ROADIS

2021 INTEGRATED MANAGEMENT REPORT

ROADIS Transportation Holding, S.L.U. and Subsidiaries

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ABOUT US

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A MESSAGE FROM THE CEO

A year of recovery and sustainability

2021 was a positive year for **ROADIS**. With the worst of the **COVID-19** pandemic over thanks to the vaccination efforts and the progressive de-escalation of restrictions, we can now confirm that all our assets have almost been restored to pre-pandemic **traffic levels.** In some markets such as **Spain** and **Mexico**, traffic has grown by around **20%. Revenues** and **EBITDA** have increased by **17%** and **10%**, respectively.

At **ROADIS**, we continue to adapt to a changing and demanding environment, meeting the challenges of our operations in the **Americas, Europe and Asia**. And we do so by working with **purpose**, convinced that this is a strategic driver of **value creation** which enhances our **reputation** as **investors** and our **legitimacy** as an **operator.**

Whilst in **2020** a special emphasis was placed on our commitment to **innovation**, in **2021** we set our sights on activating another essential driver of our **cultural model**: **sustainability**.

A VISION OF SUSTAINABILITY

In today's business environment, **sustainability** is not only a reality but a **priority,** without which the **growth** and **development** of an organization makes no sense. It is a differentiation strategy that leads to a competitive advantage. Our **commitment** to sustainability is, indeed, very strong, and this commitment must also be reflected in our corporate governance.

To that end, this year we set up a **Sustainability Committee** that serves the entire organization; where we manage, monitor, and make decisions on **ESG** matters. This was undoubtedly one of this year's top priorities and an important item on the agendas of our **Board of Directors** and **Executive Committee** meetings.

As you will see in the pages of this report, in 2021 each of our business areas have continued to work on the implementation of the **Sustainability Master Plan**, which we designed in **2020**. Our sustainability strategy is aligned with **the United Nations' Sustainable Development Goals** (SDGs) and in this regard **ROADIS**' contribution to 8 of the 17 goals is noteworthy.

From an **operational standpoint,** as a company we are co-responsible along with the local **governments** for **transforming** the society in which we live. Internally, we have also developed **training** and **awareness plans** at all levels, offering workshops on our **cultural model** and how it is connected to the concept of **sustainable development,** as well as internal communication campaigns.

OUR LINES OF WORK

I invite you to read this report. In these pages you will learn about our business model and **ROADIS'** performance in **2021**. In addition, as I mentioned earlier, you will have the chance to learn more about our **sustainability** strategy, which is structured around five main **themes**: responsible culture, good governance and compliance, engaged professionals, citizenship progress and environmental care. You will also read about some of the initiatives that demonstrate our commitment to **community development** in support of economic growth, social well-being and environmental protection.

We are optimistic about **2022** and confident that we are moving ever closer to the end of the **COVID-19** crisis. We at **ROADIS** will continue working hard, committed to sustainability and excellence, prepared for the challenges that lie ahead and striving, as always, for a better world.

José Antonio Labarra

Chief Executive Officer – ROADIS Transportation Holding, S.L.U.

ROADIS: INTERNATIONAL INFRASTRUCTURE OPERATOR AND INVESTOR

We are a PSP Investments platform dedicated to developing, operating and managing highways all over the world.

(102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-10, 102-45)

We are ROADIS Transportation Holding, S.L.U., a multinational company that manages, administers, operates and invests in public infrastructure concessions, primarily highways. We are a global benchmark in our field for the development, operation and management of transport infrastructure assets.

As a global company, our mission is to create value in the communities where we operate through profitable investment and management of major transport infrastructure projects. We defend the integrity of people, compliance with the law, diversity and collaboration as our core values. We seek excellence, efficiency and sustainability and we uphold our commitment to the environment and to the safety of our teams and our users.

The headquarters of ROADIS Group is located in Madrid (ROADIS HQ) and from here we supervise and manage our business in the six countries (on three different continents) where we are present.

India

4 highways

707 Km

- Panijpat Jalandar NH1 Tollway Private Ltd. (61%)
- Soma Indus Varanasi Aurangabad Tollway NH2 Private Ltd. (50%)
- Surat Hazira NH6 Tollway Private Ltd. (78.23%)
- Kishangarh Beawar NH8 Tollway Private Ltd. (50%)

Brazil

1 highway

681 Km

- Viabahía Concessionaria de Rodovias, S.A. (100%)

Mexico

2 highways

163 Km

- Concesionaria Autopista Monterrey-Saltillo, S. A. de C.V. (100%)
- VIAS Administración y Logística S.A. de C.V. (100%)
- Concesionaria Autopista Perote Xalapa (100%)
- Operadora Autopista Perote-Xalapa, S.A. de C.V. (100%)

Spain

1 highway

64 Km

- Sociedad Concesionaria Autovía A-4 Madrid, S.A. (51.25%)

Portugal

2 highways

272 Km

- Auto Estradas do Atlántico (50%)
- Auto Estradas do Oeste (65%)

In addition to the countries included in the table above, we also have a business development unit in the United States with a team of three people.

Founded as a Sole Shareholder Limited Company (S.L.U. in Spanish), ROADIS Transportation Holding, S.L.U. is the parent company of a group of companies whose core business is highway operation.

Our sole shareholder is PSP Investments, a Canadian investment fund operating in more than 75 countries. Founded in 1999, PSP is one of Canada's largest investment fund managers for public pension plans. It currently manages a diversified global portfolio encompassing 75 industrial sectors.

Our customers are the granting authorities of the concessions, mainly public administrations, as well as the users of the roads and highways that we operate and manage.

All information relating to ROADIS' subsidiaries, joint ventures and partners on December 31st, 2021, as well as the percentages of ownership interests in the various companies, can be found in Annexes I and II, respectively, of the Consolidated Financial Statements for the current year. The information contained in this report refers to all the Group's subsidiaries, irrespective of the consolidation method, i.e. it includes both subsidiaries controlled by the Group and the joint ventures in which it participates.

MAIN KEY FIGURES (1)

(102-7)

We have more than 2,000 employees, 1,887 kilometers of managed highways, over €3.6 billion in total investment and a presence in six key countries on three continents.

Economic indicators (1)	2021	2020
No. of concessions (2)	10	10
Km managed (2)	1,887	1,887
Traffic (AADT)	178,322	155,377
No. employees	2,213	1,880
Investment (€M) (2)	3,638	3,551
Revenue (€M)	503	445
EBITDA (€M)	233	211

(1) Includes information on all companies controlled by the Group as well as joint ventures, without considering proportionality.
(2) The figures for 2021 and 2020 include the Panipat Jalandar NH1 Tollway Private Limited project. See Note 8 of the Notes to the Consolidated Annual Accounts for details on the status of the concession.

2021 PERFORMANCE

Managing toll roads is the Group's core business. The Annual Average Daily Traffic (AADT) - the main indicator of the level of activity - shows an increase of 14.77% in 2021 to 178,322 vehicles, positively impacting the Group's revenue, which in 2020 was negatively affected by COVID-19 pandemic, as explained in the section titled "Impact of COVID-19 on the business". When we compare AADT figures in 2021 versus 2019, we see that the Group's traffic levels are now only 5.3% below pre-pandemic levels, confirming the gradual global recovery.

In 2021, traffic levels on all the Group's toll road concessions were as follows, by country:

Toll roads	Km	AADT 2021	% variation 2021 - 2020	Average tariff increase (%)
India (*)	707	45,433	9.20%	3.61%
Brazil	681	12,873	5.27%	-15.22%
Mexico	163	15,950	23.00%	3.30%
Spain	64	80,229	19.76%	0.00%
Portugal	272	23,837	10.43%	0.00%
TOTAL	**1,887**	**178,322**	**14.77%**	

(*) The Km figure includes the Panipat Jalandar NH1 Tollway Private Limited project. Note 8 of the Notes to the Consolidated Annual Accounts provides details on the status of the concession.

INDIA

India is a strategic market for ROADIS. Our company is one of the leading foreign managers of toll road concessions in this country, where we currently have a portfolio of 707 kilometers of toll roads spread over four projects: NH1, NH2, NH6 and NH8, all awarded by the National Highway Authority of India (NHAI).

