeting employees' requirements in the area of work, family and personal life balance, GLOBALVIA carries out specific actions such as: the principle of a flexible working day; a shortened timetable during certain months of the year, which was extended in 2020 due to COVID-19; providing a supplement to maternity and paternity benefits to take these to 100% of salary; leave of absence to care for children; ensuring disconnection from work by arranging "on call" staff⁹; agreements for the accumulation of breastfeeding time; longer paid leave than stipulated in basic employment legislation and agreements for reduced timetables and specific working hours in the different Group companies to facilitate a work-life balance.

In 2020, as a result of Royal Decree-law 28/2020 on remote working, a draft of the Digital Disconnection Policy of Globalvia Inversiones was drawn up, which will be approved and implemented at the start of 2021. This policy guarantees employees' right to rest between working days, to have a balance between work, family and personal life. Furthermore, guidelines are in place limiting the use of the Company's electronic media outside of working hours so that this right to disconnection is effective. There is no equivalent policy in other Group companies or in the Spanish companies to which this Royal Decree could potentially be applicable or in the foreign companies.

Furthermore, as a result of the health crisis and the closure of schools in Spain, Globalvia Inversiones has made in person attendance flexible for people who have to take care of their children and are unable to work in the offices, allowing them to continue working from home. Flexible working timetables were also implemented for the entire year in the other companies so that employees could attend to family or personal needs, and also as a preventative measure to avoid agglomerations of employees in the workplace.

Additionally, during 2020, all employees of the Corporation. were able to take one free day off at any given time depending on personal and/or family needs. A salient new development is the agreement signed between Metro de Sevilla and its workers' committee to regulate the procedures for requesting a reduction in working hours and specific timetables to achieve a work, personal and family life balance, thus ensuring this right for all their employees, with the involvement of their legal representatives.

⁹ On-call staff are employees who while not working can be located and must be available to work if the staff working should require their services in the event of any incident.

Maternity and paternity leave in 2019			
	Women	Men	TOTAL
Employees entitled to leave	14	23	37
Employees on leave	14	19	33
Employees who returned to work at the end of their leave	9	19	28
Employees who were still working for the Company 12 months after returning	11	24	35

Maternity and paternity leave in 2020			
	Women	Men	TOTAL
Employees entitled to leave	15	27	42
Employees on leave	15	27	42
Employees who returned to work at the end of their leave	15	27	42
Employees who were still working for the Company 12 months after returning	14	25	39

100% of the employees who were entitled to maternity and paternity leave took it. Approximately 93% of the people who took paternity or maternity leave during the year have returned to work and stayed on in their positions. Only one woman and two men have left.

f) Training and professional development

Globalvia seeks to have the best workers in its organisation and therefore considers employees' training and development essential. The Company has a Training and Development Procedure, which was updated in 2020, and a Development Policy to this end.

The main goal of Globalvia's training strategy is to ensure that employees have the necessary tools to deal with the challenges faced by the organisation. It is based on two key pillars:

- Technical specialisation on the job and updating of knowledge.
- Development and growth of our employees by skills training.

Training and qualifications

The main purpose of the Training and Development Procedure is to regulate Globalvia's professional training plan, including both in-house and external training. Based on this procedure the corporate HR team analyses the Organisation's training requirements and sets out the lines of action to be followed during the year. Consequently, all the levels and departments of the organization receive training throughout the year, with training sessions arranged based on requirements.



Main types of training

When designing the Training Plan for 2020 the three lines of action already established in 2017 were reinforced:

1. Gain a better knowledge of the competences of Globalvia's Leadership Model, with the focus on innovation in 2020.
2. Promote the development of leaders in Globalvia.
3. Generate greater employee engagement with the Integrated Management System.

The 2020 Training Plan, aimed at all Corporation and branch office personnel as well as those at management level in the concessions, has been designed as a combination of actions that continue on from those implemented in previous years as well as the launch of new initiatives that facilitate the creation of a knowledge base in new areas, such as innovation. The plan also takes into account requirements detected during the year, and initiatives requested by personnel are added to those planned at the start of the calendar year.

In relation to the 2020 Training Plan the Back to School project has been launched in an effort to adapt to employees' needs, facilitate a work-life balance and from Globalvia support the development of new skills, giving all management personnel access to *LinkedIn Learning*. This is an online training platform with a library of 16,000 video courses and training sessions on different subjects related to technology, business and creativity. The platform makes personalised recommendations based on the user's interests, it has expert trainers, offers access from any mobile device and is based on a concept of microlearning through short videos and pills.

This year the focus of our employees' online learning has been on skills such as personal development, leadership, resilience and communication. Through in-house online training materials, leadership and innovation training has been strengthened through the *Innovation Champions Training Path*, a guide created so that *Innovation champions*¹⁰ can acquire key knowledge on methodologies and technologies that are changing companies' focus and the way that they are currently working. This itinerary includes contents related to *Design Thinking*, *Lean Start-up*, flexible working methodologies, intrapreneurship, open innovation ecosystems and disruptive technologies.

In the feedback received on training already given, the average satisfaction of Globalvia's employees in respect of new knowledge acquired is 4.1 out of 5. It is important to mention that all the in-house training initiatives organised using our own employees are very well received, whether these are part of the in-house training programme, *Globalvia Insight*, or training specifically aimed at explaining processes or methodologies to colleagues.

The companies have carried out all the training plans defined for 2020. When there have been significant changes or modifications, training plans have been updated during the year, thereby defining and scheduling training initiatives that are in line with corporate procedures. In general, these initiatives have been considered effective and appropriate for each of the companies.

Hours of employee training in 2018

	Total hours	Average hours/employee
Management personnel	3,286	43
Office staff	14,856	45
Field personnel	11,613	26
TOTAL	29,755	-

Hours of employee training in 2019

	Total hours	Average hours/employee
Management personnel	2,965	39
Office staff	18,846	57
Field personnel	11,224	25
TOTAL	33,035	-

¹⁰ *Innovation Champions* are innovation ambassadors identified throughout 2019 that seek to introduce innovation in each of the areas of the organisation and who are involved in Globalvia's innovation projects.

Hours of employee training in 2020		
	Total hours	Average hours/employee
Management personnel	2,039	26.5
Office staff	16,046	48.7
Field personnel	12,630	27.9
TOTAL	30,715	33

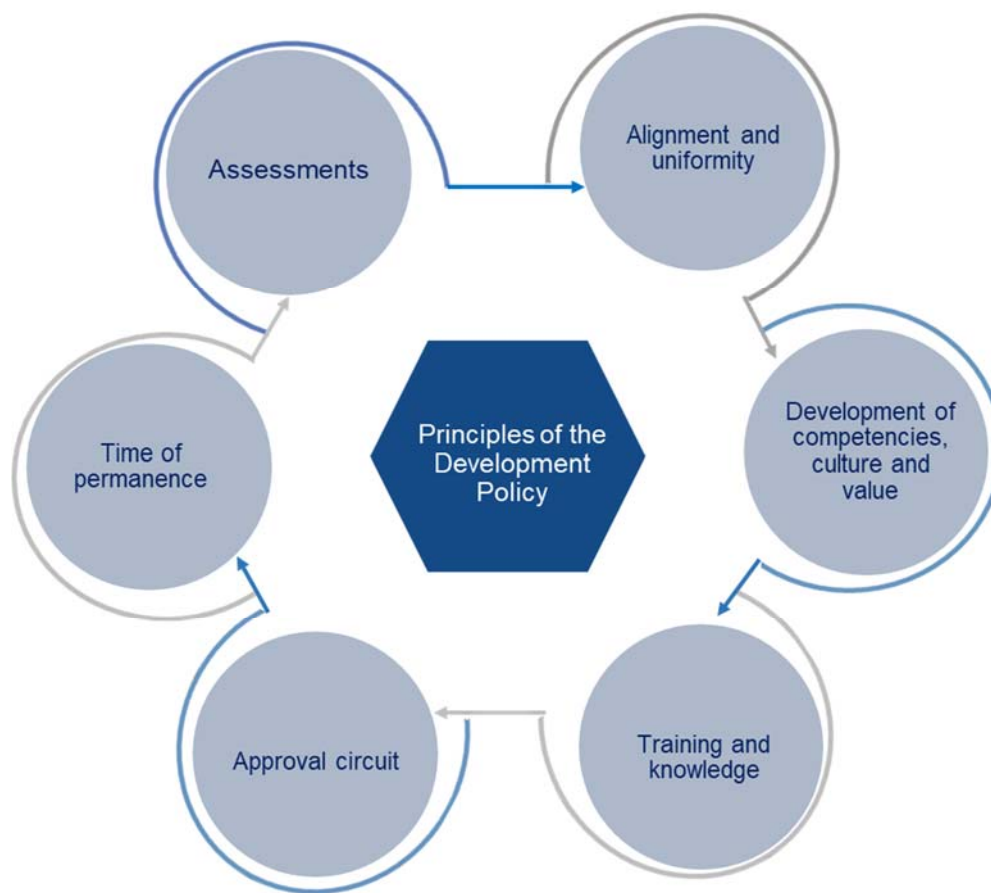
Hours of employee training, by gender, in 2020				
	Total hours women	Total hours men	Average hours/female employees	Average hours/male employees
Management personnel	613	1,426	38.33	23.37
Office staff	7,698	8,349	50.31	47.17
Field personnel	1,144	11,486	26.00	28.08
TOTAL	9,455	21,260	44	33

Throughout 2020 all the Group companies strived to ensure that teams could continue receiving training online as the COVID-19 pandemic made in-person training impossible.

Professional development

In the area of professional development, the purpose of the Training and Development Procedure is to regulate the career plans of the organisation's employees and the succession plan for knowledge transfer in the event that any resource should be lost.

Furthermore, Globalvia also has a Development Policy that establishes the attitudes, skills and technical knowledge necessary for an employee to assume a higher level of responsibility in the organisation.



Principles of the Development Policy

Globalvia's Development Plan includes the detection of needs of the different areas and departments of the organisation with the aim of ensuring an effective response to the Company's requirements and the alignment of human resources policies with the Group's strategy.

Globalvia also has a Leadership Model, which is intended as a guide so that employees are familiar with the abilities that the Company seeks in a leader. Throughout 2020 and in line with the points mentioned in previous sections, the different leader competencies were reinforced by proposing different modules defined in *LinkedIn Learning* for Globalvia. Thus, the module *Resilience is a way of being* has been developed.

Within the Company commitment is defined as the employees' ability to adapt their role and their department to the business requirements. Among other things, this means seeking maximum engagement from everyone, working together and motivating each other to obtain the best results. To this end it has been considered essential to work on a key concept within commitment. This concept is "resilience", defined as the ability to respond to and recover from unexpected challenges and to go one step further to find ways to grow and evolve creating even more value in the future. With this objective a collection of videos, courses and articles were prepared in *LinkedIn Learning* that had a practical application in how to address challenges, while aiming to continue growing and moving towards the future.

Percentage of employees that received regular performance and professional development reviews in 2019			
	Women	Men	TOTAL
Management personnel	100%	100%	100%
Office staff	81%	79%	80%
Field personnel	0%	3%	3%

Percentage of employees that received regular performance and professional development reviews in 2020			
	Women	Men	TOTAL
Management personnel	100%	100%	100%
Office staff	49%	46%	47%
Field personnel	5%	18%	16%

The Globalvia Group has an Evaluation Procedure establishing that everyone at management level¹¹ must undergo an annual performance review, which is also linked to variable remuneration. Within the Concessions work is being carried out on the gradual implementation of this procedure at lower levels.

g) Compensation and welfare benefits

Globalvia has a Performance Evaluation Procedure, which describes the method for establishing and measuring the annual objectives that are set for the professional development of the organisation's employees. This performance evaluation is carried out by their hierarchical superiors.

Remuneration

Globalvia's employees in the Corporation and certain role levels of the Concessions receive a fixed annual salary and a variable salary. The Board of Directors determines the Company's strategy and objectives to which variable remuneration is applicable. Variable remuneration is assigned to each manager to ensure that there is complete alignment between the objectives set, the objectives and interests of Globalvia and its shareholders. Variable remuneration is based on three types of objectives, with different weights depending on the level of responsibility and the work to be carried out.

Since 2018 Globalvia Group companies have followed the guidelines set by Corporation for salary reviews. Consequently, the Group's Board of Shareholders determines the percentage of the total payroll that can be earmarked for salary reviews, while the Talent Department is responsible for issuing the guidelines for its application. The Concessions use a talent matrix to place employees in a category based on both the salary band they are in and their performance level.

¹¹ Management level means:
Management team, Corporation staff and the front line of Concession companies

Remuneration by professional category in 2018 (Euros)	
Management personnel	141,232
Office staff	35,161
Field personnel	16,681

Remuneration by professional category in 2019 (Euros)	
Management personnel	148,862
Office staff	37,767
Field personnel	25,589

Remuneration by professional category in 2020 (Euros)	
Management personnel	144,882
Office staff	36,540
Field personnel	24,269

Exchange rate differences, as well as the departure of people who had some of the highest remunerations in the Company, have a negative impact on the averages of all remuneration. In the case of analysis by category, the average salary of management personnel has fallen by 3%, as one of the members of the Steering Committee left. The average salary of office staff has decreased by 3% and for field personnel by 5%.

Remuneration by gender in 2018 (Euros)	
Women	27,938
Men	37,165

Remuneration by gender in 2019 (Euros)	
Women	39,428
Men	42,012

Remuneration by gender in 2020 (Euros)	
Women	36,939.1
Men	40,7010.5

The average salary of women in Group companies at 31 December fell by 6% compared to 2019. This decrease is because certain women with the highest salaries in the organisation left the Group during 2020. If these departures are not considered and the same exchange rate used as in the previous year, women's salaries would have risen by 2%.

The situation is similar in respect of male employees, with a drop of 3% in the average salary, which would be only 1% if the effect of the men who left the Corporation in 2020 is excluded. The comparison is made in 2020 after management personnel received a long-term bonus in 2019 that they did not receive in 2020.

Remuneration by age in 2018 (Euros)	
Under 30	14,026
30-50	33,787
Over 50	50,967
Remuneration by age in 2019 (Euros)	
Under 30	22,283
30-50	40,721
Over 50	55,143
Remuneration by age in 2020 (Euros)	
Under 30	20,686.5
30-50	39,842
Over 50	49,568.6

The decrease in average salaries is also affected by the aforementioned matters. The greatest difference is seen in the average salary of the over 50s, which is 10% below the average salary in 2019. This is due to employees in that age range, who were among the highest paid in their category, leaving the Group companies.

Change in the average remuneration by gender 2018-2019	
Women	10.3%
Men	7.3%
TOTAL average	8.1%

Change in the average remuneration by gender 2019-2020	
Women	5.7%
Men	3.1%
TOTAL average	3.7%

Note regarding the 2019 and 2020 tables: In the calculation of the change in salaries only the salaries of employees already on the payroll in 2018 and 2019 are considered.

Change in average remuneration by professional category 2018-2019	
Management personnel	15.5%
Office staff	11.3%
Field personnel	4.7%

Change in average remuneration by professional category 2019-2020	
Management personnel	4.7%
Office staff	7.3%
Field personnel	1.2%

Change in average remuneration by age 2018-2019	
Under 30	14.3%
30-50	8.6%
Over 50	4.1%

Change in average remuneration by age 2019-2020	
Under 30	7.9%
30-50	3.8%
Over 50	2.2%

In 2020 the salary/hour has been analysed in local money comparing it with 2019 to ensure the reliability of the data. In most cases there were no salary reviews in 2020.

Ratio of basic salary and remuneration of women to men 2020¹²							
	Spain	Chile	Costa Rica	USA	Ireland	Mexico	Portugal
Ratio	12.2	22.1	20.9	7.8	5.2	3.5	13.5

Ratio of percentage increase in total annual compensation 2020¹³							
	Spain	Chile	Costa Rica	USA	Ireland	Mexico	Portugal
Ratio	15.8	0.61	581.40	2.26	0.25	25.38	4.03

Globalvia prioritises meritocracy and competitive salaries in its remuneration policy. Every year, the heads of Talent locate their employees in a talent matrix that takes into account the employee's performance evaluation and where their salary stands in their pay band to determine the amount of the raise, they will be given based on the guidelines provided by the Corporate Human Resources area.