PANIPAT JALANDAR NH ONE TOLLWAY PRIVATE LTD. (NH1)

This is a concession for the widening, upgrading, operation and maintenance of an existing toll road in India covering a 291.1 km stretch of road. The concession was granted by the National Highways Authority of India (NHAI). The concession operates under a real tolling framework. It involves a large section of the main road linking India's capital Delhi to the towns in the northern state of Punjab (Ludhiana and Jalandhar), thus forming part of the main road linking the capital with the northern states and the international border with Pakistan. It crosses the states of Haryana and Punjab.

The concession was awarded in May 2008. Widening and resurfacing work began in 2009. The concession is a "brownfield" project and therefore started to generate revenue even before the full investment had been made. The Provisional Certificate of Operation Date (PCOD) was obtained in September 2015.

The 291.1 km stretch of road represents 41% of ROADIS' portfolio in India and 15% of ROADIS Group's total portfolio in kilometers. ROADIS holds a 61% interest in the project. SOMA Group is our partner in the project.

Note 8 of the Notes to the Consolidated Annual Accounts provides details on the status of the concession.

SOMA INDUS VARANASI AURANGABAD TOLLWAY PRIVATE LTD. (NH2)

This is a concession for the widening, upgrading, operation and maintenance of an existing toll road in India covering a 192.4 km stretch of road. The concession was granted by the National Highways Authority of India (NHAI). The concession operates under a real tolling framework. This concession is part of the Delhi-Kolkata motorway which connects the city of Aurangabad, in the state of Bihar, with Varanasi, in Uttar Pradesh. Apart from Varanasi's importance as one of India's pilgrimage sites, it is an area surrounded by coal and sand mining factories with high heavy vehicle traffic levels.

The concession was awarded in July 2010. The Company commenced the widening and upgrading work on this brownfield project concession in October 2011, when the bulk of the work was still pending but the project was generating revenue. A 113 km section of road (out of 192 km) was completed in 2019.

The 192.4 km stretch of road represents 27% of ROADIS' portfolio in India and 10% of the ROADIS Group's total portfolio in kilometers. ROADIS holds a 50% interest in the project. SOMA Group is our partner in the project. The operational information shown below is for 100% of the interest.

Like other assets in this country, in 2020 the concession was greatly impacted by the COVID-19 pandemic. However, the situation began to improve significantly in May 2020, but this was thwarted by the appearance of a second wave that had a significant impact during the second quarter of 2021. Following the second wave, traffic levels remained -7% below what they were in 2019, before the pandemic.

If we compare the 12-month average traffic in December 2021 with the same period in 2020, what we see is that light and heavy traffic was down by 13% and 9%, respectively. In December 2021, toll revenue stood at €52.1 million, which represents an increase of 1% compared to 2020. The recovery of traffic has been weighted down by the tightening of HGV surveillance, as well the depreciation of the Indian rupee against the euro.

SURAT HAZIRA NH6 TOLLWAY PRIVATE LTD. (NH6)

This is a concession to widen, repair, operate and maintain an existing toll road in India covering a 131.5 km stretch of road under a concession granted by the National Highways Authority of India (NHAI). The concession operates under a real tolling framework. The concession is part of the Hazira-Kolkata corridor which connects the west coast of India to the east coast, passing through the states of Gujarat, Maharashtra, Chhattisgarh, Orissa and Bengal. Specifically, ROADIS' part of the NH6 concession is a section of the corridor located entirely in the state of Gujarat, extending from the Maharashtra state border to the port of Hazira. In addition to linking the city of Surat (India's eighth most populated city and the state's second largest after Ahmedabad), this section of road connects to the Hazira Port, a critical commercial and industrial port along the industrial corridor stretching from Delhi to Mumbai.

The concession was awarded in May 2009. The Provisional Certificate of Operation Date (PCOD) was obtained in August 2015, when tolls first started being charged.

The 131.5 km stretch of road represents 19% of ROADIS' portfolio in India and 7% of the ROADIS Group's total portfolio in kilometers. ROADIS holds a 78.23% interest in the project, but the following operational information is shown for 100% of the project. SOMA Group is our partner in the project.

By December 2021, the company experienced a 15% increase in traffic revenue in the local currency compared to the same period in 2020, or 11% at the euro equivalent, due to the depreciation of the Indian rupee against the euro. In December 2021, toll revenue stood at €21.1 million. The 12-month average traffic as of December 2021 was up by 3% overall; for light vehicles it was up by 1% and 6% for heavy vehicles, compared to the period ending in December 2020.

In terms of traffic, there has been a 18% reduction in total traffic levels compared to 2019 due to the mandatory implementation of electronic payments in the first quarter of 2020, which removed the exemption from payment for local vehicles. This led to a considerable reduction in local exempted traffic, with vehicles opting to exit the road to avoid paying the full toll, resulting in a reduction in total traffic but not in paying traffic. So, whilst total traffic is down for this reason, revenues have not been affected.

KISHANGARH BEAWAR NH8 TOLLWAY PRIVATE LTD. (NH8)

This is a concession to build, operate and maintain an existing toll road in India covering a 92 km stretch of road under a concession granted by the National Highways Authority of India (NHAI). The concession operates under a real tolling framework. NH8 is part of the Ajmer-Jaipur highway, the most important highway in the state of Rajasthan, 350 km southwest of Delhi. It is located in the state of Rajasthan and connects the cities of Kishangarh (population: 154,000), Ajmer (population: 543,000) and Beawar (population: 342,000). It is one of the main regions in central India where cement and other construction materials are produced.

The concession was awarded in May 2009. The Provisional Certificate of Operation Date (PCOD) was obtained in April 2015, when tolls first started being charged.

The 92 km stretch of road represents 13% of ROADIS' portfolio in India and 5% of the ROADIS Group's total portfolio in kilometers. ROADIS holds a 50% stake in the project, but the following operational information is shown for 100% of the project. SOMA Group is our partner in the project.

By December 2021, the company has experienced a 14% increase in traffic revenue in the local currency compared to the same period in 2020, or 10% at the euro equivalent, due to the depreciation of the Indian rupee against the euro. In December 2021, toll revenue totaled €25.9 million. The 12-month average traffic in December 2021 was down by 12% overall; for light vehicles it was down by 15% and 8% for heavy vehicles, compared to the period ended in December 2020. Despite the impact of the second COVID-19 wave in the second quarter of 2021, the Company saw a significant recovery in traffic levels to 4% above the 2019 financial year.

ESPAÑA

PORTUGAL

In Europe, ROADIS currently manages one asset in Spain and two in Portugal.

SOCIEDAD CONCESIONARIA AUTOVÍA A-4 MADRID, S.A. (A4)

This is a concession to improve, enlarge and maintain an existing motorway (a section of the A-4) in Spain covering a 64 km stretch of road granted by the Ministry of Public Works. The concession operates under a shadow toll framework. This concession is the initial part of the Madrid-Andalusia link road, which connects the capital (Madrid) with the southern part of the country.

The concession was awarded in December 2007. It was partially commissioned in 2010 and was fully operational on December 31st, 2011.

The 64 km stretch represents 3% of the total kilometers in ROADIS Group's portfolio. ROADIS holds a 51.25% stake in the project (including the economic and voting rights of the partner Eyser, which has a 2.5% stake). The following operational information is shown for 100% of the stake. Conelsan Infrastructures is the other partner in the project.

If we compare the average traffic for the 12-month period ending in December 2021 with the same period in 2020, we see that total traffic has grown by 20%, mainly due to an increase in light traffic, which was up by 22%, and a 9% increase in heavy vehicle traffic. Despite the recovery experienced during 2021, traffic is still 7% below pre-pandemic levels, mainly due to the successive waves of COVID-19 in 2021 which have affected light vehicle traffic the most (-9% compared to 2019). This trend is the opposite of what is happening with heavy vehicles, which in 2021 is 1% higher than the traffic recorded in 2019. This is because there have been no restrictions on freight transport, coupled with a boom in e-commerce, which has led to greater flows heavy traffic. By December 2021, traffic revenues totaled €16.7 million.

As a result of the financial situation of the project, it was possible to pay €0.4 million in dividends to shareholders.

AUTO - ESTRADAS DO LITORAL OESTE, S.A. (AELO)

This is a concession for the construction, extension, operation and maintenance of several sections of toll roads in Portugal covering a total of 102 km granted by Infraestructuras de Portugal (IP). The concession operates under an availability-based toll framework. It covers a section running from the west coast of Portugal to the interior. It comprises a series of motorways connecting the main north-south roads, including the A1, A8 and A17 in the Leiria region, one of Portugal's most important tourist areas.

The concession was awarded in February 2009 and became operational in 2012, although it was not fully operational until 2014.

The 102 km stretch represents 38% of ROADIS' portfolio in Portugal and 5% of the ROADIS Group's total portfolio in kilometers. ROADIS holds a 65% interest in the project, but the following operational information is shown for 100% of the project. BRISA and TIIC are the project partners.

If we compare the average traffic for the 12-month period ending in December 2021 with the same period in 2020, we see that total traffic has grown by 8%. This increase is due to the easing of the restrictive measures put in place to control the pandemic in 2021 compared to 2020. However, because of the successive waves experienced by the country in 2021, traffic in the 12-month period was 8% below 2019 levels. Even so, because this is a mostly an availability-based project, the impact of these figures on the project’s financial situation was very limited.

As a result of the financial situation of the project, it was possible to pay €9.1 million in dividends to shareholders.

AUTO - ESTRADAS DO ATLÂNTICO - CONCESSÕES RODOVIÁRIAS S.A. (AEA)

This is a concession to build, operate and manage two sections of toll roads (A8 and A15) in the west of Portugal, covering a total of 170 km under a real toll framework. The Portuguese State is the concession holder. The A8 is a key motorway in Portugal's economic corridor between Lisbon and Porto, acting as a main link for those travelling to Lisbon from the suburbs. The A15 links the cities of Caldas da Rainha and Santarem, acting as an alternative north-south route.

The concession was awarded in December 1998 and became operational in October 2001 (section A8) and in March 2002 (section A15).

The 170 km stretch of road represents 62% of the ROADIS' portfolio in Portugal and 9% of the total kilometers in the ROADIS Group's portfolio. ROADIS holds a 50% interest in the project, but the following operational information is shown for 100% of the project. BRISA is the project partner.

In March 2021, AEA's holding company (ROADIS Portuguesa de Infraestructuras, S.L.U.) signed a €92 million non-recourse financing agreement with Munich RE Group companies (managed by MEAG) with the project's future cash flows as collateral. As a result, €80.8 million were distributed to the Group's parent company.

Revenues generated by traffic in December 2021 totaled €64.7 million, an increase of 12% compared to December 2020. This increase is the result of a rise in both light (12%) and heavy (8%) traffic. As in AELO, the easing of restrictive measures put in place to control the COVID-19 public health crisis is the reason for both increases. However, because of the successive waves that occurred in 2021, road traffic is still -14% below 2019 levels.

Nevertheless, as a result of the project’s financial situation it was possible to pay out €30.2 million in dividends to shareholders.

North America is a strategic region for ROADIS, where we currently have operations in Mexico and the United States. In Mexico we own and operate two assets in two of the country's key corridors. In the United States, following the sale of the transmission line in which the Group had a stake in (Wind Energy Transmission Texas LLC), we have a local presence in several metropolitan areas where business development teams are pursuing new opportunities in toll road projects.

MÉXICO

CONCESIONARIA AUTOPISTA MONTERREY-SALTILLO, S.A. DE C.V. (CAMS).

This is a concession granted by the Ministry of Communications and Transport (SCT) for the construction, operation and maintenance of a toll road in Mexico (Monterrey-Saltillo) that originally covered a 95.13 km stretch of road. ROADIS and the Mexican government reached an agreement in November 2019 for the construction and operation of the Santa Catarina Viaduct, a 7.9km section of the Monterrey-Saltillo highway from the end of the road to the city of Monterrey, extending the length of the concession to a total of 103km. The concession operates under a real tolling framework. It is a high-capacity motorway designed to improve the road connecting these two cities in the northern part of the country: Saltillo, capital of the state of Coahuila de Zaragoza, and Monterrey, the most populated city and capital of the state of Nuevo Leon. This highway serves a population of more than five million inhabitants in the metropolitan areas of these cities, where some of the country's key industrial centers are also located.

The concession was awarded in November 2006. The concession was operational in November 2011, and construction of the Santa Catarina viaduct is expected to be completed by the end of 2022.

The 103 km section represents 63% of ROADIS' portfolio in Mexico and 5% of the ROADIS Group's total portfolio in kilometers. ROADIS holds a 100% interest in the project.

In 2021, operating revenue increased by 23% in local currency, thanks to the recovery of pre-pandemic traffic levels following the first wave of COVID-19 in 2020, along with a rate increase. In addition, the euro equivalent is lower due to the depreciation of the Mexican peso against the euro. By December 2021, toll revenues totaled €58.8 million (up 25% compared to the same period in 2020).

By December 2021, the 12-month average traffic for light vehicles was up by 32% and by 14% for heavy vehicles. Traffic improved considerably compared to 2020, which was weighed down by the impact of the public health crisis, but without yet returning to the levels recorded in 2019 (6% less in total traffic, 11% less for light vehicles while heavy vehicles recovered to 2019 levels).

Nevertheless, as a result of the project's financial situation it was possible to pay out 229 million Mexican pesos in dividends.

CONCESIONARIA AUTOPISTA PEROTE XALAPA (COPEXA)

This is a concession awarded by the Ministry of Communications and Transport (SCT) to build, operate and manage two sections of a toll highway in Mexico (Perote-Banderilla and Libramiento de Xalapa), totaling 60 km. The concession operates under a real tolling framework. It is the fastest and most modern road in the state of Veracruz. It is a four-lane highway designed to maintain traffic flowing and reduce travel times and costs between Mexico City and Veracruz.

The concession was awarded in February 2008. It was partially launched in July 2012 and became fully operational in December 2012.

The 60 km highway section represents 37% of ROADIS' portfolio in Mexico and 3% of the ROADIS Group's total portfolio in kilometers.

On June 25th, 2021, ROADIS signed a share purchase agreement with the owner of the remaining 50% interest in the project to acquire 100% of the project. The agreement was subject to certain conditions precedent to the completion of the transaction, which were fulfilled in October 2021.

In 2021, operating revenue grew by 25% in local currency, because of the increase in traffic levels following the recovery from the first wave of COVID-19 in 2020, as well as the higher predominance of heavy vehicles in the traffic mix and a rate increase. In addition, the euro equivalent is lower due to the depreciation of the Mexican peso against the euro. By December 2021, toll revenues totaled €33.3 million (up 27% compared to the same period in 2020).

The 12-month average traffic as of December 2021 increased by 30% for light vehicles and 15% for heavy vehicles, accounting for a total increase in traffic of 24% compared to the same period in 2020. The public health crisis had the greatest impact on traffic during the second quarter of 2020. After that, traffic levels have gradually recovered and even increased due to the fact that total traffic was 4% higher than the annual average for 2019.

BRASIL

Ranking 56th out of 160 countries in terms of the quality of its infrastructure, Brazil represents an important growth opportunity due to its infrastructure needs.

VIABAHIA CONCESSIONARIA DE RODOVIAS, S.A. (VIABAHÍA)

This is a concession awarded by Agencia Nacional de Transporte Terrestre (ANTT) for the rehabilitation, operation and maintenance of an existing toll road in Brazil covering a stretch of 681 km. The concession operates under a real tolling framework. It includes: the BR-324 which connects Salvador de Bahia to Feira de Santana; a section of BR-116, between Feira de Santana and the border between Bahia and Minas Gerais; BA-526, an important access road to the Salvador international airport; and the BR-324 road to the Aratu Naval Base. Salvador is the capital of the state of Bahia and its main economic and administrative center. It is also one of the most visited tourist destinations in Brazil and an important commercial port. Feira de Santana is an important industrial and agricultural area located 115 km northwest of Salvador. BR-116 is a road that runs north-south through Brazil for 4,610 km, parallel to the coast, from Fortaleza to the border with Uruguay. It is mainly used as a cargo corridor, particularly agricultural products enroute to various Atlantic ports in Bahia and other states.

The concession was awarded in September 2009. The concession is a "brownfield project", so the Company started working on the existing section in 2010, when most of the pending work, which consisted of widening and improvement of the road, was still pending.

The 681 km section represents 36% of the ROADIS Group's total portfolio in kilometers. ROADIS holds a 100% interest in the project.