¹² Ratio of the total annual compensation for the highest-paid person of the organisation in each country with significant operations compared to the average total annual compensation of all employees (excluding the highest paid) in the same country.

¹³ Ratio of the percentage increase of the total annual compensation for the highest-paid person of the organisation in each country with significant operations compared to the average percentage increase of the total annual compensation of all employees (excluding the highest paid) in the same country.

Wage gap between women and men in Group companies in 2019				
	Women	Men	TOTAL average	Wage gap
Management personnel	€114,628	€159,306	€148,862	28.0%
Office staff	€36,168	€39,114	€37,767	7.5%
Field personnel	€21,034	€26,120	€25,589	19.5%
TOTAL average	€39,429	€41,571	€41,362	6.1%

Wage gap between women and men in Group companies in 2020				
	Women	Men	TOTAL average	Wage gap
Management personnel	€110,244	€153,968	€144,882	28.4%
Office staff	€33,810	€38,899	€36,540	13.1%
Field personnel	€21,163	€24,603	€24,269	14.0%
TOTAL average	€36,939	€40,711	€39,776	9.3%

Note regarding the 2019 and 2020 tables: The formula used to calculate wage inequality was: (average wage for men - average wage for women)/average wage for men.

With regard to equal pay, men's salaries are on average 9.3% higher than women's salaries. However, in previous years the analyses carried out show that Globalvia pays the same salary for the same position. Nevertheless, circumstances such as the low representation of women in the higher echelons of the Company and that women choose to work in positions that do not have the options of pluses (toll collectors rather than maintenance labourers who receive a bonus for night work) affect the average salaries and explain the difference.

Wage gap between women and men in Spain in 2019				
	Women	Men	TOTAL average	Wage gap
Management personnel	€161,350	€161,377	€161,371	0.0%
Office staff	€51,164	€61,524	€55,926	16.8%
Field personnel	€23,143	€31,833	€30,801	27.3%
TOTAL average	€51,285	€48,362	€49,100	(6%)

Wage gap between women and men in Spain in 2020				
	Women	Men	TOTAL average	Wage gap
Management personnel	€138,143	€163,854	€158,400	15.7%
Office staff	€48,508	€58,918	€53,286	17.7%
Field personnel	€22,886	€29,615	€28,741	22.7%
TOTAL average	€46,451	€46,550	€46,524	0.2%

Note regarding the 2019 and 2020 tables: The formula used to calculate wage inequality was: (average wage for men - average wage for women)/average wage for men.

Welfare benefits

Globalvia offers its Corporation employees a Flexible Remuneration Plan, within the framework of the Company's Flexible Remuneration Plan Regulations. Through this plan, the Company offers its employees several services aimed at adapting their salary to their personal needs, taking advantage of the tax relief currently available for the services included in the plan, in accordance with prevailing legislation. The maximum annual amount for each participant may not exceed 30% of their fixed gross annual salary. The products that Globalvia offers through this plan include direct payment of kindergarten fees.

In addition, as Globalvia is aware that benefits are an effective way of having satisfied employees, in some of its companies the following welfare benefits are available:

- Health insurance
- Food assistance (Chilean companies)
- Study grants or scholarships for company employees
- Life insurance for employees that want it
- Promotion of sports activities, from sponsoring races to wellness initiatives

With regard to the wellness initiatives, the Company assumes 50% as payment in kind while the other 50% of the cost of the classes is met by the employee. Lastly, with regard to pension plans, there are no obligations to contribute to pension or other retirement plans in the Globalvia Group companies.

h) Labour relations

The purpose of the Labour Relations Procedure is to regulate the relations between employees and the organisation, by defining Globalvia's labour policies. These include, policies in relation to the working day, work schedules, annual holidays, disciplinary regimes and health and safety at work.

The Group's collective agreements include processes applicable to joint committees. As indicated in previous sections, working hours are organised in accordance with the collective bargaining agreement or other collective agreements in force. Furthermore, health and safety provisions applicable in the different Group companies are included in internal regulations, collective bargaining agreements or collective contracts. These provisions are negotiated with the workers' representatives in the companies where such representation exists. Internal regulations or collective contracts include information and consultation procedures for the Health and Safety Committees or equivalent bodies in each country. In addition, communications are sent out so that all workers can be consulted and be involved in health and safety matters, in accordance with current legislation.

National and international law is applied in collective bargaining, respecting freedom of association and of the unions and collective bargaining at all times. The right of association and collective bargaining is guaranteed in all the Globalvia Group companies.

In fact, three of the Spanish companies have collective bargaining agreements in place in the company that have been negotiated with the workers' representatives. In the foreign companies' workers have also been involved in implementing collective agreements or internal regulations, even though there is no negotiating process as such. For example, during this year the Internal Regulation on Order, Hygiene and Safety of the Chilean companies has been updated, with the involvement of their employees.

In all cases of substantial amendments that could affect employees, the legal period applicable in each jurisdiction is observed. These periods have not been extended by the collective bargaining agreements or any other equivalent collective agreement applicable in the different Group companies.

Percentage of employees included in collective bargaining agreements by country in 2019									
	TOTAL	Spain	Andorra ¹	Chile	Costa Rica ¹	USA	Ireland	Mexico	Portugal
Percentage	61.1%	100%	0%	11.4%	0%	0%	0%	0%	79.3%

1. The negotiation of collective bargaining agreements is not applicable in Andorra and Costa Rica.

Percentage of employees included in collective bargaining agreements by country in 2020								
	TOTAL	Spain	Chile	Costa Rica	USA	Ireland	Mexico	Portugal
Percentage	60.7%	100%	13.7%	0%	0%	0%	0%	72.6%

1. The negotiation of collective bargaining agreements is not applicable in Costa Rica.

The collective bargaining agreement does not exist in all countries, only Spain, Chile, Mexico and Portugal.

Globalvia Inversiones, Concesiones de Madrid and Ruta de los Pantanos apply the collective bargaining agreement for the Construction and Public Works Sector in the autonomous region of Madrid.

In Portugal, even though the A23 and Portvias concessions do not have a specific collective bargaining agreement, the company has voluntarily applied the benefits enshrined in the MRN collective bargaining agreement. The drop in the percentage in Portugal is because through agreements certain workers have moved to companies that do not have an applicable collective bargaining agreement.

Although a collective bargaining agreement in the strictest sense of the word is not applicable in Chile, unless there is trade union representation in the company (only in Costa Arauco), there is an Internal Regulation on Order, Hygiene and Safety, which includes the working conditions applicable to workers at all companies. The percentage of the workforce covered by an agreement in Chile has declined, because part of the workforce of Costa Arauco, the only company in Chile with a trade union presence and, by extension, a collective bargaining agreement, was outsourced.

2.3.2. Occupational Health and Safety

Occupational health and safety management

Globalvia is committed to the health and safety of its employees through the prevention of occupational risks, thus avoiding work-related accidents and ill health that could affect its employees' quality of life and, in addition, result in financial losses for the parties.

To ensure it has the best levels of occupational health and safety, Globalvia puts into practice the measures set out in the applicable Group procedures and policies. These measures are based on risk assessments and current legislation, without prejudice to other additional measures that may be carried out. Furthermore, the Group works on raising its employees' awareness and training them to achieve their commitment to this objective.

The occupational health and safety conditions comply with current legislation and are included in the different concession agreements and internal requirements. In the case of the companies in Costa Rica and Chile they are regulated by their Internal Regulations.



Globalvia's Occupational health and safety procedures

In the Globalvia companies health and safety officers are appointed as well as Health and Safety Committees or equivalent bodies depending on each country. Responsibilities regarding occupational health and safety management are defined in the applicable procedures and may also be defined by each of the Group companies.

Furthermore, Globalvia has an online platform used to manage the legal requirements on Prevention of Occupational Risks and Occupational Health and Safety, among others. The legal requirements applicable to Group companies are identified in this platform for subsequent verification of their degree of compliance. Globalvia also has DELFOS, a *Business Intelligence* portal that incorporates a scorecard of indicators for the correct management of occupational health and safety, among other aspects.

At the end of each year, under the Integrated Management System, management of each of the Group companies prepares a Review Report.

In 2020 the migration from OHSAS 18001 to ISO 45001 certification was particularly relevant in occupational health and safety management. This migration is being carried out in all companies currently certified, i.e. 81.30%¹⁴ of the Group companies. This migration has required the adaptation of internal occupational health and safety procedures, the harmonisation of the related indicators and an increase in the channels for the participation of workers in the prevention of occupational risks, especially in the identification of hazards.

Furthermore, management of the COVID-19 health crisis has been a fundamental part of occupational health and safety management during this year. This has involved drawing up action protocols in the case of infection, COVID-19-related rules of conduct in workplaces and people management and work organisation.

Risk identification and management in the area of health and safety

Globalvia's business management is aimed at employees' occupational health and safety and this is also conveyed to all suppliers, customers and third parties that are part of the value chain of the Group companies. Just one indication of this management is the accolade received by Ruta 27 from the National Insurance Institute in 2020 for its occupational health and safety management.

More specifically, occupational health and safety is basically implemented, in accordance with the Company's internal procedures, through the assessment of facilities, activities and employment positions every six months. This assessment includes the main risks of the operation and maintenance of highways or railways. In some cases, specific action protocols are drawn up as in the case of works where there is traffic, work in confined spaces or areas with high temperatures. These safety inspections are performed by the External Prevention Service in the Group's Spanish companies. In the Irish companies, this risk assessment is performed internally, as there is no equivalent to the Spanish External Prevention Service (EPS). This service does not exist for the companies in Chile, Mexico or Costa Rica either.

Every year the EPS prepares the documentation required by law in this area. This documentation is reviewed by the employees before it is given final approval. Once approved, the risk assessment is made public and can be accessed by all employees through Workspace, the Globalvia Group's document manager.

In addition, every quarter, the Corporation consolidates the data on accident rates of the different Group companies and reports these to the Board of Directors. Furthermore, the Company must be informed of occupational hazards that could cause material or personal damage via the investigation templates put in place for this purpose.

¹⁴ Considering the companies included in the scope of this Sustainability Report. See the "Scope of the information" section

A survey is also carried out aimed at assessing the psychosocial and/or ergonomic risks that may exist in certain Group companies, with the aim of taking measures to mitigate or reduce these.

In 2020 the risk of exposure to COVID-19 was assessed for all employment positions as part of the 2020-2021 occupational health and safety risk assessment. Nevertheless, the risk of exposure has been determined as low in all cases.

In Globalvia Inversiones there are no employment positions that imply a high risk of work-related accidents or illnesses. Employment positions in the concessions have likewise not been classified as high risk, despite the associated risks.

The main risks related to Corporation activity are, on a physical level those related to the use of display screens, mainly ergonomic risks, and on a psychological level, such risks as stress, time management, rest, and motivation. For the highway concessions the most common risks or hazards are related to being run over on the road, falls from a height, the use of chemical products or the loading of heavy machinery. In the railway concessions, the most common hazards are musculoskeletal disorders and the handling of heavy machinery for maintenance employees.

The most common physical risks by type of activity were recently assessed by the EPS due to the relocation of the Corporation's offices and there were no relevant findings in respect of the facilities, work stations or the labour conditions. Where any risk for employees' health was found the workstation has been adapted.

Employees' participation, consultations and communications regarding occupational health and safety

The companies have set up an email address that all employees can use to report or consult on any matter concerning occupational health and safety. This is in addition to the suggestion boxes installed in the workplaces of certain Group companies.

Furthermore, each company periodically, or at least every quarter, meets with the legal representatives of the workers, or if there are no such representatives, with the workers themselves, to discuss the most relevant matters regarding occupational health and safety.

In addition, workers may exercise their right to complain and/or make a formal complaint regarding health and safety through the Suggestions Box and the Whistleblowing Channel.

In 2020 communication and training campaigns were carried out to reinforce this right of workers' participation and to inform them about the channels available to them to participate in occupational health and safety matters.

Workers' training on occupational health and safety

All employees receive initial training on occupational risks that are associated with their particular job profile. This training is periodically renewed when the occupational risks have been updated or new hazards emerge in relation to the duties they carry out.

In 2020 the teleworking training was one of the most extensively implemented courses in almost all of the companies. For example, a self-assessment survey was carried out to assess the work conditions of employees who were working from home and ergonomic or stress management guidelines were recommended. The training on the migration from OHSAS 18001 to ISO 45001 was also relevant in Group companies that are certified.

Lastly, an OHS communication campaign was carried out in Corporation in 2020; infographics were sent every two or three months, to train and inform workers about the main occupational risks in a way that was more didactic and understandable. Infographics were produced on "What is Health and Safety in the Workplace?", "Ergonomics as an area of Occupational Risk Prevention", "COVID-19 - Main Issues", "The Main Issues to be Considered for the Migration to ISO 45001" and "Accidents while Commuting and on a Mission".

Promotion of worker health

Some of the health, safety and hygiene at work benefits offered by the Company to workers are: health insurance; life insurance; accident insurance; management of and protection from accidents and work-related ill health; health check-ups; wellness plans to improve employees' physical, mental and emotional health and initiatives aimed at encouraging healthy habits such as a daily delivery of fruit, the promotion of sports activities in groups or courses to quit smoking.

In some jobs it is particularly important that workers are physically and mentally at their best. In these cases, carrying out health checks is essential.

Safety measures vis-à-vis COVID-19

Corporation employees worked remotely from March to June when working in the office was resumed on a shift basis. Before returning to the office, all the workforce underwent a PCR test to detect the virus and a serology test to detect antibodies. Essential external services were also started again in June. Before coming to the offices all external workers had to complete a form to detect any COVID-19 risk.

Hygiene measures have been boosted in the work centres. All meeting rooms and work areas have been equipped with hydroalcoholic gels, masks are provided on a daily basis, the use of certain communal areas has been restricted, a room has been set up that is reserved exclusively to attend to workers presenting possible COVID-19 symptoms and all workers take their temperatures at the beginning of the day.

Furthermore, Globalvia has signed a collaboration agreement with two laboratories for different virus detection tests, which are offered to workers who have been in close contact with a confirmed case of COVID-19 or have developed symptoms. In addition, the Labour Relations Department has created a register of all employees, within the Corporation and the other companies, who have tested positive for COVID-19, which employees have been in contact with these people and what additional measures have been implemented until the end of the quarantine period of these workers.

All of these measures were set out in a protocol prepared by the Labour Relations Department, which was approved by the entity Quirón Prevención, validating and recognising the success of the measures implemented.

Moreover, the register of the measures implemented in Corporation and by each company and the government recommendations and legislation applicable in the respective jurisdictions has been periodically reported to the Steering Committee of the Corporation.

Lastly, although none of the collective bargaining agreements applicable to any of the Group companies have been modified, a specific risk assessment of exposure to COVID-19 has been expressly included in the occupational risk assessment and COVID-19 protocols have been drawn up that set out the aforementioned measures, which have been provided to the workers' legal representatives in companies where such representation exists.

Main occupational health and safety indicators

In 2020 the health and safety indicators and rates were brought into line for all the Globalvia Group companies, so that all report the same data, with the same frequency and using the same tool.

Occupational health and safety indicators by country in 2019									
	Spain	Andorra	Chile	Costa Rica	USA	Ireland	Mexico	Portugal	TOTAL
Accident frequency rate ₁	38.2	26.1	10.4	21.6	0	0	0	9.4	23.6
Accident severity rate ₂	1.7	0.4	0.6	0.2	0	0	0	0.1	0.8
Incidence rate of work-related ill health ₃	0	0	0	0	0	0	0	0	0
Deaths from work-related accidents or ill health	0	0	0	0	0	0	0	0	0
Absenteeism rate ₄	8.9%	10.6%	6.0%	3.7%	0.2%	0%	0%	4.3%	6.6%
Hours of absenteeism	64,226	4,088	24,795	9,773	56	0	0	9,992	112,929

Occupational health and safety indicators by country in 2020

	Spain	Chile	Costa Rica	USA	Ireland	Mexico	Portugal	TOTAL
Accident frequency rate ₁	33.5	0	17.7	0	19.7	0	5	18.8
Accident severity rate ₂	0.5	0	0.7	0	0.2	0	0.3	0.4
Incidence rate of work-related ill health ₃	0	0	0	0	43.5	0	0	2.3
Deaths from work-related accidents or ill health	0	0	1	0	0	0	0	1
Absenteeism rate ₄	9.9%	6.4%	2.7%	0%	1%	0%	5.1%	6.7%
Hours of absenteeism	73,400.7	20,322	7,410	0	1,023	0	11,702	113,857.7

Notes regarding the 2019 and 2020 tables:

1. Frequency rate: number of work-related accidents with sick leave/number of hours worked * 1,000,000
2. Accident severity rate: number of lost days due to work-related accidents /number of hours worked *1,000
3. Incidence rate of work-related ill health: number of ill health cases with sick leave/number of employees *1,000
4. Absenteeism rate: number of hours of absenteeism/number of theoretical hours * 100. The number of hours of absenteeism includes hours due to accidents, illnesses, justified and unjustified absences, paid and unpaid leave, leave of absence, strikes. Vacations are not included.

Notes regarding the 2020 table:

5. In countries where various companies operate (i.e. Spain, Chile, Ireland, USA and Portugal) an arithmetic average has been calculated of the indicators of each company in question. For the calculation of the indicators the company's average headcount in 2020 was considered.
7. In the case of Portugal, Globalvia Portugal (Branch office) is included, which has had three employees since November, although these were formerly employed by another Group company, therefore their data has been taken into account for the whole year.

In general workers have been less exposed to occupational risks and, consequently, accidents, because of the lower attendance in work centres due to COVID-19 and also because the controls and inspections by Group companies to reduce accidents to a minimum have been identified.

Occupational health and safety indicators by gender in 2020

	Women	Men
Accident frequency rate ¹	17.4%	19.2%
Accident severity rate ²	0.4%	0.4%
Incidence rate of work-related ill health ³	0%	3%
Deaths from work-related accidents or ill health	0	1
Absenteeism rate ⁴	10.2%	5.5%
Hours of absenteeism	42,015.1	71,843

1. Frequency rate: number of work-related accidents with sick leave/number of hours worked * 1,000,000

2. Accident severity rate: number of lost days due to work-related accidents /number of hours worked *1,000

3. Incidence rate of work-related ill health: number of ill health cases with sick leave/number of employees *1,000

4. Absenteeism rate: number of hours of absenteeism/number of theoretical hours * 100. The number of hours of absenteeism includes hours due to accidents, illnesses, justified and unjustified absences, paid and unpaid leave, leave of absence, strikes. Vacations are not included.

All 100% of Globalvia's own employees are covered by the Occupational Health and Safety Management System.

Coverage of the occupational health and safety management system for workers who are not Company employees in 2020¹⁵

	Number in 2020	Percentage (%) in 2020
Workers covered by this system	810	93.4%
Workers covered by this system, subject to internal audit	810	93.4%
Workers covered by this system, subject to audit or certification by a third-party audit	745	85.9%

There is not an in-house health and safety management system in all the companies, as there are countries where this type of coverage does not exist, only the public health system coverage (i.e. Ireland or Mexico). In any case, all the companies that do have their own health and safety management system are audited at least by the Internal Audit Department of the Corporation, therefore the numbers and percentages coincide. However, not all of these companies are audited by an external entity.

¹⁵ These are workers who are not employees but whose work or workplaces are controlled by the organisation.

Work-related injuries for employees in 2020

	Number in 2020	Rate in 2020
Fatalities as a result of work-related injury	1	0.6
High-consequence work-related injuries (excluding fatalities)	1	0.6
Recordable work-related injuries	31	18.8
Number of hours worked	1,649,973.1	-

Work-related injuries for workers who are not Company employees in 2020¹⁶

	Number in 2020	Rate in 2020
Fatalities as a result of work-related injury	0	0.0
High-consequence work-related injuries (excluding fatalities)	0	0.0
Recordable work-related injuries	25	32.4
Number of hours worked	772,463.1	-

Note regarding the two previous tables:

1. Rate of fatalities as a result of work-related injury = [Rate of fatalities as a result of work-related injury/Number of hours worked] x [200,000]
2. Rate of high-consequence work-related injuries (excluding fatalities) = [Number of high-consequence work-related injuries (excluding fatalities)/Number of hours worked] x [200,000 or 1,000,000]
3. Rate of recordable work-related injuries = [Number of recordable work-related injuries/Number of hours worked] x [200,000 or 1,000,000]

In the case of workers who are not employees of any of the companies, the hours worked are not always recorded, nor the injuries and incidents suffered, as there is independence in respect of the contractor in question. Therefore, a rate has been obtained based on accidents recorded by some companies and the hours worked by the contractors of these companies. Nonetheless, only 8 out of the 22 companies included in this report have recorded this datum.

An accident occurred in 2020 that led to a fatality in Ruta 27, as a result of a patrolman being hit by a vehicle while giving assistance to a road user. The company has boosted its training in the following areas so that this does not occur again: road markings, road safety, an occupational risk matrix, the use of personal protection equipment and infographics sent to the Highways department on different aspects of road safety.

Work-related ill health for workers in 2020

	Number in 2020
Fatalities as a result of work-related ill health	0
Cases of recordable work-related ill health	2

¹⁶ These are workers who are not employees but whose work and/or workplace is controlled by the organisation.

Work-related ill health for workers who are not Company employees in 2020¹⁷

	Number in 2020
Fatalities as a result of work-related ill health	0
Cases of recordable work-related ill health	1

In the period of reference there were no cases of work-related ill health in the Corporation. In the other Group companies there have been no cases of work-related ill health in 2020, although some sick leave was taken for muscular pain that could be related to handling heavy machinery or work as drivers in the case of railway sector companies. To avoid the latter, Tranvía de Parla has issued a guide to all of its employees that contains the most relevant issues to be considered to avoid musculoskeletal disorders.

Emergency plans

Globalvia Corporation has an Emergency Plans and Response Capacity Procedure. This document defines the system used by Globalvia to identify possible emergency situations in occupational health and safety (previously detected in the risk assessments carried out by Globalvia) and in environmental matters. In this way, the organisation works on preventing or reducing the impact for workers and/or the environment should these materialise.

In 2020 as a result of the relocation of the offices, Globalvia adhered to a new Self-protection Plan for the building where its work centre is now located. Its Emergency and Evacuation Plan has also been updated.

Globalvia's emergency team has been enlarged due to the distribution of work stations. However, new hires are planned at the start of 2021 to cover all the areas of the work centre.

The emergency team represents Globalvia workers on occupational health and safety matters. For this reason, the team meets periodically to discuss relevant matters, recording minutes of the meetings.

The other Spanish companies also have their respective emergency plans, prepared by the corresponding External Prevention Service. In A23, although there is no equivalent to the Emergency Plan, in 2020 two safety drills were carried out: one simulating an earthquake and another a spill of hazardous substances. In ACEGA drills were held for an explosion, fire, leakages and flooding.

¹⁷ These are workers who are not employees but whose work and/or workplace is controlled by the organisation.

2.3.3. Contribution to social development

a) Management of the commitment to society

Globalvia is aware of the importance of economic and social development at all levels and is therefore committed to helping to develop the community in which it conducts its daily business. The Company considers this commitment the logical consequence of its long-term relationship with society. For this reason, social commitment is inherent to Globalvia's DNA and it has a high level of engagement from all of its staff.

The Group's strategy in this area was outlined in its Strategic Plan for Corporate Social Responsibility in 2012, which serves as a guide for the Company's activity within the framework of social commitment. As part of the new Strategic Sustainability Plan, Globalvia's strategy for contributing to social development has been redefined in 2020.

The Company has defined an operating model to monitor progress of its strategy in this area. By achieving the following objectives in respect of its contribution to social development, Globalvia strives to make a positive impact on its stakeholders, who are essential for its business.

O B J E C T I V E S	Develop its social contribution policy, with emphasis on vulnerable groups
	Raise employee awareness of and commitment to GLOBALVIA's mission with regard to social responsibility and economic development
	Align the Company's social commitment strategy with its objectives and capabilities
	Evaluate current social contribution initiatives and consolidate efforts on key objectives

Objectives for the contribution to social development

In 2020, more than ever before, Globalvia has kept these objectives uppermost when engaging in activities. This has been the year in which the fragility of people as individuals and their collective strength has been patently revealed. This has been a year in which the world has suffered an unprecedented health and economic crisis triggered by the COVID-19 pandemic and, consequently, it has been a year in which the Company has felt the need, more than ever before, to help, express affection, provide companionship and transmit strength to society.

To this end, since the start of March 2020, the Company has evaluated the impact and the consequences of the pandemic on the groups nearest to its activities, both nationally and locally, in each of the seven countries in which it is present, channelling its resources as strategically as possible. Its collaboration with companies in previous years has been stepped up, building new practices that have a positive impact on the environment and embarking on new initiatives that benefit the most seriously disadvantaged and vulnerable groups. This report describes in detail all the actions undertaken by the Company, the causes it has supported and the groups it has helped throughout the year.

Thus, as the company has made it in 2020, Globalvia contributes to the development of the environment by making financial contributions to different initiatives and non-profit entities, and by being actively involved in the local communities in the regions where the Company operates, promoting social action and carrying out corporate volunteering activities.

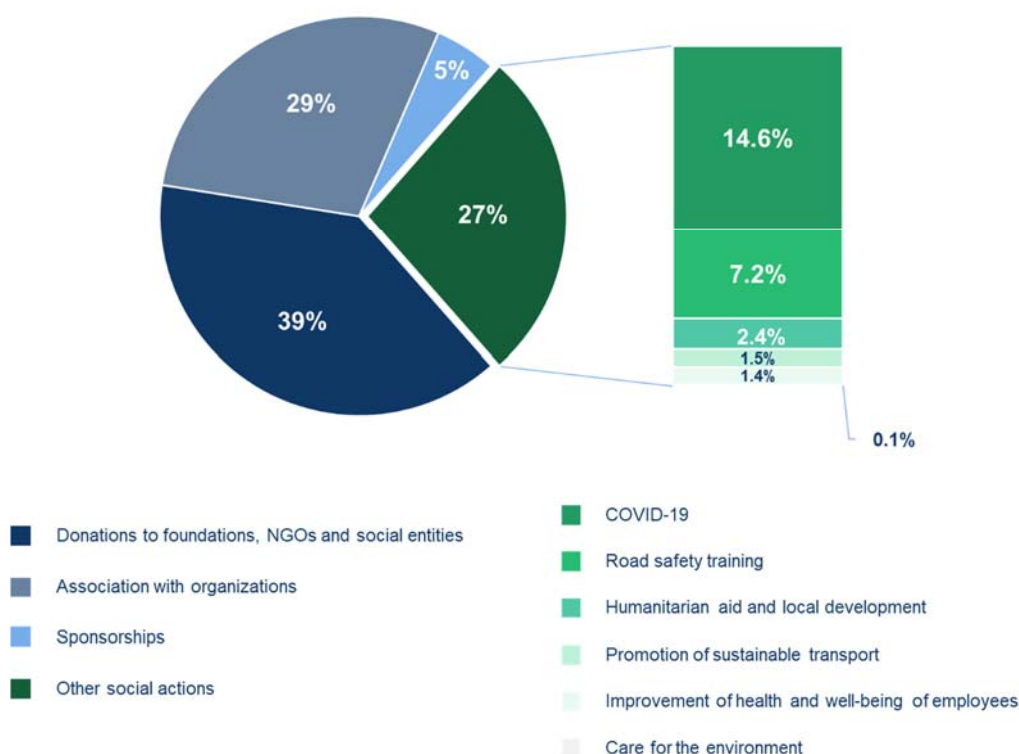
All of the Company's operations related to social commitment and support have programs involving local communities, impact assessments or development programs. It should be stressed that there no negative impacts derived from the Company's activities on the local communities in 2020, have been identified through our available channels.

b) Financial contributions

In 2020, Globalvia has gone to extraordinary lengths in every country where it is present to help the groups most negatively affected by the health and financial crises derived from the global pandemic triggered by COVID-19.

Consequently, the Company's financial contributions to organizations, foundations and non-profit entities throughout the year have been even larger than in previous years. In all, Globalvia's social commitment and solidarity have benefitted over 100 different entities, channelled through contributions in excess of Euros 670,000 in 2020. The noteworthy increase in contributions to other social actions compared to 2019 reflects the high percentage of collaboration for initiatives to help combat the pandemic.

Contributions to organizations, foundations and non-profit entities (euros)			
	2018	2019	2020
Association fees	239,488.5	154,516.6	193,284.4
Sponsorships	77,881.4	85,367	32,916.9
Donations to foundations, NGOs and social entities	120,939.2	133,508.5	262,806.2
Other social actions	75,121.8	60,287	182,526.2
TOTAL	513,430.8	433,679.2	671,533.8



Distribution of financial contributions

Also, the Company's sustainable value can be measured, based on the GRI Standards, as the generated distributed and retained economic value. Globalvia's generated economic value is 428,356,535 euros and the distributed economic value is 428,667,059 euros, resulting in a retained economic value of (310,524) euros.

Direct generated and distributed economic value (€)	2020
Direct generated economic value	428,356,535
Revenues	382,045,541
Other operating income	15,795,549
Finance income	17,885,936
Assignment of grants	11,996,584
Change in fair value of financial instruments	632,924
Direct distributed economic value	428,667,059
Operating costs	129,280,801
Personnel expenses	44,628,688
Impairment and gains/(losses) on disposal of fixed assets	91,615,505
Finance costs	153,432,048
Equity-accounted investees	671,509
Impact of companies	9,038,507
Retained economic value¹	(310,524)

1. Difference between direct economic value generated and direct economic value distributed.

c) Distribution of social contributions

Association with organizations

Globalvia is an active member of various economic and educational associations in Spain and abroad aimed at promoting bilateral business relations between the Company and other entities in the sector, as well as between the countries where it carries out its activities and its target countries. These associations include the United Nations, industry associations, chambers of commerce and universities. In 2020, Globalvia undertook actions in association with 21 organizations in different countries:

Actions in Spain

- American Chamber of Commerce in Spain (AmChamSpain)
- Latin American Metro and Subway Association (ALAMYS)
- Association for the Progress of Management (APD)
- Association of Infrastructure Contractors and Concessionaires (SEOPAN)
- International Association of Public Transport (UITP)
- Association of Communication Executives and Managers (DirCom)
- Spanish Associated Risk Managers Initiative (IGREA)
- Global Compact Network Spain
- Canada-Spain Chamber of Commerce
- Asociación Madrid Futuro ('Future Madrid' Association)
- Spanish Railways Foundation (Vía Libre magazine)
- Association of Urban Public Transport Operators (ATUC)
- Construction Sector Labour Foundation

Actions in Portugal

- Associação Portuguesa das Concessionárias (APCAP)

Actions in Costa Rica

- Costa Rican Chamber of Construction
- Spanish Chamber of Commerce and Industry
- Costa Rican Chamber of Exporters

Actions in Chile

- Spanish Chamber of Commerce and Industry

Actions in the USA

- International Bridge, Tunnel and Turnpike Association (IBTTA)
- Cornell University
- Association for the Improvement of American Infrastructure (AIAI)

Globalvia has joined the Future Madrid Association to support projects that will transform the city of Madrid and contribute to its sustainable growth.

As part of the fight against COVID-19 and to aid in the economic recovery from this crisis, Globalvia has joined the Future Madrid Association, a non-profit organisation promoted by civil society which serves as a catalyst for high-impact projects to transform the city by seeking avenues of finance for the projects.

In the short term, actions will be aimed at helping to bring about Madrid's revival and recovery from the effects of the pandemic. In the long term, the aim is to push ahead with infrastructure projects that will make Madrid a world-class capital city.

The broad range of knowledge and experience of the members of Future Madrid enables them to undertake projects successfully, applying a cross-sectoral approach and making progress simultaneously on several fronts: entrepreneurship, culture, tourism, innovation and social impact. Based on the premise that a prosperous city is one in which institutions and civil society work hand-in-hand, Future Madrid strives to create a model of governance based on public-private partnerships as a management tool for identifying objectives of mutual interest in both the short and the long term.

Sponsorships

Globalvia sponsors events (both sector-related and others) that boost the economic and social development of the countries where it operates, focusing on communities in the vicinity of the infrastructures it manages. Due to the health crisis in 2020, sponsored events have included a combination of in-person and virtual events, and the number of sponsorships has fallen significantly due to the drastic decline in the number of events being held. In 2020, Globalvia sponsored 14 events in different countries.