In 2021, traffic revenues in local currency remained stable compared to 2020. Total traffic levels were up by 5% (5% for light vehicles and 6% for heavy vehicles), which has partially offset the impact of the rate reduction. Euro equivalent traffic revenue was lower due to the depreciation of the Brazilian real against the euro. By December 2021, toll revenue stood at €55.1 million (down 9% compared to 2020). Compared to 2019, traffic revenue remained stable. This was possible because the public health crisis did not have a material impact on the project, with traffic levels only 1% lower than in 2019, with a higher preponderance of heavy vehicles in the traffic mix. This also offset the negative impact of the rate reduction.

BUSINESS IMPACT OF COVID-19

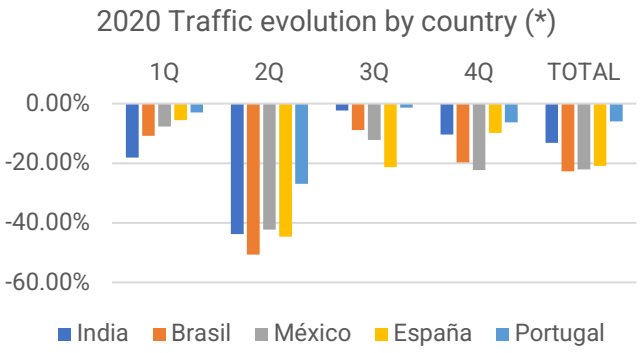
2020 was heavily impacted by the COVID-19 pandemic. An unprecedented global pandemic that saw measures being taken by governments around the world to reduce social contact and mobility, resulting in stagnant economic growth and uncertain recovery prospects. In some countries, successive waves of COVID-19 in 2021 have slowed the economic recovery that was expected at the beginning of the mass vaccination campaign.

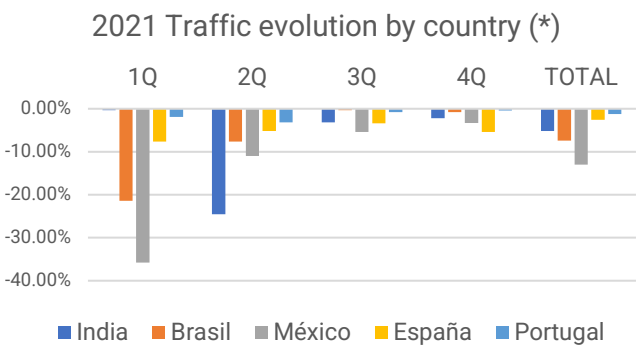
The COVID-19 pandemic has led to a change in the focus of our corporate responsibility strategy at ROADIS. From the beginning, we understood that specific measures should be adopted in developing countries, since the human impact would be greater due to their circumstances. As lockdown measures have progressively evolved around the world, we have applied the lessons learned from the first countries which experienced lockdowns.

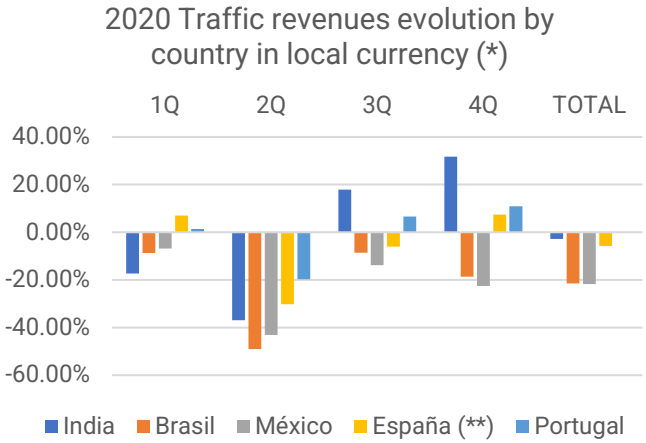
Operationally, the COVID-19 pandemic began to have an impact on ROADIS' assets in late March and early April 2020, with a gradual and steady recovery from May 2020 until the last quarter of the year when the second wave impacted the recovery, especially in Europe. In 2021, Europe was hit by three new waves and India was hit hard by a second wave in the second quarter of the year with dramatic economic and social consequences. Notably, by the end of 2021, the newly detected variant of the virus, much more contagious than the previous ones, is having a severe impact in Europe and spreading rapidly to other geographical regions. The evolution and impact of this new variant is still unknown.

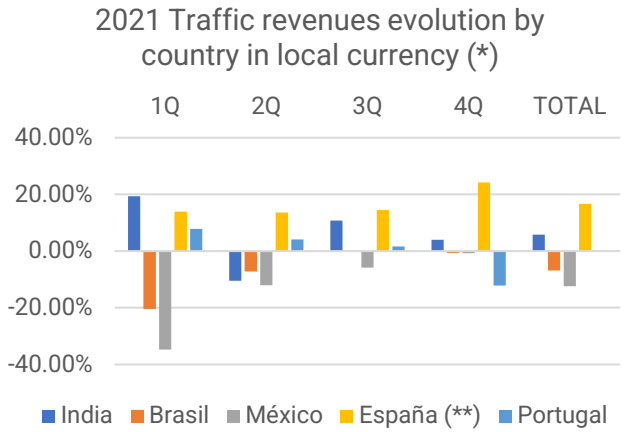
In 2020, our projects in India, Spain and Portugal were heavily impacted by local governments imposing measures such as strict lockdowns and imposing restrictions on people's mobility that negatively impacted ROADIS' assets. In 2021, there has been a recovery compared to 2020, although successive waves of COVID-19, with more lockdowns and mobility restrictions, albeit less severe than in 2020, have prevented a return to pre-pandemic levels. As for the impact of the imposed measures on traffic and revenue in 2021, it should be noted that they have generally been less severe than the ones applied in 2020, mainly focused on the following:

- There were mobility restrictions in both Spain and Portugal in 2021 to slow the spread of successive waves of COVID-19 and this also had an impact on traffic, but to a lesser extent than before.
- In India, new lockdown measures were imposed in the second quarter of the year to slow the spread during the second wave of the pandemic.









(*) Compared to the same quarter of 2019.

(**) Does not include revenue from traffic indicators established in the concession agreement.

Due to the reduction in traffic, the assets' operating flows were also affected, mainly in 2020 but also in 2021. To adapt to this new situation, certain mitigation measures were implemented in 2021:

- Deferral of non-essential fixed asset investments without compromising user safety.
- Re-estimation of the construction work schedule.
- Corporate cost containment and suspension of business travel. These measures were adopted maintaining the total number of employees and incurring additional costs to provide employees with the necessary protective equipment.

How the public health crisis caused by COVID-19 will affect ROADIS in the future will depend on the duration and evolution of the pandemic in the countries where we operate. New waves, new strains of the virus and the pace of vaccine administration will be determining factors.

By type of business, the medium-term impact on transport infrastructures will depend on the evolution of four factors that could change mobility and consumption patterns:

- Crisis generated by the economic standstill and its expected duration.
- Increase in remote working.
- Promotion of e-commerce and its impact on the shipping and commercial vehicle business. The impact on distribution will be positive in this case given the development of logistics and delivery services.
- Social distancing measures to modify people's movement, at least in the short term, if there is a public health risk.

These trends and uncertainties about the future have been considered by the Group when analyzing future cash requirements. The scenarios considered envision a progressive recovery in 2022, in some cases reaching pre-pandemic levels. The conclusion drawn from the analysis is that the available resources are still sufficient to meet the commitments and therefore, based on the available information, there is no doubt about the company's ability to continue operating under the going concern principle.

The long-term risks we face were addressed by including these future trends in the projected cash flows. The impairment tests were conducted using cash flow projections impacted by the effects of the gradual recovery of traffic and traffic revenue in 2022. The conclusion drawn from this exercise, based on the information available to date, is that the COVID-19 crisis has not caused significant impairment of the long-term value of the assets.

SUSTAINABILITY, A CORNERSTONE AT ROADIS

We take responsibility for our own development and strive to have a positive impact on people, the environment and society at large.

OUR APPROACH TO SUSTAINABILITY

(103-2)

At ROADIS, we want to be part of the transition to a more sustainable business world and make the most of the business opportunities that ESG (environmental, social and governance) and the market have to offer.

Much of our effort is focused on responding to the challenges around us by leading infrastructure projects and profitable investments that generate economic growth, contribute to social wellbeing and focus on environmental conservation without compromising the rights, needs and opportunities of future generations.