Sponsorships in Spain

- Technical Seminar "Seville Metro: a sustainable solution for transportation in the city"
- "Looking to the future: sustainable mobility as a key element in the recovery"
- Una Noche de Rock Desesperada (Desperate Rock Night concert)
- Perching survey in collaboration with GloboSonda
- Parla Microstories
- V Parla Storytelling festival
- Microstory book

Sponsorships in Portugal

- Computer Engineering Conference (UTAD)
- National Conference of IT students at ENEI UMINHO
- Cultural Association of Beira Interior "Grow a Musician" project

Sponsorships in Costa Rica

- National Congress of the Costa Rican Union of Chambers and Private Sector Enterprises (UCCAEP)

Sponsorships in Ireland

- Saint Toome Association GAA Golf Classic

Sponsorships in the USA

- Gold Partnership with the 13th Global Infrastructure Leadership Forum

Computer Engineering Conference (UTAD) and National Conference of IT students at ENEI UMINHO in Portugal

In February 2020, a delegation from the Transmontana team, Globalvia's Portuguese concession in charge of developing the Company's internal asset management program, participated in the Computer Engineering Conference (UTAD) in Vila Real and the National Conference of IT students (ENEI) in Braga.

Through these two events, which provide a meeting point for IT, telecommunication and technology students and professionals, the Transmontana team described the project, its technological partners, planned future opportunities and innovation trends in the infrastructure sector and, specifically, within the Company.

In addition, a corporate stand was set up at the job fairs during both events to provide additional information on the project and resolve the attendees' concerns.

Donations to foundations, NGOs and social entities

Globalvia donates funds to different entities that are present in the areas where the Company has its operations, to help the financing and improvement of social initiatives.

The entities that are the recipients of Globalvia's donations focus on promoting initiatives aimed at ending poverty and providing universal access to drinking water, improving quality of life and health among the disadvantaged, favoring the inclusion and employability of people with disabilities, promoting road safety and sustainable transport through training, actively supporting local arts and culture, conserving historical, artistic and natural heritage and promoting sport and nutrition as habits of a healthy life, among others. In 2020, Globalvia made donations to 30 entities:

Entities in Spain

- Chile-Spain Foundation
- Galician Association of High-Ability Individuals (ASAC)
- iHELP Foundation (crowdfunding platform)
- A LA PAR Foundation (for people with intellectual disabilities)
- AUARA (drinking water for developing countries)
- Madrid Autonomous Community
- DEBRA Association - Butterfly skin
- adEla Association (ALS)
- ADECCO Foundation
- Prodis Foundation
- UNICEF
- Save the Children
- A Estrada City Council
- Lalín City Council
- Silleda City Council

- Vedra City Council
- Cáritas
- Father Ángel's Mensajeros de la Paz (Messengers of Peace)
- Madrid Food Bank
- Families and Alumni of Padre Manjón's "Cautivo" Cultural Association

Entities in Portugal

- SOS Children's Villages
- Cerebral Palsy Association of Vila Real
- Portuguese Association of Parents and Friends of People with Intellectual Disabilities (APPACDM)
- Home for Children and Youth of Castelo Branco (CIJE)

Sponsorships in Costa Rica

- Yo puedo, ¿y vos? (I can. Can you?) Foundation
- Surf Coast Foundation
- Animal Hope Costa Rica
- Donation to "Reading is life" National Culture Program
- Real Madrid Foundation

Sponsorships in Chile

- Real Madrid Foundation

Sponsorships in the USA

- Donation to CIS of Richmond's COVID-19 Emergency Food Assistance for Henrico Co.

Spanish Association of Amyotrophic Lateral Sclerosis (adEla)

Founded in 1990, the adEla Association is a non-profit organization whose mission is to provide better quality of life for people afflicted with ALS (amyotrophic lateral sclerosis) and other motor neuron diseases, and their families.

The collaboration between Globalvia and the AdEla Association began in February 2020. On this occasion, the association was the chosen recipient of Globalvia's strategic project called *Contigo, 1=2* (With you, 1=2) for the next two years (2020/2021). This strategic project is conducted as follows: Company employees put forward the names of entities with which to collaborate; they then vote for the best fit with their interests and the Company's CSR pillars and decide the amount of the donation, with Globalvia then matching that donation.

Extraordinary donations motivated by COVID-19

Globalvia has shown its commitment and solidarity with society and vulnerable groups during the health crisis triggered by COVID-19 by undertaking new actions and stepping up its support for the entities with which it normally collaborates.

Globalvia concessionaires have made donations of personal protective equipment (antiseptic gel, disposable gloves, masks, etc.) to various institutions and groups such as nursing homes, hospitals, fire-fighters and needy families.

In addition, tablets have been purchased for delivery to hospitals and local councils, which then distribute them to healthcare facilities so that patients and their families can make videocalls, and to needy families so that their children can take part in online education. The Company also provides support by delivering food to vulnerable groups.

Noteworthy collaborations include:

- **AUARA.** Purchase of water bottles for hospitals in Spain and for the homeless.
- **A LA PAR Foundation.** Project to provide housing and assistance to people with intellectual disabilities who cannot live at home or who have no family.
- **Prodis Foundation.** Technological conversion plan created as a way to adapt to the current situation and aimed at continuing to provide companionship and social inclusion for the foundation's beneficiaries with intellectual disabilities.
- **Public institutions.** Globalvia has offered to collaborate with the Regional Government of Madrid in the fight against the COVID-19 pandemic. This collaboration takes the form of a donation to cover the needs arising from the crisis. Furthermore, through the local councils of Vedra, A Estrada, Lalín and Silleda, Autopista Central Gallega collaborates with the municipalities within the highway's catchment area.
- **Cáritas, Messengers of Peace and Madrid Food Bank.** The Madrid concessions, Ruta de los Pantanos and M-407, have made financial contributions to these organizations to support soup kitchens for people affected by the crisis.
- **Hospitality and catering companies.** The Company has collaborated with projects run by Cristina Oria and Viena Capellanes for the delivery of free personal protection equipment and food to healthcare professionals working on the front line of the crisis at hospitals in Madrid.
- **Hospital in Seville.** Purchase of an ICU bed for a hospital in Seville by Metro de Sevilla, one of Globalvia's Spanish railway concessionaires.
- **Andalusian Public Foundation for Healthcare Research Management in Seville (FISEVI).** Purchase of pulse oximeters for the foundation by Metro de Sevilla.

Other social actions

In 2020, Globalvia carried out a significant number of social initiatives in addition to those already mentioned. Below are some examples of these, reflecting the range of needs and aspects that they cover.

Fostering road safety

- Road safety education program for users of and visitors to the concession (Portugal)
- Road safety campaign broadcast on the radio (Costa Rica)
- “Soy Responsable” (I’m responsible) road safety education program (Costa Rica)
- Road safety campaign for students from schools in the concession catchment area (Chile)

Humanitarian aid and local development

- Purchase of bottles of water from AUARA. This social entity earmarks 100% of its dividends for projects to provide access to drinking water, manufacturing bottles made entirely from recycled materials (RPET) (Spain)
- Purchases of different products from the Special Employment Centers of the A LA PAR and PRODIS foundations, collaborating with workplace inclusion of groups of people with intellectual disabilities (Spain)
- Collaboration with the SEUR Foundation to collect plastic caps under the slogan “Tapones para una nueva vida” (Caps for a new life) (Spain)
- Campaign in support and recognition of small businesses (Spain)
- Humanitarian relief for firefighters (Portugal)
- Purchase of tickets to a charity concert (Luzón Foundation) (Spain)
- Purchase of toiletries for families and elderly residents in communities in the concession catchment area (Chile)
- Purchase of paint for the firefighters of Penco (Chile)
- Purchase of fuel for the firefighters of Penco (Chile)
- Purchase of blankets for the community of Santa Bárbara (Chile)

Care for the environment

- Reforestation of the areas adjacent to the concession that were affected by fire in Vila Velha Rodão (Portugal)
- Talks on recycling and environmental protection at local schools (Costa Rica)

Other exceptional social action measures motivated by COVID-19

In addition to the actions normally included in the aforementioned categories, this year, as an exception, most of the actions undertaken focused on providing assistance in fighting the effects of the health and financial crises triggered by COVID-19. Noteworthy initiatives include:

Loan of machinery and corporate volunteering. Autopista Central Gallega volunteered its services to the local council in the highway catchment area to perform disinfection tasks using machinery and volunteer personnel from the concessionaire. It also offered this service to the Ministry of Transport, Mobility and Urban Agenda, as well as to the firefighters of Terras de Deza and Comarca del Ulla. In Portugal the Company also collaborated with Civil Protection for the District of Bragança, performing street disinfection in the city of Mirandela and helping to disinfect nursing home buildings and facilities.

Assistance for professionals involved in the fight against COVID-19. In Globalvia's two Portuguese concessions, Transmontana and A23-Beira Interior, the Company helps all workers whose duties are directly related to fighting the pandemic. These professionals can travel on both highways without paying the toll, the cost of which is borne by Globalvia, which reimburses the concessionaire. This provision covers professionals who work in hospitals, other local healthcare facilities and retirement homes, as well as security forces and law enforcement personnel located in the nearby municipalities.

Support for local businesses. Furthermore, during the health and financial crises, Globalvia supported local businesses in Spain and Portugal over Christmas. In collaboration with the municipalities within their catchment areas, Autopista del Itata and Autopista Costa Arauco in Chile supported local producers by ordering 1,200 masks from them. In Ireland, Globalvia supports local businesses by sourcing its alcohol-based hand sanitizer from local companies.

d) Corporate volunteering

In 2020, Globalvia continued to offer corporate volunteering opportunities for its employees. Some of the corporate volunteering initiatives are as follows:

- A volunteer program to provide remote assistance and the necessary means for people with ALS and their families in collaboration with the adEla Association, and a volunteer program with the Adecco Foundation to provide remote accompaniment for vulnerable beneficiaries of the foundation as part of its *#EmpleoParaTodos* (Jobs for all) which aims to facilitate their integration into the job market.
- Project for the reforestation of the areas adjacent to the Portuguese A23-Beira Interior highway and replacement of trees, especially in the areas affected by the recent fires. Thirteen employees of this concession carried out the initiative on a purely voluntary basis, intervening at the A23, Vila Velha de Rodão, Gardete and Envendos nodes, where they planted a total of 150 trees of different species suited to conditions in the region. This corporate volunteering initiative will continue in 2021 with the planting of more trees in the Northern Zone, Pinhel and Belmonte, which are also areas close to the highway.

e) Contribution to society through investments in infrastructure

On the health, financial and social fronts, the new challenges posed by COVID-19 have revealed the advantages of implementing other forms of management to meet society's needs more fully and provide a basis for enduring economic growth. Public-private partnerships are an example of this, combining the efficiency, expertise and agility of the private sector and the necessary supervisory role of the public sector.

However, public-private collaboration is not only a mechanism for dealing with a one-off emergency but, rather, is the only possible way to tackle major strategic projects. These require very hefty investments which, were they to depend solely on government spending, would need far more time to be completed. This applies to major projects related to the environment, energy or transportation. This formula also means that the public sector can retain its supervisory role, keeping intact the public service orientation of the project.

This alliance, which does not involve a change of ownership of public assets to private hands, unquestionably affords clear advantages for society. Among these is the renewal of traditional systems, which reduces lead times and lowers public expenditure. Another appreciable benefit is that the expertise and know-how of the companies in the infrastructure sector can be channelled towards the achievement of public objectives, thus complementing the public sector's capacity to create projects and offer services while providing it with an expanded offering in terms of equipment and infrastructure.

For these reasons, Globalvia firmly believes that, through its investments in infrastructure based on this public-private partnership model, it contributes to society from various perspectives, providing numerous benefits and making a valuable contribution.

f) Social and Environmental Management Plan in Autopista Costa Arauco (Chile)

At the end of 2017, Autopista Costa Arauco, a Globalvia concession company, assumed control of the road concession for the design, improvement, construction, operation and financing in a real toll agreement. Since then, Globalvia has worked to forge closer ties with local authorities and social organizations, having taken on the challenge of reconciling the tensions created during the construction phase with expectations of a social contribution and the resolution of pending issues regarding the situation of the roads.

To this end, the Company has established Social and Environmental Management Plans for Autopista Costa Arauco for successive periods in 2018-2019 and 2019-2020, and the 2020-2021 plan is currently being drawn up.

These Social and Environmental Management Plans were designed in response to Environmental Qualification Resolution (RCA) no. 245 of 2008 and the monitoring and control obligations set out therein. They comprise a description of the concession and local perception, a plan to monitor environmental measures, a plan of initiatives for the human environment, compensation measures and a specific work plan.

2.3.4. Responsible and sustainable supply chain

a) Responsible management for a sustainable supply chain

Globalvia knows full well that its responsibility does not end with responsible management of its operations and employees, because neither do the risks for the Company end there. For this reason, the Company considers it essential that its sustainability culture and its ethical principles and values be extended to its suppliers' and subcontractors' daily work.

The Company's main types of suppliers are the following:

- Advisory and auditing services at corporate level.
- Operation and maintenance activities at Group companies.
- Supply of consumables, material and equipment for operations.

In the framework of the Integrated Management System, Globalvia receives annual reports on System Reviews by management. With regard to the supply chain, these reports identify key suppliers, the quality of the service provided, contract indicators, main incidents with suppliers during the year and their annual re-evaluation.

Globalvia Group companies identify their key suppliers based on the financial value of the contract, the impact on operations and potential risks for the company, among other factors. In 2020, several incidents occurred involving suppliers. However, the impact thereof was not significant and the incidents did not result in a change of supplier.

Globalvia's policy regarding its Integrated Management System, which was updated in June 2020, includes guidelines related to the supply chain. The Company has documented procedures that establish the criteria and responsibilities associated with the control of the purchasing and subcontracting processes, the supplier approval process and the process for the verification of the products or services purchased. Furthermore, all Globalvia employees who are authorised to make purchases know and apply the Code of Conduct in these activities.

Also, Globalvia informs suppliers involved in its business activity about its Integrated Management System Policy and Crime Prevention Policy.

Local suppliers

Globalvia is committed to bringing about the economic and social development of the countries in which it operates. In order to contribute value to the communities through its business activities, the Company chooses to collaborate with local suppliers. The following table sets out the figures related to local suppliers with which Globalvia has collaborated in 2020.

Indicators related to suppliers in 2020	Spain	Chile	Costa Rica	United States	Ireland	Portugal
Number of suppliers	878	516	343	111	320	492
Number of local suppliers	821	501	303	98	285	438
Percentage of suppliers that are local	93.5%	97.1%	88.3%	88.3%	89.1%	89.0%
Percentage of volume with local suppliers	94.3%	99.2%	99.9%	93.0%	95.80%	97.8%

¹ Globalvia defines local suppliers as those located in the country where the Company operates.

² No information is available for Mexico as it is not included in the Company's Integrated Management System.

Supplier evaluation

All suppliers who work for Globalvia have been approved in accordance with the Purchasing Management procedure. In other words, approved suppliers are used for all purchases and contracts and the list of suppliers is always up to date. In 2019, the procedure was updated to include, among others, criteria for the approval and evaluation of suppliers with regard to their compliance with the principles of the United Nations Global Compact. This procedure is once more in the process of being updated.

Each company in the Globalvia Group evaluates and selects suppliers based on their capacity to provide products and services to the Company's specifications.

In addition to this continuous monitoring, suppliers are re-evaluated annually. The applicable Non-Conformity Reports are analysed, as are other possible causes of direct disqualification (e.g. legal breach in the provision of the service, failure to comply with the ethical principles established by Globalvia, administrative sanctions associated with carrying out their activity, etc.).

The evaluation methods and criteria established by Globalvia for the selection and initial evaluation of new suppliers and the periodic re-evaluation of existing ones are as follows:

- **Trust:** based on whether there have been possible previous disqualifications in any of the Group companies or cases of violation of human rights.
- **Capacity:** whether the supplier has any voluntary quality certification issued by an accredited entity and whether it has recognised prestige and technical solvency in the sector.
- **Environmental management:** whether the supplier has any voluntary environmental management certification issued by an accredited entity or whether it has implemented best environmental practices.
- **Occupational health and safety:** whether the supplier has any voluntary health and safety certification by an accredited entity or whether it has best health and safety practices in place.