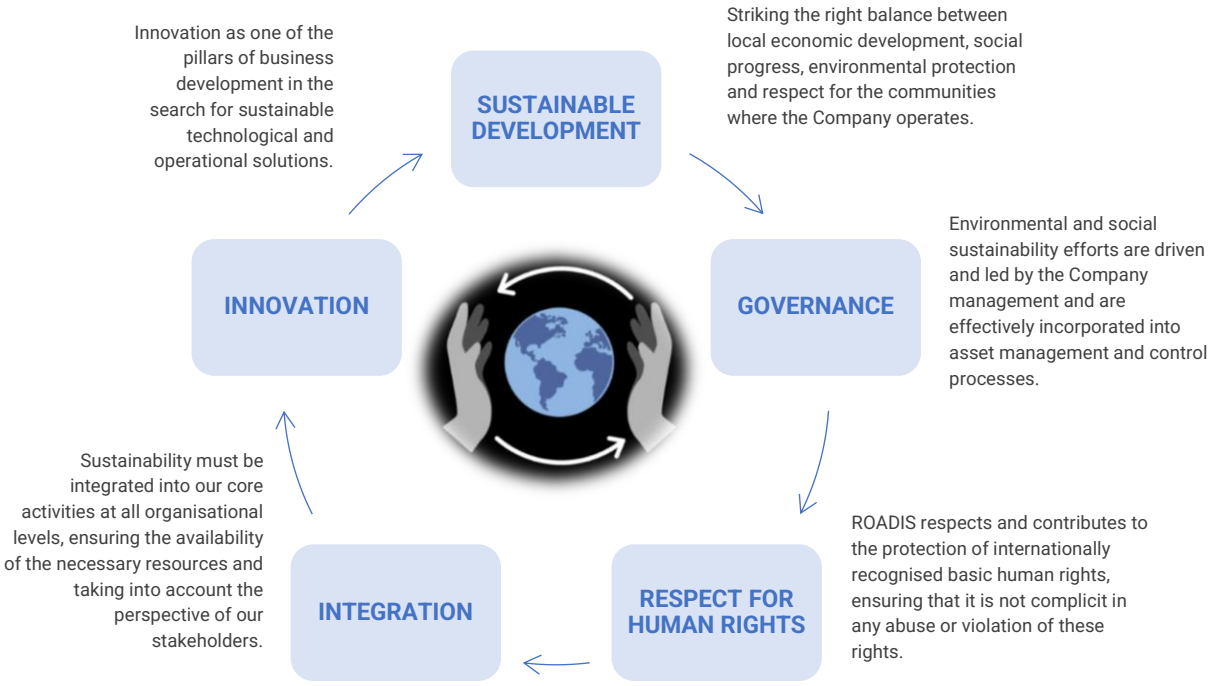
Our commitment to sustainability is based on the concept of "sustainable development". Our sustainability strategy is aligned with the United Nations' Sustainable Development Goals (SDGs).

As a further step on our journey to integrate sustainability into all areas and facets of our business, in 2021 we developed a Sustainability Policy that sets out the overall strategic framework for sustainable management at ROADIS. The Sustainability Policy applies to all employees and managers working at ROADIS' corporate offices and ROADIS' intermediate holding companies and wholly owned holding companies. The policy ensures that all activities are carried out in accordance with national and international regulations and standards, while promoting long-term value creation for the communities where ROADIS is present.

We also stay abreast of the most relevant sustainability initiatives at the international level in order to incorporate the most relevant standards in the sector.

Due to the cross-cutting nature of sustainability, we expect all employees to play an active role in the adoption of practices and procedures that contribute to an increasingly sustainable management system.

The guiding principles of this Sustainability Policy are as follows:



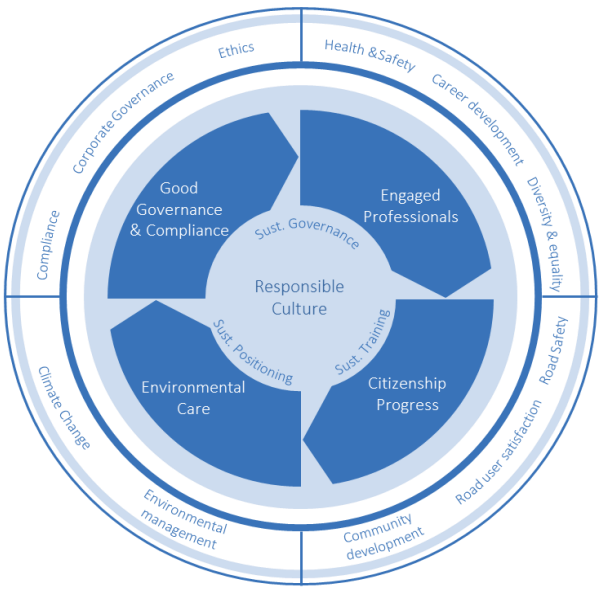
The 2020-2023 Sustainability Master Plan is underpinned by five vectors that define the strategic framework and roadmap for the sustainable management of ROADIS.

The vectors are: Responsible Culture, Good Governance and Compliance, Engaged Professionals, Citizenship Progress and Environmental Care.

SUSTAINABILITY MASTER PLAN

Each one of these vectors in turn encompasses a series of strategic lines which are essential to integrating sustainability at all levels of the organization and the business.

The Plan's work objectives for developing the five strategic vectors are set each year and reviewed quarterly.



In 2021, the following objectives have been achieved:

- Development of the Sustainability Policy;
- Design of Sustainability Governance;
- Establishment and monitoring of ESG objectives and metrics;
- Development of the corporate culture program, implementation of specific programs and employee training;
- Updating the compliance system and procedures;
- ESG risk monitoring and management;
- Development of the Human Rights Policy;
- Design and implementation of the Supplier Code of Ethics;
- New health and safety initiatives and ISO 45001 certification;
- Implementation of work-life balance initiatives;
- Workplace climate survey;
- Implementation of training and capacity-building programs;
- Implementation of road safety improvement initiatives;
- Development of a corporate digital tool for processing non-financial information (ESG; road safety; health and safety);
- Development of user-focused initiatives and awareness-raising campaigns;
- Design of the Community Development Guidelines;
- Inclusion of sustainability initiatives in the innovation program;
- Corporate measurement and monitoring of carbon emissions;
- Implementation of actions in line with the Cybersecurity Plan, consisting of 30 initiatives related to different aspects of cybersecurity such as training, implementation of specific recommendations for the Cybersecurity Plan and systems auditing.

SUSTAINABILITY GOVERNANCE AT ROADIS

(102-26)

To ensure the integration of sustainability at all levels of the Company, we have designed a robust governance structure for the implementation of the Sustainability Policy that facilitates decision-making, defines specific objectives, tracks the performance of sustainability-related aspects, ensures accountability, and gets the entire Company involved and strengthens relations with external stakeholders.

The roles and responsibilities related to sustainability are structured as follows:

- The Board of Directors, which is the sponsor of sustainability within the Company and the body responsible for approving the Sustainability Policy and any amendments to it.
- The Executive Committee, which acts as an overseer of management and is responsible for ensuring effective implementation of the Sustainability Policy.
- The Sustainability Commission acts as an internal advisor on ESG issues and is responsible for aligning actions at the strategic level.

SUSTAINABILITY COMMISSION

Although the Sustainability Commission had already been established at the end of 2021, its work will begin in January 2022 and it will be responsible for:

- Acting as an internal advisor on sustainability and aligning actions at the strategic level;
- Designing and updating the Sustainability Policy and any other sustainability-related policies and strategies;
- Establishing and monitoring relevant management indicators and proposing improvements;
- Coordinating and monitoring the Company's ESG performance;
- Designing and promoting communication, awareness and training programs;
- Ensuring effective coordination with other Committees and other bodies to reinforce ROADIS' commitment to sustainability;
- Providing information and regular updates to the ROADIS Executive Committee on issues under its scope.

The Sustainability Commission meets periodically to address the issues entrusted to it and is made up of the following permanent members:

- CEO of ROADIS, who acts as Commission Chairman.
- The Director of the Centre of Excellence.
- The Director of the Legal Department.

- The Director of Communications.
- The Director of Human Resources.
- The heads of the business units.