- **Personal data protection:** whether the supplier has good data protection practices in terms of the design and operating effectiveness of its processes.

The criteria for environmental management and occupational health and safety may only be applied to suppliers of services involving operations on land.

Supplier audits

Globalvia includes the possibility of auditing the services provided by its suppliers and contractors in contracts considered relevant. Furthermore, internal and external audits are performed within the framework of the Integrated Management System certified in accordance with ISO 9001:2015, which includes requirements in respect of purchases and suppliers.

b) Environmental practices in the supply chain

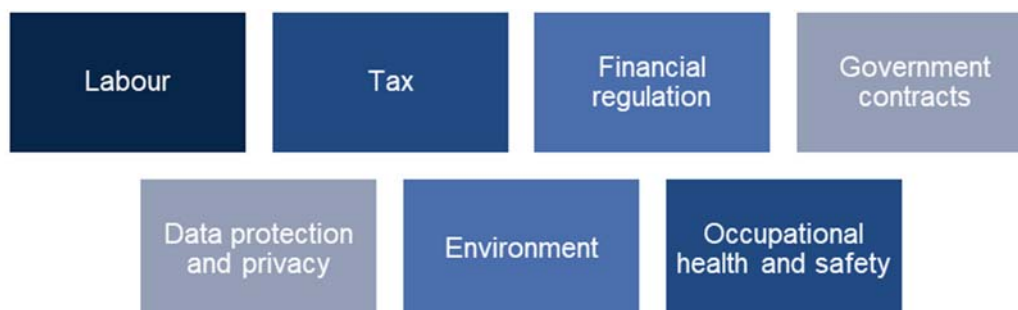
Globalvia informs its suppliers and subcontractors of the need to carry out certain environmental practices when performing activities or services on its behalf. These practices are related to the management of hazardous and non-hazardous waste, spill management, noise generated, the loading and unloading of chemical substances and emissions into the atmosphere. It also proposes best practices to its suppliers in the management of non-hazardous waste, water consumption and electricity consumption. In addition, as part of the supplier approval process, environmental criteria such as ISO 14001 certification, EMAS or best practices, among other criteria, are considered.

c) Health and safety in the supply chain

The Company controls and monitors suppliers' compliance with labour, health and safety regulations if they have employees at the Group companies' facilities. As part of the approval and re-evaluation process, these suppliers must be able to provide documentary proof of compliance with different aspects in this area. This year the Company has migrated from the OHSAS 18001 standard to the ISO 45001 standard, which requires greater involvement of contractors with the Occupational Health and Safety Management System. Training sessions were provided for employees and key contractors on the new ISO 45001 standard and on a culture of prevention.

d) Regulatory compliance of the supply chain

For Globalvia it is essential that all its suppliers formally declare their compliance with the applicable legislation in relation to the services provided for the Company and in the following areas:



A formal declaration is also required from all suppliers that neither the organisation nor any of its employees working for Globalvia have been convicted for or are accused of bribery of Spanish or foreign public officials, laundering of assets and/or financing of terrorism either in Spain or abroad.

e) Supplier satisfaction

The Company carries out an annual study of the level of satisfaction of the suppliers that the Company uses. The suppliers selected for this survey are those that have previously been identified as key suppliers. The Corporation's Global Quality Index (GQI) was 4.58 out of 5, while in the Group companies it was 4.66 out of 5. Therefore, in general, suppliers working for the Globalvia Group have shown an optimum degree of satisfaction.

2.4 User-centred sustainable mobility

2.4.1 Users at the center

Globalvia's external stakeholders include customers (public entities) and users of highways and railways.

The Integrated Management System policy, updated in 2020, expresses the Group's commitment to managing its entities and companies in a responsible manner and to its mission to satisfy the needs of customers and users. The guiding principles of this policy therefore put users at the very heart of the business.

a) User experience

Globalvia focuses its efforts on providing its users with the best infrastructure and service possible in terms of quality, comfort and safety in order to facilitate the mobility of citizens.

To ensure optimal service, Globalvia's Integrated Management System (IMS) is underpinned by standards such as ISO 9001, ISO 14001, ISO 45001 and UNE-EN 13816, which set the Company apart in terms of efficiency and uniformity. The IMS is audited and certified externally by the Spanish Association for Standardisation and Certification (AENOR).

Globalvia also has various procedures in place to ensure the best possible management of the risks associated with user experience, such as the Stakeholder Satisfaction Analysis and the Customer Service procedures, among others.

PROJECT CEX: *Customer Experience Injection Programme*

Globalvia has embarked upon a new project aimed at improving the service quality and user experience.

The programme aims to integrate the customer experience mindset into the Company's corporate culture. The goal is to expand the knowledge of teams in charge of managing quality processes, customer service and innovation about the users of the infrastructure, ensuring these teams can detect users' problems, needs and perceptions to identify areas for improvement in the short and long term. To that end, the Customer Journey tool has become an essential element that will be integrated into quality and user satisfaction processes.



Describir el mapa de viaje del usuario para detectar los distintos puntos de dolor

OBJETIVOS DEL JOURNEY

- 1 Entender la experiencia del usuario en el antes, durante y después del uso de la infraestructura
- 2 Reflejar las necesidades, gains y pains del usuario
- 3 Localizar momentos en donde el usuario toma decisiones o cambia de opiniones
- 4 Localizar los momentos más dolorosos en el journey del usuario

b) User safety

Preserving user safety in the infrastructure it manages is paramount to Globalvia. Its Road Safety procedure establishes general guidelines in this regard. The Company monitors accident rates by employing the most commonly used international indicators and has Road Safety Committees in the concession companies, which report the measures implemented and their effectiveness to the Board of Directors. Moreover, every year the service rendered is analysed with a view to improving accident and incident rates in the Group's infrastructure.

In order to facilitate mobility in existing infrastructure under good, safe and fluid conditions, the Company offers roadside assistance for accidents or incidents, urgently repairs damage, and schedules road safety tasks during inclement weather; this last point is covered under another internal procedure called "Winter Road Safety". Fast-response operational teams are on hand for such activities, which are considered a priority.

The main road safety initiatives and accolades in 2020 were as follows:

- Road safety meeting with Jean Todt, the United Nations Special Envoy for Road Safety and President of the Fédération Internationale de l'Automobile (FIA).
- Transmontana renovated its Traffic Control Centre to enhance its user assistance systems and to increase efficiency.
- The M50 Concession was named the best Twitter Small Business in Ireland for its road safety campaign, an accolade organised by the Social Media Awards (Socksies).
- Portuguese concession A23-Beira Interior carried out a series of road safety initiatives in 2020. Highlights include:
 - Installing equipment to deter wild animals from approaching the highway to reduce possible collisions with vehicles.
 - Carrying out various road safety campaigns in partnership with Portugal's Institute of Mobility and Transport and the National Road Safety Authority (IMT and ANSR per their Portuguese acronyms), which consisted of displaying road safety messages on the variable-message signs along the length of the concession.
 - Awareness-raising campaign on the importance of following road traffic rules. Every 15 days, five illustrations with different messages are displayed on the A23-Beira Interior website.
- Globalvia is taking part in a pilot programme in Portugal called C-Roads on incident signage in the Gardunha Tunnel. The aim is to validate and test the technical feasibility and performance of Vehicle-to-Everything, or V2X communication, under real life conditions. This type of signage reduces accidents in tunnels, warning other road users of the danger so they can anticipate the situation.
- To press ahead with the road safety awareness campaign in rural areas of Bobío (Chile), tablets and Internet data connection packs were donated to children attending the Florida and Liceo de los Álamos rural schools.
- Ruta 27's "Soy Responsable (I'm Responsible)" programme continued through 2020, teaching children from the Villa Nueva school in Salinas about road safety and environmental protection.

Details of the highway hazard and railway service incident rates in 2018, 2019 and 2020 are shown below:

Highway Hazard Rates¹			
	2018	2019	2020
A23 Beira Interior	7.9	8.3	5.3
Autopista Central Gallega	2.2	0.7	5
Auto-Estradas XXI	7.8	6.9	5
Sociedad Concesionaria Autopista Costa Arauco	38.8	41.7 ²	38.8
Concesiones de Madrid	5.3	3.1	2.9
Pocahontas Parkway	0	0	2.5
Ruta 27	11.5	15.2 ³	14.6
Ruta de los Pantanos	9.5	6.9	4.9
Sociedad Concesionaria Autopista del Aconcagua	19.1	19.1	21
Sociedad Concesionaria Autopista del Itata	31.6	31.9 ²	39
Túnel d'Envalira	0	0	-. ⁴

1. Number of accidents with victims in the last 12 months * 10⁸ / road length (km) * 365 * ADT (weighted last 12 months)
2. These concessions have been affected by public order events, which significantly reduced traffic in the last quarter of 2019. This is reflected in a higher rate but a similar number of accidents.
3. Although the number of accidents is similar, the rate is higher than in 2018 due to the fall in traffic. In 2019 there was a notable drop in the number of fatalities on Globalvia's highways, down 17% on 2018, particularly in Latin America.
4. Túnel d'Envalira no longer belongs to the Company.

As regards the Highway Hazard Rates for 2020, the decline in traffic caused by COVID-19 has led to disparate variations in this indicator. The rate of this indicator for Globalvia has declined overall across all concessions by 9%. The number of accidents with casualties has fallen by 18%, while the number of fatalities has dropped by 8%.

Incidents in railway services¹			
	2018	2019	2020
Metro de Sevilla	24.5	21.5	11.5
Tranvía de Parla	19.9	32.5 ²	13.5

1. Number of incidents (last 12 months) * 10⁵ / km of production (last 12 months).
2. In the last quarter of 2019, there were strikes on various days (lowering production) and a rise in vandalism. Both factors caused an increase in the rate, which until then had shown similar levels to 2018.

Passenger demand for the railway assets was severely impacted by the pandemic. This, in theory, would lead to an increase in the rate. However, the Globalvia concessions have made every effort to guarantee safety which, coupled with the civil conduct of users, led to a considerable decline in the incident rate.

Road safety indicator associated with the sustainable financing of Ruta de los Pantanos

As defined in section 1.3.5. (Sustainable project financing), in relation to the sustainability-linked loan extended to Ruta de los Pantanos, the indicator employed by Globalvia is to not exceed 97% of the baseline KPI for road safety over four years.

For 2020 the agreed baseline indicator takes the weighted average number of accidents with victims per vehicle-km between 2017 and 2019, calculated as 4.3. In 2020 it was calculated as 3.9, which is 91.3%, within the target range.

c) Customer and user satisfaction

Globalvia measures the level of customer and user satisfaction with its activities on an annual basis. The results enable the Group to understand their perception of the service rendered, identify risks and consider improvements. The Company's Quality Management procedure lays down the criteria, responsibilities and methodology for obtaining this information. The Non-Conformity Management and Customer Service procedures set forth the main lines of action when opening non-conformity or corrective action. The information is recorded in the 2020 Management System Review Report.

Details of the average quality scores given by the Company's customers and users for 2018, 2019 and 2020 are shown below.

Average quality scores¹			
(1: very low - 5: very high)			
	2018	2019	2020
Highway management ^{2&3}	4.2	4.2	4.2
Railway management ⁴	-	4.3	4.7
Highway users ⁵	4.2	4.2	4.4
Railway users ⁶	4.1	4.3	4.1

1. These scores are out of 5.

2. No data is available on SCUTVIAS Autoestradas da Beira Interior (A23 Beira Interior) for 2018, 2019 or 2020.

3. No data is available on Pocahontas Parkway for 2018. No data is available on ACEGA for 2020.

4. No data is available on Railway management for 2018. No data is available on Metro de Sevilla for 2019 and 2020.

5. No data is available on Pocahontas Parkway for 2018.

6. No data is available on Metro de Sevilla for 2020.

Surveys and monitoring meetings also reflect the satisfaction of authorities in 2020. Furthermore, for railways the process is outsourced and focuses on the passenger transport sector, including mystery customer campaigns (an observation technique whereby an anonymous passenger evaluates the services offered through unannounced visits).

d) Customer and user service

Globalvia's concessions manage communication with users independently. Globalvia Corporation acts as a conduit for user messages received through the Company's generic account. The Corporate Communications Department reviews the messages and forwards them to their counterpart at the concessions or, in their absence, the asset manager. Each concession company has its own communication mechanisms in place (websites, telephone numbers, social media and customer service offices).

Globalvia's aforementioned Non-Conformity Management and Customer Service procedures set forth the lines of action for complaints. An internal analysis is performed annually, which is documented in the respective Management Review Reports drawn up in each company.

Globalvia set in motion a series of initiatives in 2020 to improve the Company's communication with the users of its infrastructure:

- Metro de Sevilla debuted a new mobile app and website to offer an improved experience to all users. The app features functions such as travel pass recharging, direct contact with Customer Service, detailed information on ticket prices and a journey planner that offers users an estimate as to the travel time and the fare.
- Transmontana reached out to users by designing a modern and easy-to-use website, which includes a virtual assistant or chatbot.
- Tranvía de Parla launched a new webpage to offer an improved user experience and to facilitate access to information on the infrastructure. The new website features new functions, such as a journey planner, an events calendar and a virtual assistant.

e) Complaints or requests received

To offer the best possible experience to its users, Globalvia regularly analyses the complaints it receives. The complaints are handled through the Management System Review Report on an annual basis within the framework of ISO 9001 for companies that have been awarded this certification. For railways, complaints are handled pursuant to UNE-EN 13186.

The number of complaints related to access of people with reduced mobility per 100,000 railway users in 2020 was 0.02. No complaints regarding violations of customer privacy or data leaks were logged during the year. No incidents of non-compliance with voluntary regulations or codes related to the health and safety of products and services were detected in 2020.

Complaints per million highway users¹		
	2019	2020
A23 Beira Interior	270.7	523
Autopista Central Gallega	109.6	94
Auto-Estradas XXI	26.2	26
Sociedad Concesionaria Autopista Costa Arauco	74.1	110
Concesiones de Madrid	0	0
Pocahontas Parkway	0.5	4
Ruta 27	9	59
Ruta de los Pantanos	0	0
Sociedad Concesionaria Autopista del Aconcagua	274.6	320
Sociedad Concesionaria Autopista del Itata	27.6	13
Túnel d'Envalira	0	- ²
TOTAL AVERAGE	77.2	93.8

1. Calculation formula: number of complaints per million users / annual traffic

2. Túnel d'Envalira no longer belongs to the Company.

As regards Portuguese concession A23 Beira Interior, a sizeable part of the complaints stem from the vehicle registration process and subsequent toll collection. Given the considerable rise in complaints of this nature in 2020, an update of the system is planned for the first quarter of 2021. The primary source of complaints at the Ruta 27 concession company in Chile was also the same vehicle identification and toll collection process using the Quick Pass system. At the ACEGA concession in Galicia, 40% of complaints related to the failure of credit card readers following the recent installation of a credit card payment system in 2020.

Complaints per 100,000 railway passengers¹		
	2019	2020
Metro de Sevilla	9	6.4
Tranvía de Parla	11.1	9.8
TOTAL AVERAGE	9.5	7.5

1. Calculation formula: number of complaints per 10⁵ passengers / total annual passengers

In the railway sphere, access and ticketing accounted for over 50% of complaints. All complaints received are duly handled and answered by the Customer Service Office of each company following internal Organisation procedures.

f) Initiatives to improve the service

Some of the initiatives rolled out in 2020 to improve the service and user experience are as follows:

- Pocahontas Parkway implemented the Slora by Globalvia app, a new digital solution for rapid and convenient travel by toll highway, which offers users the option of paying tolls directly with their mobile phone, without having to use cash or a credit/debit card.
- Metro de Sevilla launched Tap&Go, a new contactless ticketing and payment system, and introduced a system to control the occupancy of its stations.
- Globalvia facilitated access to a more sustainable type of mobility through the installation of electric vehicle recharging stations at Metro de Sevilla station car parks and along the entire length of the highways in Costa Rica and Chile.

The Company forged ahead in 2020 with the initiatives that it began in prior years, including:

- Installation of safety measures: Increased signage in specific areas to help observe speed limits.
- Incident communication: Reporting of incidents via social media.
- Quality of service and fostering of universal accessibility: AENOR certification under UNE-EN 13816:2003 “Public Passenger Transport: quality of service” in Tranvía de Parla and Metro de Sevilla, including commitments to quality in terms of accessibility.
- Customer service training: Training personnel in “customer service techniques” and “techniques to resolve difficult situations in toll plaza customer service” in certain companies.
- Satisfaction surveys: Satisfaction surveys sent to the awarding authority, users, suppliers and financial institutions. Mystery customers on railways.
- Business Continuity Plan in control companies: Preventing a significant event from paralysing the service rendered to users so that the service can continue to be offered.

2.4.2 Innovative services

The infrastructure and transport sectors are in the midst of a paradigm shift where technological disruption and new mobility models pose numerous challenges, risks and opportunities. Globalvia sees innovation as a business component through which it can spearhead change and as an engine to transform society.

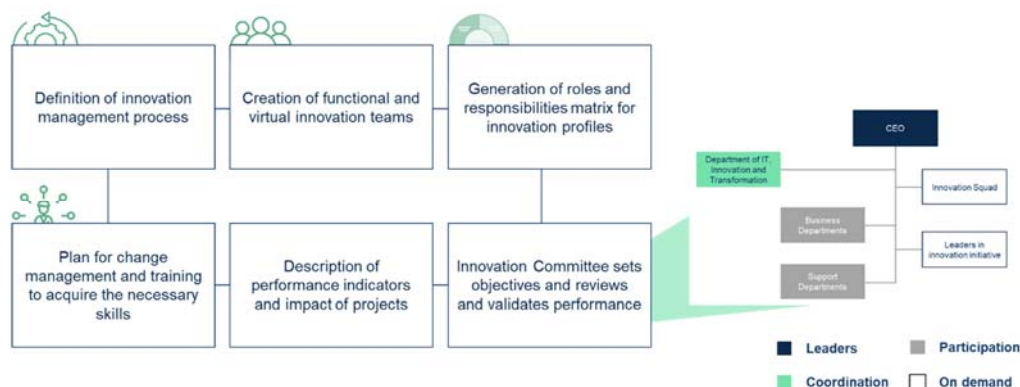
a) Innovation management

Globalvia has nine principles of innovation which govern the Company's action in this area.



Globalvia principles of innovation

In order to meet its innovation objectives, Globalvia has an internal innovation management procedure which lays down a series of measures to ensure proper management of innovation. Globalvia has also drawn up a new innovation manual featuring various procedures in this area.



Innovation management measures

b) INNGLOVATION: innovation in Globalvia

Globalvia continues to work in accordance with its 2019-2021 Innovation Plan. This plan comprises five strategic lines and five action levers to ramp up the different innovation projects:

2019-2021 Innovation Plan	
5 strategic innovation lines	5 action levers
1. <u>Differential experience</u> : provide our users with a differential and unique experience on their journeys.	1. <u>Value generation</u> : maintain a balanced portfolio of incremental and disruptive innovation initiatives thanks to the Innovation Committee.
2. <u>New models</u> : create new mobility models that change our way of life.	2. <u>A new way of working</u> : built on collaboration, leadership, intrapreneurship and co-creation with an increasingly varied innovative ecosystem.
3. <u>Data interconnection</u> : facilitate people's lives via the interconnection of data.	3. <u>Open innovation</u> : working with research centres, European bodies, universities, start-ups, tech partners, etc.
4. <u>Flagbearer in infrastructure</u> : be a touchstone for safe and smart infrastructure.	4. <u>Swiftness and efficiency</u> : in the roll-out of projects to ensure a time to market that makes us competitive.
5. <u>Sustainable model</u> : foster a long-lasting sustainable model.	5. <u>Observation lighthouse</u> : evaluation of emerging technologies, new business models and potential disruptions in the infrastructure sector.

Globalvia continued to make progress last year on the activities and initiatives that got underway in 2019 to create new and more comprehensive digital services in the mobility and transport infrastructure sector, broadening its focus to almost all the markets where it is present.

Testament to this commitment is the growth of Openvia, which started life in 2019. This is the Globalvia Group's technology and innovation platform, the mission of which is to serve as the backbone for the creation and management of digital solutions for mobility users. It aims to drive mobility towards a sustainable world where mobility is understood as one of life's freedoms; the result of the interaction of multiple individuals, all of whom are active players in an open environment.



Openvia was conceived with the mission to diversify Globalvia's business and to adapt it to the new challenges faced by the transport infrastructure sector. It is also a smart mobility tech platform that enables the exploration and creation of new business models (B2B and B2C), that cements the Company's competitive position and generates new synergies with the mobility ecosystem.

October 2020 saw the creation of **Openvia Portugal**, a Digital Mobility Solutions Factory based in Vila Real, made up of a team of over 15 professionals. The Company opted for this region of the country thanks to its innovation culture, the availability of talented tech profiles and the innovative ecosystem built up around the university. This focal point of Portuguese innovation has always been a strategic hub for the development of tech mobility solutions for the Globalvia Group, providing solutions to operators located in over five countries around the globe. The Company chose Vila Real as the location of one of its main HQs for the development of smart mobility solutions, both for users (B2C) and for other organisations (B2B). The Company plans to ramp up the importance of this development centre to reach a growth rate of 50% over the next three years.

Work also continued during 2020 on forging new partnerships and rolling out initiatives in order to offer more services. The Company has reaffirmed the importance of working in open innovation ecosystems and establishing dialogue and cooperation with companies in the tech sector, a fundamental springboard to launch any sort of initiative.

c) Innovation projects



Categories of innovation projects

In 2020 the Company carried out various projects in line with its innovation strategy. There are many initiatives underway, but the following projects focused on improving services and expediting internal processes are of particular note.

Projects focused on improving the services rendered

Metro de Sevilla puts in place a system to control the occupancy of its stations

This system, which analyses the occupancy of the various zones along the metro line, provides the real-time volume of passengers on station platforms and concourses. This enables Metro de Sevilla to control the spread of the pandemic and comply with the security measures stemming from the COVID-19 crisis. This new system constitutes an improvement in the service offered by Metro de Sevilla in its day-to-day operations.

KarAI - Focus on artificial intelligence	KarAI is a product of Globalvia and Openvia's commitment to the intensive use of AI technology. It is a solution based on artificial vision that allows road operators to better manage assets through the use of images, currently in pilot stage.
Partnership with Bird	Openvia has reached a collaborative agreement with Bird to deploy electric scooters in the street, which users can reserve and pay for using their mobile phone. The aim is to promote the interaction of public transport for longer journeys and the electric scooter for shorter ones, covering a person's daily mobility needs. The digitalisation of mobility provides public authorities with a vast array of data and indicators to better understand how a city works and to improve its management.
Smart45 grows to become NeoRoads	Following the initial results obtained on the M45 following the installation of smart sensors, the initiative has been extended to the Autopista Central Galega (ACEGA) in Galicia. The sensors installed on the carriageway identify vehicles and compile data on their movement. This information is then relayed to the Control Centre in real time to expedite decision making.

Projects focused on expediting internal processes

AGILEVIA – first phase	Globalvia believes that driving innovation must be supported by a methodology that is in harmony with the effectiveness required by the new trend, as well as with the new challenges triggered by the creation of new services. During the initial phase of the AGILEVIA initiative, training was delivered to all personnel working within the innovation realm at Globalvia. This initiative sought to highlight and foster knowledge of Agile methodologies for the management and development of projects, and SCRUM, which will gradually be rolled out across innovation projects.
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Digital services for highway users – the Slora App

As part of Globalvia's mission to put the infrastructure user at the core of its solutions, the Slora mobile application was launched in the United States in late 2020.

Through Slora, users can use the express lanes set aside for E-ZPass users and traverse the highways of Virginia without the need to stop at tolls or use cash or credit cards. After registering the credit card details in the app, toll collections are performed automatically every time the user uses the infrastructure. The app also allows users to track their spending on tolls in real time and can issue invoices for professionals.



Many more features will be added to the app in the future, transforming Slora from a payment and toll management tool into an integrated services platform for highway users. Services such as information on the vehicle, the infrastructure, the benefits of the loyalty scheme and others are already in the product pipeline and will be added as progress is made on their development.

Meep Sevilla by Globalvia

Globalvia launched Meep Sevilla in 2020, its first Mobility as a Service (MaaS). Development of this project was possible thanks to the partnership with Meep, a Spanish start-up that specialises in the development of MaaS solutions. The app seeks to unite all modes of transport in a city into one application. The goal is to build more efficient connections and promote the use of public transport by enhancing multimodal accessibility and encouraging users to choose this more sustainable mode of transport. Thanks to the launch of Meep Sevilla by Globalvia, users can now choose smart and intermodal routes and opt to plan, reserve and pay for the various transport modes used to complete their journey via the Meep app. Users can choose the route that best suits their needs, i.e. selecting the most sustainable, fastest, economical or efficient journey.



Metro de Sevilla launches Tap&Go and establishes a system to control the occupancy of its stations.

In September 2020, Metro de Sevilla, a Globalvia railway concession, became the first metro system in Spain to be equipped with a contactless EMV validation and payment system, following the official launch of its innovative Tap&Go scheme.

This new ticketing system that uses contactless EMV technology allows users to validate their metro journey directly by credit or debit card -either with the card itself or using a mobile phone- without having to buy or recharge their travel pass at the ticket machines. This new technological milestone reflects Globalvia's commitment to transform the experience of metro users and to encourage the use of sustainable public transport.

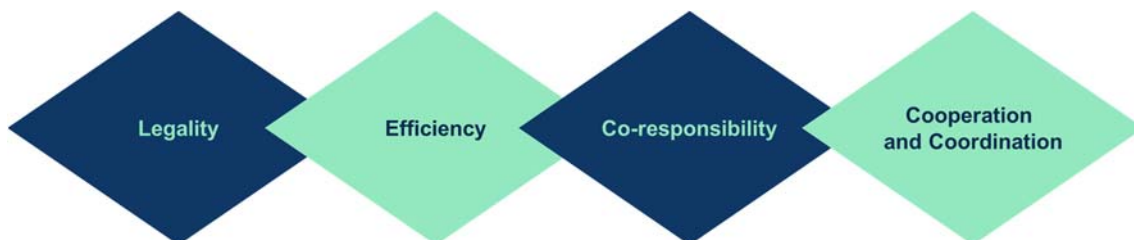


2.4.3 Information security and cybersecurity

Protecting information and cybersecurity is very important to Globalvia, which understands its growing significance in infrastructure management.

a) Principles of information security and cybersecurity

Globalvia has defined four general principles for information system security, which have been adopted in the Group companies and govern all activities.



General principles of information system security

b) Information security management system

A significant challenge for Globalvia is applying a consistent regulatory framework that addresses the business challenges, centralises policies, processes and procedures, while taking into account different local legislation.

In this context, ISO 27001, the international standard on information security management, provides the most suitable management framework. This standard not only covers the implementation of security mechanisms, but also the management of security. Globalvia has thus developed an Information Security Management System based on this standard, which is coordinated by a Security Committee. The System is constantly being updated and targets are renewed on a multiannual basis.

Accordingly, Globalvia has an Information Security manual which lays down the Company's security protocols to prevent, detect and respond to information security incidents. This manual demonstrates the Company's commitment to achieving the necessary level of information security. Likewise, it has a Data Protection manual, updated in 2020, which safeguards the confidentiality of information and sets forth the lines of action for protecting personal data.

The Company continued to develop an Information Security policy in 2020 which defines the general principles to follow throughout the Company to properly manage information security. As part of the process to continuously improve security based on ISO 27001, a new specific information security policy for the use of devices was introduced in 2020.

c) Cybersecurity and risk model

Globalvia has a mature cybersecurity management framework which is in line with its business needs. Improving the defensive and recovery capabilities in the event of possible incidents to ensure business continuity for all concession companies has become the primary goal for the Company's management. To this end, an important prerequisite has been established: standardise tools, processes and services in the concessions without losing the local approach.

To tackle the challenge, Globalvia has opted for a managed security model, which enables it to maintain control over strategies, while benefitting from lower risks and operating costs. In this context, the company Ingenia is responsible for management and operation, and helps Globalvia to define cybersecurity strategies that provide value to its business. The managed security model encompasses different projects, one per company, and covers various services:

- **Control diagnostics:** performed at the start of each project and comprising full audits of security, systems and communications. Diagnostics provide information on the degree of maturity of each concession company and enable an action plan to be devised and implemented over the following months.
- **SOC services:** the backbone of security management, SOC centralises management of all activities aimed at ensuring the security of infrastructure and services, including all steps taken to prevent, detect and respond to incidents. The service is available 24 hours a day, 7 days a week, 365 days a year.
- **Raising awareness:** the training of users, middle management and directors has been combined very efficiently with other initiatives such as social engineering exercises and ongoing awareness campaigns that help users to understand the risks they are exposed to on a daily basis.
- **Unified operation:** there is a set of tools designed to improve and preserve the security of infrastructures and systems, both endpoint and cloud-based. These tools are managed and operated centrally by Ingenia, which ensures consistent configurations and levels of implementation in the different concessions.

All the projects are managed centrally, which gives Globalvia an overview of the Group's security status.

To enhance SOC's defensive capabilities and to preserve and improve the maturity and coherence of the information security management system, Globalvia runs adversary simulations (*Red Team*) through company Tarlogic. This service includes the definition of attack drills and scenarios to secure the following benefits:

- **Weakness detection:** these attack drills detect weaknesses at every infrastructure level that could be exploited by attackers to impact the business. Identifying these weaknesses is crucial to prevent future security breaches.
- **Improving response procedures:** the drills also serve to test the procedures against a realistic backdrop, enabling in practice the identification of weak and strong points. For example, a poorly designed communication channel on the security team is a weakness that could be exploited by an attacker to obtain intelligence and avoid being detected or contained.
- **Evolution of monitoring systems:** thanks to the attack simulation, blind spots and traceability losses are identified which would otherwise be impossible to detect. The simulation also fine tunes the detection rules and alerts to ensure they are more accurate through the inclusion of tailored commitment indicators.
- **Training of security personnel:** like simulations in any other field, training personnel via real life scenarios improves reaction times so as to be able to anticipate an attacker's moves. Being confronted with the real-life techniques used by attackers helps personnel understand how they think in order to combat them.

REPORT PREPARATION PROCESS



III. REPORT PREPARATION PROCESS

Globalvia presents its third Sustainability Report - Consolidated Non-Financial Information Statement, in this case for 2020. This report provides continuity to our commitment to transparency and sustainability as reflected in the UN Global Compact Annual Progress Reports since 2013.

This Sustainability Report - Consolidated Non-Financial Information Statement forms part of Globalvia's Directors' report, complying with the requirements of Law 11/2018 on Non-Financial Information. This report includes the most relevant non-financial matters for the business and Globalvia's stakeholders, as well as information on the Company's business model and governance, and its long-term strategy and vision.

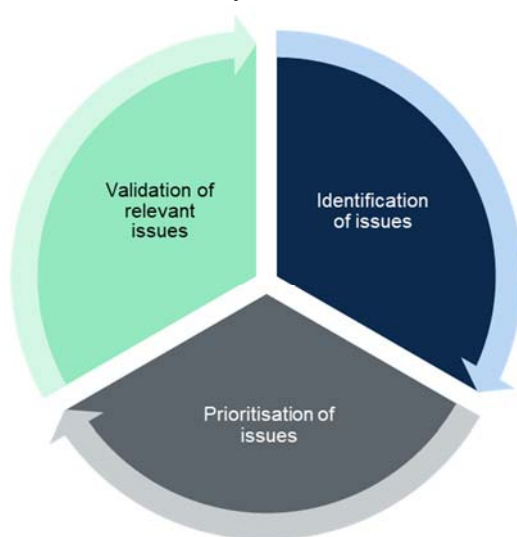
In the preparation of this report, the Company has complied with the information requirements pursuant to the aforementioned law, as well as the reporting standards of the Global Reporting Initiative (GRI), known as the GRI Standards. Committed to transparency, Globalvia works every year to report more and more information in accordance with GRI Standards, although the scope of the verification carried out is in accordance with GRI in the core option.

Prior to drawing up the report, Globalvia performed an assessment of materiality. The purpose of this assessment was to include the aspects of sustainability that are relevant for Globalvia 's business and its stakeholders.

3.1 Materiality approach

Globalvia considers its assessment of materiality to be an ongoing, dynamic analysis, which is performed on an annual basis. In other words, the Company starts from the issues identified and prioritised in prior years, adding new inputs and updating existing ones, so that its assessment is richer in information and more robust.