WE LISTEN TO OUR STAKEHOLDERS

(102-40, 102-42, 102-43, 102-44)

At ROADIS, we believe that one of the keys to creating shared value is having a good relationship with our stakeholders and in order for that to happen, transparency is fundamental. To that end, we strive to build trust and credibility with our stakeholders.

Our Sustainability Policy reflects our commitment to identifying, analyzing and meeting our stakeholders' expectations.

We believe that communication is essential and our efforts in this regard are designed to:

- Disseminate relevant, truthful and accurate information at all times.
- Promote transparency by preparing and publishing financial and non-financial information on our business activities each year, according to generally accepted methodologies, with all information subject to independent external verification.

We aim to maintain a constant dialogue with our stakeholders through multiple channels, such as the media, social media, noticeboards, websites and newsletters.

Throughout the year there were actions focused on providing our stakeholders with the information they request, such as awareness-raising campaigns, regular meetings, seminars and the publication of news and reports.

To measure their satisfaction, we conduct surveys and share the results with them.

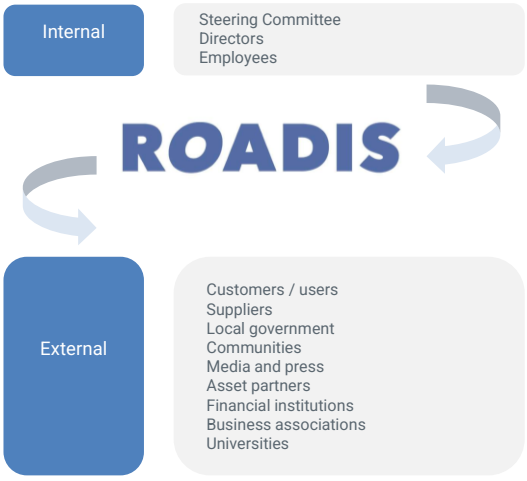
In 2021, as part of our commitment to listening to stakeholders, we conducted a new materiality analysis.

STAKEHOLDER IDENTIFICATION AND DIALOGUE

The first step was to identify the company's most relevant internal and external stakeholders, the results of which are shown below in the materiality section. To do so, we worked with the heads of the different business units, who also advised on the engagement strategy to be used.

This list of stakeholders was also compared with those of other key players in the sector.

Finally, interviews with ROADIS' management representatives and members of the Management Committee were conducted to validate the final proposal.



MATERIALITY AT ROADIS

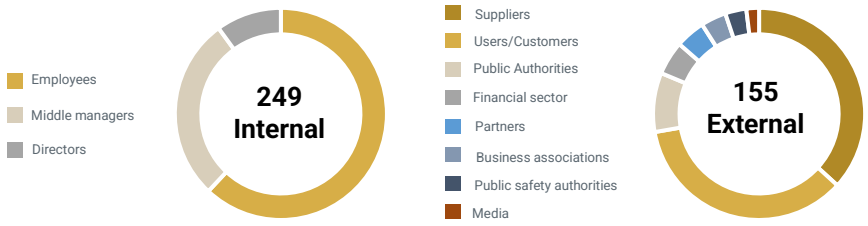
(102-47)

Materiality assessments are strategic tools that help us identify the economic, social and environmental factors that have the greatest impact on our business and our stakeholders.

Since the COVID-19 crisis has radically changed our lives, having an up-to-date materiality matrix is essential to taking informed decisions, making the company more competitive, strengthening transparency and generating shared value for all communities and countries where ROADIS operates.

Representatives from 11 internal and external stakeholders participated in the global analysis conducted in 2021 through an online survey and interviews.

A total of 404 responses were received, 249 from internal stakeholders and 155 from external stakeholders. The breakdown of the responses received from each stakeholder group can be seen on the graph below.



The questionnaire included 36 material issues for participants to evaluate in terms of their importance.

The topics were selected from an initial list of 100, based on frequency and relevance, and then ranked by ESG type.

- 12 environmental issues
- 14 social issues
- 10 governance issues

The response rate was excellent (>70%).

In addition to the responses obtained directly from survey participants, certain issues were prioritized in order to organize the matrix based on two criteria: (1) macro trends affecting the business world; (2) the importance assigned to a given topic by certain stakeholders.

At ROADIS we will focus and concentrate on the **10 material issues identified** based on the results of the analysis.

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

At ROADIS, we are fully committed to achieving the Sustainable Development Goals (SDGs) approved in 2015 by the United Nations.

In order for our initiatives to contribute to the fulfilment of the 2030 Agenda, not only have we aligned our Sustainability Master Plan with the SDGs, but we have also taken them into account in the design of the Sustainability Policy and the materiality analysis.

MAIN SDGS FOR ROADIS

The 10 material issues were aligned with the SDGs, differentiating between those which the Company has a direct impact, an indirect impact or no impact at all.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
ENVIRONMENTAL																	
Emissions	○	○	●	○	○	○	○	○	○	○	○	○	●	○	○	○	○
Climate change strategy and objectives	○	○	●	○	○	●	●	○	○	○	○	●	●	●	●	○	○
GOVERNANCE																	
Diversity, inclusion and equal opportunities	○	○	○	○	●	○	○	●	○	●	○	○	○	○	○	○	○
Employee and contractor health and safety	○	○	●	○	○	○	○	●	○	○	○	○	○	○	○	○	○
Customer satisfaction	○	○	●	○	○	○	○	○	●	○	○	○	○	○	○	○	○
Road safety	○	○	●	○	○	○	○	○	●	○	○	○	○	○	○	○	○
Emergency programme	○	○	●	○	○	○	○	○	○	○	○	○	●	○	○	○	○
SOCIAL																	
Business ethics	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	●	○
Anti-corruption and bribery	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	●	○
Long-term value creation	○	○	●	○	○	○	○	●	●	○	●	○	●	○	○	●	○

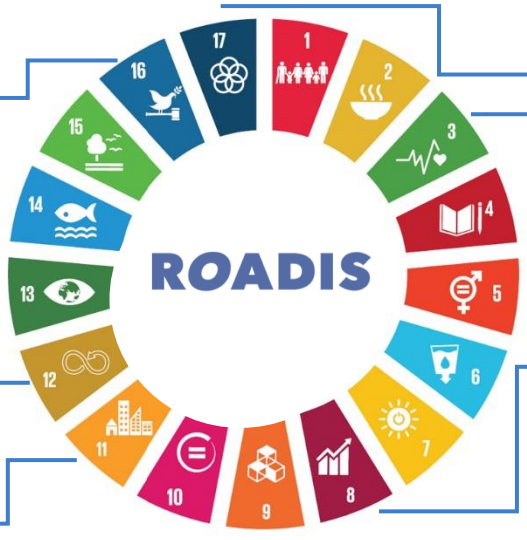
● Direct impact ○ Indirect impact ○ No impact

Transparency, ethics, good governance and regulatory compliance are very important aspects in our sector, and we must ensure that we defend them, including our suppliers.

Road networks have an impact on the climate through the emissions generated by their use and are affected by extreme weather events as well as rising temperatures.

Through circular economy practices we can contribute to the transformation of the current consumption and production model.

Connecting cities contributes to urban development and facilitates the lives of their residents and their ability to



Establishing partnerships and collaborations are initiatives that create synergies whose benefits go beyond the fulfilment of the SDGs.

We protect the health of our employees, the residents of local communities and our users through road safety campaigns. This is a fundamental aspect for ROADIS.

We promote stable, high-quality employment. We contribute to the economic growth of communities through the value generated by infrastructure management.

Innovation is built into our DNA. The ROADIS Innovation Crew fosters a culture of innovation and continuous improvement.

INFORMATION REPORTING

The information we handle allows us to make appropriate decisions for the development of the sustainability strategy at ROADIS. This philosophy, at ROADIS, applies not only to financial and investment decisions, but to all areas of the organization, which also includes sustainability.

That is why, since the end of 2020, we have been working on the development and implementation of an internal information collection and management tool. It aims to improve current data collection systems, facilitate data analysis, streamline reporting, enable better monitoring of initiatives and strengthen internal audit processes.

In addition, during 2021, training sessions were held with those responsible for reporting information in the different countries in order to homogenize criteria and definitions. The training focused on introducing the concept of sustainability and what it implies for ROADIS, introducing the GRI reporting standard and emphasizing the environmental, social and governance indicators that the company reports annually.

TRANSPARENCY AND GOOD GOVERNANCE

We work under the most demanding ethical principles.

ROADIS' PURPOSE AND PRINCIPLES

OUR PRINCIPLES

(103-2)

Our purpose to create value in the communities in which we operate is explained in **four attributes and six principles** that inspire and guide the work at ROADIS.

Our attributes

Ethics

We invest in and manage projects according to the highest ethical principles. Our investors, authorities, users and employees trust us.

Innovation

Our work is the result of a relentless pursuit of excellence and innovation, which go hand in hand in the way we develop our business, policies and processes.

Well-being

Our projects create sustainable value because we foster economic development and social growth (creating jobs and facilitating connectivity). We always respect the environment.

Safety

We develop infrastructure projects that are safe for our users and employees.

At ROADIS we respect, think, speak and behave according to six principles that guide us in our daily work:

- **You can trust us**: because we are ethical and responsible.
- **We work with passion**: we show enthusiasm for what we do and inspire others.
- **We work for people**: we trust and respect them, because people are the heart of our business.
- **We are a team**: a mix of different knowledge, opinions and ideas always achieves better results than individualism.
- **We strive for excellence**: our ability to innovate translates into quality.
- **We try, we learn, we grow**: we set ourselves challenges that foster our personal growth.

MODEL AND PROCEDURES

OUR POLICIES

(103-2)

In order to manage our business in accordance with the six principles that guide our work and our commitments to sustainability, we have a set of common policies and procedures. In this way, we ensure that the ROADIS culture permeates all levels of the organization and is spread consistently across all assets.

Where required by the subject matter, these policies establish due diligence mechanisms so that risks and impacts can be identified, assessed and minimized.

Periodically, the various policies and procedures are reviewed and updated to ensure that they are responsive to stakeholder needs and comply with applicable legislation.

Certain corporate policies are further developed at a local level, without deviating from their basic principles, to adapt them to the reality of each country.

The integration of sustainability in the organization is a multistep process; we are identifying objectives and work areas which require continuous progress. As a result of this exercise, this year we have developed, in addition to the Sustainability Policy, a Human Rights Policy, a Suppliers' Code of Ethics and the Guidelines for Community Development.

ESG	▪ Sustainability Master Plan ▪ Sustainability Policy ▪ Community Development Guidelines
Governance	▪ Code of Conduct ▪ Ethics and Compliance Committee Procedure ▪ Whistleblower Procedure ▪ Information Security Policy ▪ Privacy Policy ▪ Information Assets Management ▪ Use of Technological Resources ▪ Management of Purchases Procedure ▪ Suppliers' Code of Ethics ▪ Anti-Corruption and Bribery Procedure ▪ Internal Audit Charter ▪ Human Rights Policy
Risks	▪ ROADIS Risk Management Program ▪ Corporate Risk Management Policy ▪ Fundamentals of Corporate Risk Management ▪ Risk Evaluation and Assessment Procedure ▪ Crisis and Business Continuity Plan
HUMAN RESOURCES	▪ Human Resources Policy ▪ Health and Safety Policy ▪ Health and Safety Principles ▪ Training Procedure ▪ Training Financing Procedure ▪ Equal Opportunities Plan ▪ Recruitment Policy ▪ Competency Based Assessment
Finance	▪ Delegation of Authorities Policy ▪ Asset Procurement Procedures ▪ Treasury Management ▪ Subsidiary Operating Manual

CORPORATE GOVERNANCE

GOVERNANCE STRUCTURE

(102-18)

ROADIS corporate governance establishes the set of principles and rules that regulate the management, performance and functioning of our governing bodies.

Board of Directors. The Board of Directors is the highest decision-making body at ROADIS, except in matters legally or statutorily reserved to the competence of the General Shareholders' Meeting.

Among its functions are the management, administration and representation of the Company in all acts included in the corporate purpose; as well as the general function of supervising the activity, which includes guiding its policy, controlling and evaluating the management of its committees, as well as the adoption of the most relevant decisions.

The Board meets on a quarterly basis, although extraordinary meetings are held whenever deemed appropriate for the efficient performance of its functions and the smooth running of ROADIS. It is made up of five (5) members (one (1) of whom is a woman); two (2) of whom are proprietary, in addition to the CEO and two (2) independent directors.

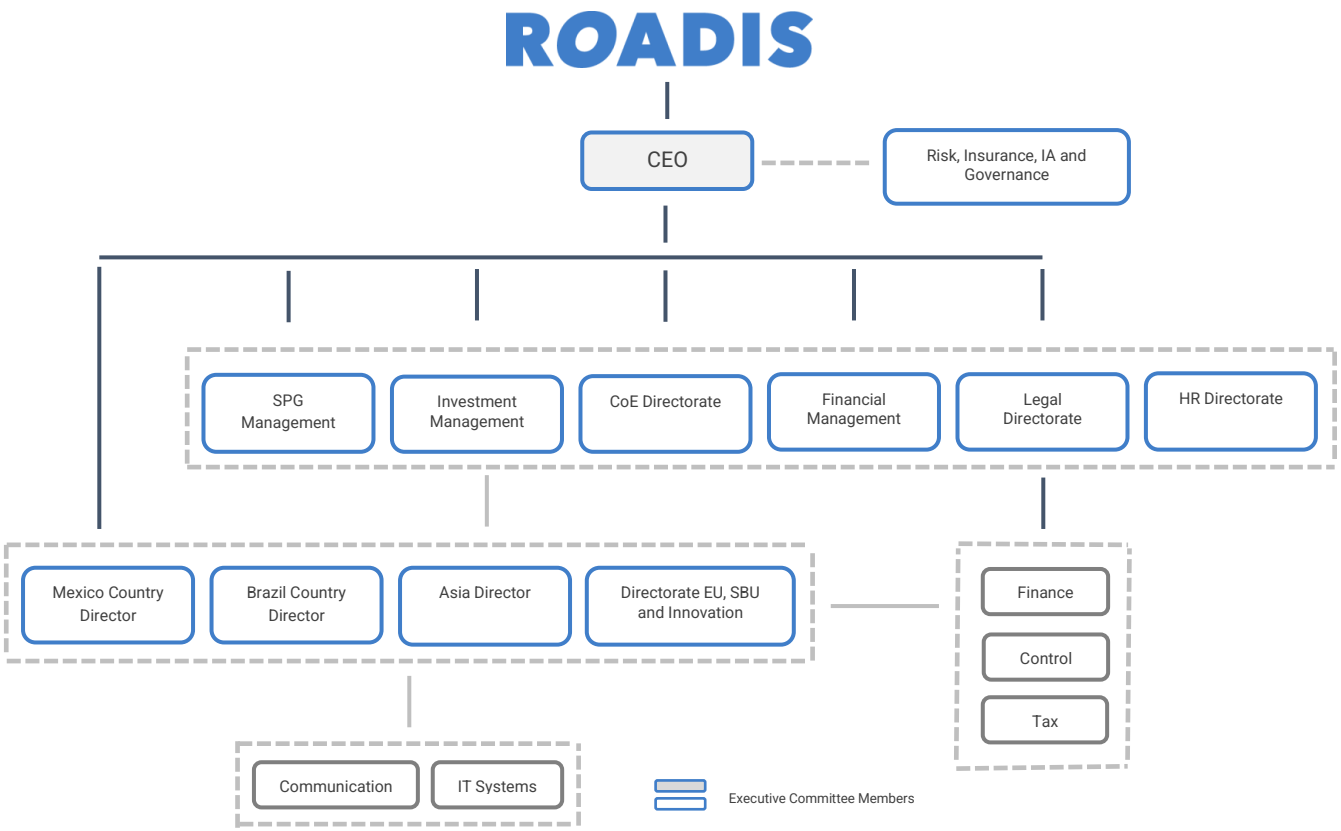
The Board of Directors of ROADIS has set up specific committees to deal with certain significant issues. They have a consultative nature and their functions are informative, supervisory, advisory and propositional.

The committees are entirely made up of Board members and their action is not only to facilitate the decision on matters by means of prior studies of them, but also to reinforce the guarantees of objectivity and reflection with which the Board must approach certain issues.

Executive Committee. The ordinary management of the Company is carried out by the Executive Committee.