During the materiality analysis, the issues that are potentially relevant for the Company and its stakeholders are identified and then ranked by order of relevance.



Annual cycle of analysis of relevant issues

For the second consecutive year, an analysis was conducted of the current status of the environmental, social and governance (ESG) context in the main countries where Globalvia has a presence (Spain, Chile, Costa Rica, United States, Ireland, Mexico and Portugal). For this purpose, at country level 507 specific indicators were identified, from 13 different sources, related to each of the issues identified as possibly material for Globalvia.

3.1.1. Sources consulted as part of the assessment of materiality

The identification of the possible relevant issues for Globalvia is based on the indicators required by Law 11/2018 on non-financial information and the assessment of materiality performed in the prior year. Through this assessment, 21 issues that are potentially relevant for the Company and its stakeholders were identified. Subsequently, different sources and internal and external stakeholders were consulted to identify those that were most relevant.

External and internal sources consulted:

- Law 11/2018 on non-financial information
- Sector benchmarks
- GRESB Materiality Assessment
- S&P SAM Corporate Sustainability Assessment (CSA)
- Global Reporting Initiative (GRI): Sustainability Topics
- ISO 26000
- MSCI Materiality Map
- Sustainability Accounting Standards Board (SASB) Materiality Map
- Press coverage of Globalvia and the sector in the last 12 months
- KPMG International (2020). Emerging Trends in Infrastructure
- Focus Group of the Sustainability Committee and Business Directors

Consequently, this analysis has made it possible to:

- ✓ Identify the material issues that are most relevant for Globalvia and its stakeholders
- ✓ Establish the internal and external relevance of the issues identified
- ✓ Ascertain the current status of sustainable development in the main countries where Globalvia has a presence
- ✓ Report on the significance of each of these issues for Globalvia
- ✓ Become aware of the impact of each of the material issues on the business and the stakeholders
- ✓ Link the material issues to Law 11/2018 on non-financial information
- ✓ Become aware of best practices in the infrastructure sector in relation to each issue
- ✓ Link the material issues with the Sustainable Development Goals (SDGs)
- ✓ Learn about the main events published in the press in the last 12 months that have been related to Globalvia and the infrastructure sector

3.1.2. Materiality matrix



3.1.3. Main issues identified

Based on the results of the analysis described above, the 13 issues of maximum relevance for the Company and its stakeholders were identified and grouped into the four pillars enshrined in Globalvia's Strategic Sustainability Plan.

	Position	Issue	Pillar of the Strategic Sustainability Plan
Issues of greatest relevance	1	Ethics and compliance	Promotion of good governance in our relations
	2	User experience (protection and satisfaction)	User-centred sustainable mobility
	3	Occupational health and safety	Corporate responsibility fostering diversity and social inclusion
	4	Response to the climate emergency (including energy)	Infrastructure to mitigate climate change
	5	Equality, inclusion and non-discrimination	Corporate responsibility fostering diversity and social inclusion
	6	Disruptive innovation and sustainable mobility	User-centred sustainable mobility
	7	Employment and diversity	Corporate responsibility fostering diversity and social inclusion
	8	Circular economy and sustainable use of resources	Infrastructure to mitigate climate change
	9	Contribution to social development	Corporate responsibility fostering diversity and social inclusion
	10	Environmental management policies	Infrastructure to mitigate climate change

Other relevant issues	11	Process efficiency and quality	User-centred sustainable mobility
	12	Human rights and workers' rights	Corporate responsibility fostering diversity and social inclusion
	13	Good governance (independence and diversity of the Board of Directors and sustainable positioning)	Promotion of good governance in our relations
	14	Talent development	Corporate responsibility fostering diversity and social inclusion
	15	Employee care and welfare	Corporate responsibility fostering diversity and social inclusion
	16	Protection of information and cybersecurity	User-centred sustainable mobility
	17	Responsible and sustainable supply chain	Corporate responsibility fostering diversity and social inclusion
	18	Accessibility	User-centred sustainable mobility
	19	Sustainable financing	Multi-disciplinary
	20	Biodiversity protection and natural capital	Infrastructure to mitigate climate change
	21	Noise and atmospheric pollution (excluding GHG)	Infrastructure to mitigate climate change

3.2. Scope of the information

This report contains the consolidated information and financial and non-financial data of Globalvia¹⁸ referring to all the activities carried out by the consolidated Group in 2020 and comprising all operations in which the Group has a majority interest and control as the transport infrastructure concession manager. Nevertheless, this report does not include information on the company Metro Barajas, which accounts for 0.63% of the Company's Railway business sales.

In March 2020 Globalvia completed the divestment of its interest in Túnel d'Envalira (Andorra) and that concession is therefore not included in this report.

However, Globalvia Jons is now included in the perimeter of concessions analysed in this report as the Group has held a majority interest and control of its operations since the last quarter of 2019. Where there are variations with respect to this perimeter, this will be indicated alongside the corresponding information.

Also, this year the non-concession company Openvia Mobility, a technology and innovation platform of the Globalvia Group, was partially included after the incorporation of staff into its Portuguese subsidiary in October 2020.

¹⁸In this report, "GLOBALVIA", "the GLOBALVIA Group", "the Company", "the Organisation" or "the Group" refers to the Group formed by GLOBAL VÍA INFRAESTRUCTURAS S.A., branches and concession companies. Furthermore, "GLOBALVIA Corporación", "the Corporation" or "corporate level" refers to GLOBALVIA INVERSIONES S.A.U. and "Employees" are understood to be those under contract to GLOBALVIA INVERSIONES S.A.U. or the branches or concession companies. Moreover, each company acts independently and autonomously in the exercise of their labour-related competences, rights and obligations regarding their respective employees.

3.3. Compliance with reporting standards

As previously mentioned, this report was prepared in accordance with the provisions of Law 11/2018 and the guidelines set out in the GRI Standards. The GRI reporting requirements have been met by including the principles required by the GRI regarding the definition of the content and the quality of the report.

Principles for defining the report content

Stakeholder Inclusiveness	Globalvia has identified its stakeholders through an Analysis of the Context and Stakeholders and has specified actions to respond to their expectations and to identify the related risks.
Sustainability Context	Globalvia's Sustainability Report - Consolidated Non-Financial Information Statement includes the Company's policies, strategy and performance for the four pillars of its Strategic Sustainability Plan (promotion of good governance in our relations, corporate responsibility fostering diversity and social inclusion, user-centred sustainable mobility and infrastructure to mitigate climate change).
Materiality	Globalvia has performed an assessment of materiality in order to report on the most relevant issues for the business and its stakeholders, as described in the "Materiality approach" section of this chapter.
Completeness	Globalvia reports in detail and using a standard format for the most relevant issues identified for the business and its stakeholders. For this purpose, the necessary measures have been taken to ensure that the data collected includes the results of all the entities where the impacts are felt and to provide a precise response to the requirements of current legislation.

Principles for defining report quality

Accuracy	This report provides accurate and detailed information on the most relevant issues so that Globalvia's stakeholders can assess the organisation's performance.
Balance	The report reflects both positive and negative aspects of the Company's performance, enabling any of Globalvia's stakeholders to make an objective assessment of its actual performance.
Clarity	The information included in this report is presented in a manner that is understandable and accessible for the Company's different stakeholders. For this purpose, the Company has used tables, graphs, maps, diagrams and bullet points, avoiding technical jargon and excessive or unnecessary information.
Comparability	The information included in this document has been selected, compiled and reported applying a consistent approach to facilitate a comparison with information for subsequent years and with benchmarks.

Reliability	This report and the processes used to prepare it have been verified by an independent third party, as specified in the following section.
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Timeliness	This Sustainability Report - Consolidated Non-Financial Information Statement will be issued annually within the first three months of the end of the tax year, as established by current legislation.
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3.4. Verification

In accordance with the requirements of prevailing legislation, this Sustainability Report - Consolidated Non-Financial Statement for 2020 has been subject to an external review by an independent third party. The ISAE 3000 limited assurance report is presented together with this report.

3.5. Queries and additional information

For more information on the contents of this report and on Globalvia's sustainable management, see the corporate website, www.Globalvia.com or send any query about this report or its contents to the email sostenibilidad@globalvia.com.

3.6. Acronym list

- ACEGA - Autopista Central Gallega
- AENOR - Asociación Española de Normalización y Certificación
- AIAI - The Association for the Improvement of American Infrastructure
- ALAMYS - Asociación Latinoamericana de Metros y Subterráneos
- ANSR - Autoridad Nacional de Seguridad Vial
- APCAP - Associação Portuguesa das Sociedades Concessionárias de Auto-Estradas ou Pontes
- APD - Asociación para el Progreso de la Dirección
- APPACDM - Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental
- ASAC - Asociación Altas Capacidades de Galicia
- ATUC - Asociación de Transportes Públicos Urbanos y Metropolitanos
- B2B - Business-to-business
- B2C - Business-to-consumer
- BNV - Bolsa Nacional de Valores
- CAE - Coordinación de Actividades Empresariales
- CAPEX - Capital Expenditure
- CCDO - Certified Cyber Defense Officer
- CEE - Centros Especiales de Empleo
- CEO - Chief Executive Officer
- CFA - Chartered Financial Analyst
- CFO - Chief Financial Officer
- CIJE - Casa da Infancia e Juventude de Castelo Branco
- CNMV - Comisión Nacional de Mercado de Valores
- COVID-19 - Coronavirus Disease
- CSA - Corporate Sustainability Assessment
- CSR – Corporate Social Responsibility

- Dircom - Asociación de Directivos de Comunicación
- EMAS - Eco-Management and Audit Scheme
- ENEI - Encuentro Nacional de Estudiantes de Informática
- ERM – Enterprise Risk Management
- ESG - Environmental, Social, Governance
- FCC - Fomento de Construcciones y Contratas
- GAA - Gaelic Athletic Association
- GHG - Greenhouse gases
- GQI - Global Quality Index
- GRESB – Global Real Estate Sustainability Benchmark
- GRI - Global Reporting Initiative
- HR – Human Resources
- IBTTA - International Bridge, Tunnel and Turnpike Association
- ICADE - Instituto Católico de Administración y Dirección de Empresas
- IGREA - Iniciativa Gerentes de Riesgos Españoles Asociados
- ILO – International Labour Organisation
- IMS – Integrated Management System
- IMT - Instituto de Movilidad de Transportes
- INSEAD - Institut Européen d'Administration des Affaires
- IPCC – Intergovernmental Panel on Climate Change
- ISO - International Organization for Standardization
- IT - Information Technology
- KPI - Key Performance Indicator
- LATAM - Latinoamérica
- MaaS - Mobility as a service
- MBA - Master of Business Administration
- MRN – Movement Reference Number
- NFIS - Non-Financial Information Statement
- NGO – Non-Governmental Organisation
- NS - Nederlandse Spoorwegen
- OECD – Organisation for Economic Co-operation and Development
- OHSAS - Occupational Health and Safety Assessment Series
- OPTrust - OPSEU Pension Trust
- PCR - Polymerase Chain Reaction
- PDCA - Plan-Do-Check-Act
- PFI - Private Finance Initiative
- PPP - Proyecto Público Privado
- PRI - Principles for Responsible Investment
- SASB - Sustainability Accounting Standards Board
- SBTi – Science Based Targets Initiative
- SDG – Sustainable Development Goal
- SEOPAN - Asociación de Empresas Constructoras y Concesionarias de Infraestructuras
- SOC - Security Operations Center
- SWOT - Strengths, Weaknesses, Opportunities, Threats
- TCFD – Task Force on Climate-related Financial Disclosures
- TII – Transport Infrastructure Ireland
- TSM - Thiagarajar School of Management
- UCCAEP - Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial
- UITP - Unión Internacional de Transporte Público
- UMINHO - Universidade do Minho
- UNE - Una Norma Española
- UNICEF - United Nations International Children's Emergency Fund
- USA - United States of America
- USS - Universities Superannuation Scheme
- UTAD - University of Trás-os-Montes e Alto Douro (Vila Real, Portugal)

LAW 11/2018 AND THE GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX



IV. LAW 11/2018 AND THE GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

4.1. Law 11/2018 on non-financial information - Content Index

Code	Requirements of the Non-Financial Information Law	GRI Link	Response to the requirements
0. General disclosures			
0.A	Brief description of the Group's business model	102-2 Activities, brands, products, and services 102-3 Location of headquarters 102-4 Location of operations 102-6 Markets served 102-7 Scale of the organization 102-14 Statement from senior decision-makers (vision and strategy with respect to managing the economic, environmental, and social impacts) 102-15 Key impacts, risks, and opportunities	p. 4,5 8-15, 27-35
0.B	Description of the policies applied by the Group with regard to these matters	103-2 The management approach and its components	p. 16-20, 50-51, 76-80, 92-93, 130-131, 141-143
0.C	The results of these policies	103-2 The management approach and its components 103-3 Evaluation of the management approach	Se indica de forma pormenorizada en los siguientes apartados de esta tabla.
0.D	The main risks associated with these matters	102-15 Key impacts, risks, and opportunities	p. 20-26
0.E	Key indicators for pertinent non-financial results with respect to the specific business activity and which are in line with the criteria as regards comparability, materiality, relevance and reliability.	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach 102-54 Claims of reporting in accordance with the GRI Standards	Detailed information is given in the following sections of this table.
1. Environmental issues			
1.1	General disclosures		
1.1.1	On actual and foreseeable effects of the activities of the company on the environment and, as the case may be, health and safety	-	p. 76-78, 81-91
1.1.2	On environmental evaluation and certification procedures	-	p. 76-77
1.1.3	On the resources allocated to preventing environmental risks	-	p. 78
1.1.4	On applying the precautionary principle	102-11 Precautionary Principle or approach	p.76
1.1.5	On the amount of provisions and guarantees for environmental risks	-	p. 78
1.2	Pollution		
1.2.1	Measures to prevent, reduce or remedy emissions seriously affecting the environment, factoring in any specific form of atmospheric pollution of an activity, including noise and light pollution	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	p. 88-89
1.3	Circular economy and waste prevention and management		
1.3.1	Prevention, recycling and reuse measures, other methods of recovering and eliminating waste	306-2 Waste by type and disposal method	p. 82-84
1.4	Sustainable use of resources		

1.4.1	Consumption of water and water supply in accordance with local limitations	303-3 Water withdrawal 303-5 Water consumption	p. 84
1.4.2	Raw materials consumption and measures adopted to enhance the efficiency of their use	301-1 Materials used by weight or volume	p. 82
1.4.3	Direct and indirect energy consumption	302-1 Energy consumption within the organization 302-2 Energy consumption outside of the organization	p. 81-82
1.4.4	Measures taken to improve energy efficiency	302-4 Reduction of energy consumption 302-5 Reductions in energy requirements of products and services	p. 81, 88-89
1.4.5	Use of renewable energies	302-1 Energy consumption within the organization (broken down into renewable and non-renewable)	p. 81
1.5	Climate change		
1.5.1	The key elements of the greenhouse gas emissions generated as a result of the Company's activities, including the use of the goods and services it produces	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions	p. 86-87
1.5.2	Measures in place to adapt to the consequences of climate change	201-2 Financial implications and other risks and opportunities due to climate change	p. 88-89
1.5.3	Voluntary medium- and long-term greenhouse gas reduction targets and the measures set in place to this end	305-5 Reduction of GfHG emissions	p. 88
1.6	Protection of biodiversity		
1.6.1	Measures taken to preserve or restore biodiversity	304-3 Habitats protected or restored	p. 80, 90-91
1.6.2	Impacts caused by activities or operations in protected areas	304-2 Significant impacts of activities, products, and services on biodiversity	p. 90-91
2.	Social and personnel matters		
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2.1.1	Total number and distribution of employees based on diversity criteria (gender, age, country, etc.)	102-8 Information on employees and other workers 405-1 Diversity of governance bodies and employees	p. 94-96
2.1.2	Total number and distribution of types of employment contract, average annual number of permanent, temporary and part-time contracts by gender, age and professional classification	102-8 Information on employees and other workers	p. 97-99
2.1.3	Number of dismissals by gender, age and professional classification	401-1 New employee hires and employee turnover	p. 100-102
2.1.4	Average remuneration and trends, broken down by gender, age and professional classification or similar	-	p. 115-117
2.1.5	Wage gap, remuneration for like positions or average remuneration in the company	405-2 Ratio of basic salary and remuneration of women to men	p. 117-118
2.1.6	Average remuneration of board members and management, including variable remuneration, allowances, termination payments, payments into long-term savings schemes and any other amounts received, on a disaggregated basis by gender	-	p. 56, 115
2.1.7	Implementation of disconnection from work policies	-	p. 108
2.1.8	Employees with disabilities	405-1 Diversity of governance bodies and employees	p. 105
2.2	Work organisation		
2.2.1	Organisation of working hours	-	p. 106-107

2.2.2	Number of hours of absenteeism	403-9 Work-related injuries	p. 126
2.2.3	Measures aimed at facilitating a work-life balance and encouraging sharing of responsibilities between both parents	401-3 Parental leave	p. 106-108, 110
2.3	Health and safety		
2.3.1	Occupational health and safety conditions	403-1 Occupational health and safety management system 403-3 Occupational health services 403-6 Promotion of worker health	p. 121-129
2.3.2	Occupational accidents, with particular regard for their frequency and seriousness, as well as occupational illnesses; disaggregated by gender.	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities or work-related injury or ill health.	p. 126-129
2.4	Social relationships		
2.4.1	Organisation of social dialogue, including procedures for notifying, consulting and negotiating with staff	102-43 Approach to stakeholder engagement 403-4 Worker participation, consultation, and communication on occupational health and safety	p. 119-120
2.4.2	Percentage of employees covered by collective bargaining agreements, by country	102-41 Collective bargaining agreements	p. 120
2.4.3	Balance of collective bargaining agreements, particularly in the field of occupational health and safety	403-4 Worker participation, consultation, and communication on occupational health and safety 403-8 Workers covered by an occupational health and safety management system	p. 119, 125
2.5	Training		
2.5.1	Training policies in place	404-2 Programs for upgrading employee skills and transition assistance programs	p. 109
2.5.2	Total hours of training by professional category	404-1 Average hours of training per year per employee	p. 112
2.6	Universal accessibility for people with disabilities		
2.6.1	Universal accessibility for people with disabilities	-	p. 103-104, 151
2.7	Equality		
2.7.1	Measures adopted to promote equal treatment and opportunities for men and women	401-3 Parental leave	p. 46-47, 103-104, 108-109
2.7.2	Equality plans (Chapter III of Organic Law 3/2007 of 22 March 2007, for effective gender equality), measures adopted to promote employment, protocols to combat sexual and gender-based harassment, integration and universal accessibility of people with disabilities	-	p. 62, 103-105
2.7.3	Policies against all kinds of discrimination and, as the case may be, diversity management	406-1 Incidents of discrimination and corrective actions taken	p. 103
3. Respect for human rights			
3.1	Human Rights		
3.1.1	Implementation of due diligence procedures in relation to human rights; prevention of risks of abuse of human rights and, as the case may be, measures to mitigate, manage and redress any potential abuses committed	102-16 Values, principles, standards, and norms of behavior 102-17 Mechanisms for advice and concerns about ethics	p. 70-71

3.1.2	Reported human rights violations	419-1 Non-compliance with laws and regulations in the social and economic area	p. 63
3.1.3	Promotion of and compliance with the provisions of the core conventions of the International Labour Organisation as regards respect for freedom of association and the right to collective bargaining; elimination of discrimination in employment and occupation; elimination of forced or compulsory labour; effective abolition of child labour.	406-1 Incidents of discrimination and corrective actions taken	p. 60, 70-71,103
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4.1	Corruption and bribery		
4.1.1	Measures adopted to prevent corruption and bribery	102-16 Values, principles, standards, and norms of behavior 102-17 Mechanisms for advice and concerns about ethics 205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken	p. 60-69
4.1.2	Measures to combat money laundering	-	p. 69,144
4.1.3	Contributions to foundations and non-profit organisations	201-1 Direct economic value generated and distributed	p. 131-139
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5.1	The company's commitments to sustainable development		
5.1.1	Impact of the Company's activity on local employment and development	413-1 Operations with local community engagement, impact assessments, and development programs	p. 130-140
5.1.2	Impact of the company's activity on local populations and the territory	413-1 Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities	p. 130-140
5.1.3	Relationships with stakeholders in the local communities and types of dialogue with them	102-43 Approach to stakeholder engagement 413-1 Operations with local community engagement, impact assessments, and development programs	p. 42-44, 133-139
5.1.4	Association and sponsorship actions	102-43 Approach to stakeholder engagement	p. 133-135
5.2	Subcontracting and suppliers		
5.2.1	Inclusion in the procurement policy of social, gender-equality and environmental issues	-	p. 141-144
5.2.2	Consideration of social and environmental responsibility concerns in relations with suppliers and sub-contractors	308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria	p. 142-144
5.2.3	Oversight and audit systems and results thereof	308-2 Negative environmental impacts in the supply chain and actions taken	p. 143

		414-2 Negative social impacts in the supply chain and actions taken	
5.3	Consumers		
5.3.1	Consumer health and safety measures	416-1 Assessment of the health and safety impacts of product and service categories	p. 146-148, 151
5.3.2	Systems in place for making claims, complaints received and resolution thereof	102-44 Key topics and concerns raised 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 148-150
5.4	Tax information		
5.4.1	Profits obtained by country	207-4 Country-by-country reporting	p. 74
5.4.2	Tax paid on profits	207-4 Country-by-country reporting	p. 74
5.4.3	Public subsidies received	201-4 Financial assistance received from government	p. 74

4.2. GRI content index

GRI content index				
GRI STANDARD	Disclosure	Page	Direct answer/ Omission	External assurance
GRI 101: Foundation 2016				
GRI 102: General Disclosures 2016				
Organizational Profile	102-1 Name of the organization	p. 7	-	Yes
	102-2 Activities, brands, products, and services	p. 9-14	-	Yes
	102-3 Location of headquarters	p. 9	-	Yes
	102-4 Location of operations	p. 9	-	Yes
	102-5 Ownership and legal form	p. 164	-	Yes
	102-6 Markets served	p. 9	-	Yes
	102-7 Scale of the organization	p. 9, 95	-	Yes
	102-8 Information on employees and other workers	p. 94	-	Yes
	102-9 Supply chain	p. 141	-	Yes
	102-10 Significant changes to the organization and its supply chain	p. 8-9, 15	-	Yes
	102-11 Precautionary Principle or approach	p. 47, 76	-	Yes
	102-12 External initiatives	p. 44-45, 47, 79, 146	-	Yes
	102-13 Membership of associations	p. 70, 79, 133, 134	-	Yes
Strategy	102-14 Statement from senior decision-maker	p. 4	-	Yes
	102-15 Key impacts, risks, and opportunities	p. 21, 27	-	Yes
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	p. 60	-	Yes
	102-17 Mechanisms for advice and concerns about ethics	p. 62-63	-	Yes
Governance	102-18 Governance structure	p. 50	-	Yes
	102-19 Delegating authority	p. 37	-	Yes

	102-20 Executive-level responsibility for economic, environmental, and social topics	p. 37	-	Yes
	102-21 Consulting stakeholders on economic, environmental, and social topics	p. 43, 162	-	Yes
	102-22 Composition of the highest governance body and its committees	p. 52-55	-	Yes
	102-23 Chair of the highest governance body	p. 53	-	Yes
	102-24 Nominating and selecting the highest governance body	p. 52	-	Yes
	102-25 Conflicts of interest	p. 56	-	Yes
	102-26 Role of highest governance body in setting purpose, values, and strategy	p. 52	-	Yes
	102-27 Collective knowledge of highest governance body	p. 53-55	-	Yes
	102-28 Evaluating the highest governance body's performance	p. 55-56	-	Yes
	102-29 Identifying and managing economic, environmental, and social impacts	p. 21-22, 24, 26	-	Yes
	102-30 Effectiveness of risk management processes	p. 21-22, 24, 26	-	Yes
	102-31 Review of economic, environmental, and social topics	p. 22, 24, 37-38	-	Yes
	102-32 Highest governance body's role in sustainability reporting	p. 38	-	Yes
	102-33 Communicating critical concerns	p. 43, 62-63	-	Yes
	102-34 Nature and total number of critical concerns	p. 63, 163	-	Yes
	102-35 Remuneration policies	p. 56, 93, 114	-	Yes
	102-36 Process for determining remuneration	p. 119-120	-	Yes
	102-37 Stakeholders' involvement in remuneration	p. 119-120	-	Yes
	102-38 Annual total compensation ratio	p. 117	-	Yes
	102-39 Percentage increase in annual total compensation ratio	p. 117	-	Yes
Stakeholder engagement	102-40 List of stakeholder groups	p. 43	-	Yes
	102-41 Collective bargaining agreements	p. 106, 119	-	Yes
	102-42 Identifying and selecting stakeholders	p. 42	-	Yes
	102-43 Approach to stakeholder engagement	p. 43-44, 162	-	Yes
	102-44 Key topics and concerns raised	p. 43, 105, 149	-	Yes
Reporting practice	102-45 Entities included in the consolidated financial statements	p. 9-10, 164	-	Yes
	102-46 Defining report content and topic Boundaries	p. 161, 165	-	Yes
	102-47 List of material topics	p. 163	-	Yes
	102-48 Restatements of information	p. 164	-	Yes
	102-49 Changes in reporting	p. 161, 164	-	Yes
	102-50 Reporting period	p. 164	-	Yes
	102-51 Date of most recent report	Año 2019	-	Yes
	102-52 Reporting cycle	p. 164	-	Yes
	102-53 Contact point for questions regarding the report	p. 166	-	Yes
	102-54 Claims of reporting in accordance with the GRI Standards	p. 165	-	Yes

	102-55 GRI content index	p. 174	-	Yes
	102-56 External assurance	p. 166	-	Yes
GRI: Specific Disclosures 2016				
Ethics and compliance				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 60	-	Yes
	103-2 The management approach and its components	p. 60	-	Yes
	103-3 Evaluation of the management approach	p. 62	-	Yes
GRI 201: Economic performance	201-4 Financial assistance received from government	p. 74	-	Yes
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 75	-	Yes
	205-2 Communication and training about anti-corruption policies and procedures	p. 62	-	Yes
	205-3 Confirmed incidents of corruption and actions taken	p. 75	-	Yes
GRI 206-4: Anti-competitive Behavior 2016	206 -1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 69	-	Yes
GRI 207: Tax 2019	207-1 Approach to tax	p. 71-74	-	Yes
	207-2 Tax governance, control, and risk management	p. 71-73	-	Yes
	207-3 Stakeholder engagement and management of concerns related to tax	p. 73	-	Yes
	207-4 Country-by-country reporting	p. 74	-	Yes
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	p. 75	-	Yes
User experience (protection and satisfaction)				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 44, 145	-	Yes
	103-2 The management approach and its components	p. 44, 145	-	Yes
	103-3 Evaluation of the management approach	p. 44, 145	-	Yes
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	p. 145	-	Yes
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p. 146-147	-	Yes
Occupational health and safety				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 121	-	Yes
	103-2 The management approach and its components	p. 121-123	-	Yes
	103-3 Evaluation of the management approach	p. 122-123	-	Yes
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	p. 122	-	Yes
	403-2 Hazard identification, risk assessment, and incident investigation	p. 121-123	-	Yes
	403-3 Occupational health services	p. 124	-	Yes
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 123	-	Yes
	403-5 Worker training on occupational health and safety	p. 124	-	Yes

	403-6 Promotion of worker health	p. 124	-	Yes
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 121	-	Yes
	403-8 Workers covered by an occupational health and safety management system	p. 127	-	Yes
	403-9 Work-related injuries	p. 125-128	-	Yes
	403-10 Work-related ill health	p. 128-129	-	Yes
Response to the climate emergency (including energy)				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 76, 81	-	Yes
	103-2 The management approach and its components	p. 76, 81	-	Yes
	103-3 Evaluation of the management approach	p. 76, 81	-	Yes
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	p. 25	-	Yes
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 86-87	-	Yes
	305-2 Energy indirect (Scope 2) GHG emissions	p. 86-87	-	Yes
	305-3 Other indirect (Scope 3) GHG emissions	p. 86-87	-	Yes
	305-4 GHG emissions intensity	p. 87		Yes
	305-5 Reduction of GHG emissions	p. 86-87	-	Yes
	305-6 Emissions of ozone-depleting substances (ODS)	p. 86-87	-	Yes
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	p. 90	-	Yes
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 81	-	Yes
	302-2 Energy consumption outside of the organization	p. 81	-	Yes
	302-3 Energy intensity	p. 82	-	Yes
	302-4 Reduction of energy consumption	p. 81	-	Yes
	302-5 Reductions in energy requirements of products and services	p. 81	-	Yes
Equality, inclusion and non-discrimination				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 103	-	Yes
	103-2 The management approach and its components	p. 103	-	Yes
	103-3 Evaluation of the management approach	p. 103	-	Yes
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	p. 115	-	Yes
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 103	-	Yes
Tax responsibility and transparency and grants				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 71	-	Yes
	103-2 The management approach and its components	p. 71	-	Yes
	103-3 Evaluation of the management approach	p. 71	-	Yes
Disruptive innovation and sustainable mobility				

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 152	-	Yes
	103-2 The management approach and its components	p. 152-157	-	Yes
	103-3 Evaluation of the management approach	p. 152-157	-	Yes
Employment and diversity				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 92, 94	-	Yes
	103-2 The management approach and its components	p. 92, 94	-	Yes
	103-3 Evaluation of the management approach	p. 92, 94	-	Yes
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	p. 119	-	Yes
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 99-100	-	Yes
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 55, 95-96, 104		Yes
Circular economy and sustainable use of resources				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 82, 85	-	Yes
	103-2 The management approach and its components	p. 82, 83-84	-	Yes
	103-3 Evaluation of the management approach	p. 82, 83-84	-	Yes
GRI 301: Materials 2016	301-1 Materials used by weight or volume	p. 82	-	Yes
	301-2 Recycled input materials used		We do not have information on this indicator. There should be some cases, however they do represent a small quantity.	Yes
	301-3 Reclaimed products and their packaging materials		This indicator does not apply for Globalvia's activity	Yes
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	p. 84-85	-	Yes
	303-2 Management of water discharge-related impacts	p. 85	-	Yes
	303-3 Water withdrawal	p. 84	-	Yes
	303-4 Water discharge	p. 85	-	Yes
	303-5 Water consumption	p. 84	-	Yes
GRI 306: Waste 2020	306 -1 Waste generation and significant waste-related impacts	p. 83	-	Yes
	306-2 Management of significant waste-related impacts	p. 82-84	-	Yes
	306-3 Waste generated	p. 83	-	Yes
	306-4 Waste diverted from disposal	p. 84	-	Yes
	306-5 Waste directed to disposal	p. 84	-	Yes
Contribution to social development				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 130-131	-	Yes
	103-2 The management approach and its components	p. 130-131	-	Yes
	103-3 Evaluation of the management approach	p. 130-131	-	Yes
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	p. 132	-	Yes
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p. 131	-	Yes

	413-2 Operations with significant actual and potential negative impacts on local communities	p. 131	-	Yes
Environmental management policies				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 77	-	Yes
	103-2 The management approach and its components	p. 76-78	-	Yes
	103-3 Evaluation of the management approach	p. 76-78	-	Yes
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	p. 77	-	Yes
Process efficiency and quality				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 16,17, 145-146	-	Yes
	103-2 The management approach and its components	p.16,17, 146-151	-	Yes
	103-3 Evaluation of the management approach	p. 147-150	-	Yes
Human rights and workers' rights				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 70	-	Yes
	103-2 The management approach and its components	p. 70	-	Yes
	103-3 Evaluation of the management approach	p. 70-71	-	Yes
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 61, 70-71	-	Yes
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 61, 70-71	-	Yes
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	p. 61	-	Yes
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	p. 61, 70	-	Yes
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	p. 61, 70-71	-	Yes
	412-2 Employee training on human rights policies or procedures	p. 62	-	Yes
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	p. 70	-	Yes
Good governance				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p. 50	-	
	103-2 The management approach and its components	p. 50	-	Yes
	103-3 Evaluation of the management approach	p. 50	-	Yes
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 53, 55, 95, 104	-	Yes