It is composed of the CEO and the directors of the Company's corporate departments and Strategic Business Units, a total of twelve (12) members, two (2) of whom are women.

Its main functions include the design of the Company's general strategy, subject to the approval of the Board; the direction, coordination and monitoring of the day-to-day management of the Company in accordance with the functions attributed to each of the members of the Committee; and ensuring the implementation of effective control and coordination mechanisms for all the Company's operations and activity, establishing policies relating to matters not requiring Board approval which are subject to review by the Committee on a regular basis.



- Audit and Control Committee. They are responsible for supervising the process of preparing and presenting the financial information of ROADIS and the Group, ensuring that the Board of Directors presents the accounts to the General Meeting without limitations or qualifications in the audit report, or, where appropriate, with the appropriate explanations. It monitors the performance of the Internal Audit team, approving its work plan and receiving its reports and recommendations. It is also responsible for supervising compliance with the external auditor's services and periodically assesses the main risks we face, establishing the systems for their identification, management and control. Its functions also include supervising compliance with internal corporate governance rules and making proposals to improve them. It is composed of all five (5) members of the Board of Directors.
- Remuneration Committee. Their main function is to support the Board in matters related to the remuneration of certain members of Senior Management and establishes the Remuneration Policy. It is made up of four (4) members, one (1) of whom is a woman.
- Investment Committee. In charge of ensuring that investments are made in accordance with industry best practices and the Company's investment strategy and policies. It is composed of two (2) proprietary directors and one (1) independent director.

In order to support and deepen the management of certain issues, we have specific committees composed of members of the Executive Committee and ROADIS employees. Their task is to work on specific issues according to the identified needs.

- The Ethics and Compliance Committee. This is the body in charge of ensuring compliance with the ROADIS Code of Conduct and other internal regulations. It is composed of three (3) members who are the directors of the Legal, Human Resources and Internal Audit departments. The committee holds ordinary meetings once a quarter, and additionally whenever it deems necessary.
- Crisis Committee. Their responsibility is to assess and classify crisis events that may arise according to their severity and to ensure an organized and coherent response by the Company. This Committee meets exclusively when an exceptional event occurs and is made up of representatives from the Finance, Human Resources, Legal, Systems, Risk and Insurance, and Communication areas. Depending on the nature of the event, there is the possibility of convening additional members.
- Equality Committee. Responsible for updating the content and implementation of the Equality Plan, the scope of application of which is currently ROADIS HQ. Its main function is to periodically evaluate the evolution of effective equality in the company and to identify new measures to be adopted if necessary, to correct possible deviations. It meets every six months and is composed of four (4) members: the director of the Legal Department, the director of Human Resources and two members of staff.
- Sustainability Commission whose composition and functions have been described above (page 14).

ETHICS AND COMPLIANCE

(102-16, 102-17)

ROADIS' Code of Conduct enables us to uphold integrity, compliance with the law, diversity and collaboration as key values in business conduct across all assets.

Having highlighted the above points, it is important to indicate that the people who work at ROADIS, regardless of the form of collaboration, must be an example of compliance and the best representation of our corporate values.

Personal operations.
The Company has established guidelines on personal transactions to ensure that individual investment activities are conducted with the highest level of integrity, and to protect ROADIS from the risk or perception of insider trading.

Prevention of fraud and corruption.
At ROADIS, we expect anyone who is part of the Company to maintain the highest standards of honesty and integrity while conducting business on our behalf, and to never engage in corrupt or fraudulent practices to obtain any illicit advantage for their own benefit or for the benefit of the Company or any third party.

Personal and professional commitment
At ROADIS, we expect our relationship with board members, employees and partners to be based on trust. This means establishing a firm commitment to legality, honesty and integrity in all actions taken.

Protecting the Company's assets and information.
All of us at ROADIS are responsible for protecting the Company's assets and information.

Guidelines on gifts and emoluments.
The Company is particularly sensitive to the public perception of how we deal with gifts and emoluments. Therefore, guidelines on gifts and other emoluments have been established.

Handling conflicts of interest
The Code of Conduct outlines the situations that we at ROADIS consider to pose conflicts of interest. If an employee has a real, potential, or apparent conflict of interest, he/she must notify the Compliance Officer as soon as possible.

Protection of transaction assets and information
The Company has established guidelines on personal transactions to ensure that individual investment activities are conducted with the highest level of integrity, and to protect ROADIS from the risk or perception of insider trading.

The Code of Conduct must be known and complied with by all the people who make up ROADIS. Therefore, when a new employee joins the company, he/she is given a copy of the Code of Conduct and signs a commitment to comply with it.

As mentioned above, in order to ensure knowledge and due compliance in all areas throughout the organization, we have an Ethics and Compliance Committee. Its mission, structure and functions are set out in the Ethics and Compliance Committee Procedure. In the event that the Committee becomes aware of or identifies behavior that may constitute a breach of any of the contents of the Code of Conduct, it is responsible for organizing the investigation of the facts and adopting the appropriate corrective measures. In general, once a year, a declaration is sent to all employees from the Compliance area so that all ROADIS employees certify that they have read, understood, and complied with the guidelines contained in the Code. The same declaration is signed in the event of a substantial modification of the Code of Conduct.

All doubts about the interpretation of the Code of Conduct are managed and resolved through the Compliance Officer, who deals with requests received by the e-mail complianceofficer@ROADIS.com.

The Code of Conduct and the Whistleblowing Procedure set out the mechanisms for reporting both complaints and queries or allegations from employees related to ethics and integrity. In addition, each employee is trained to observe the Ethics and Integrity policies.

PREVENTING CORRUPTION AND BRIBERY

(103-1, 103-2, 103-3, 205-1, 205-2, 205-3)

One of the issues identified as material to ROADIS is the fight against corruption and bribery. We have therefore adopted honesty and transparency as hallmarks of our commitment to communities and other stakeholders.

By the nature of our operations, we work closely with public administrations, business partners, suppliers of goods and services, users and third parties in general. All our external relationships are based on strict compliance with the local laws of the countries in which we operate.

Anti-Corruption and Anti-Bribery Procedure

To this end, we have an Anti-Corruption and Anti-Bribery Procedure, which is the basic guideline for relations with ROADIS employees and third parties.

At ROADIS any form of direct or indirect involvement of any employee, partner or agent in acts of corruption or bribery, is strictly prohibited and without limitation, in particular related to:

- Corruption in business
- Corruption in public office
- Bribery
- Influence peddling between a private individual and an authority or public official.
- Extorsion.

As in the case of the Code of Conduct, any ROADIS employee who suspects or becomes aware of a possible breach of the provisions of the Procedure has a duty to report it immediately through one of the various reporting channels set up for this purpose. All reports are referred to the Ethics and Compliance Committee, which organizes the appropriate investigation of the facts and approves the measures to be taken.

This procedure also regulates fundamental aspects of business management on which focus is placed to prevent situations of corruption and bribery, identified as potential risks. These include the following:

- Money laundering. We have put in place control measures to prevent and avoid money laundering or the use of funds from criminal or illegal activities.
- New business opportunities. All new investment opportunities are thoroughly analyzed by the Investment Valuation Committee.
- Sourcing of suppliers and advisors. When selecting a new supplier of goods and/or services, due diligence processes are carried out to avoid corruption and bribery or money laundering situations and specific clauses are included in all contracts.
- Correct bookkeeping and record-keeping. We apply transparency in the day-to-day running of all our actions, so we report each and every one of the Company's actions and operations in a truthful, clear and verifiable manner.

As a preventive measure, and to raise awareness among employees, we conduct regular communication and training on anti-corruption and bribery policies and procedures.

Risks related to corruption and bribery are assessed along with the other ROADIS risks related to governance as explained in the "RISK MANAGEMENT AND CONTROL MODEL" section of this report.

WHISTLE-BLOWING CHANNEL

All ROADIS employees have at their disposal different whistle-blowing channels to report, in good faith and even anonymously, any conduct that contravenes the provisions of the Code of Conduct, internal procedures or any law or regulation applicable to our activity in any geography.

In the event of any suspicion or knowledge of non-compliance, our employees are obliged to bring the matter to the attention of the Company through the reporting channels established for this purpose, which are:

- Direct communication to the immediate supervisor.
- When such communication with the supervisor may be counterproductive for any reason, make the report through the: (1) Online reporting whistleblowing channel available managed by a reputable external and independent provider that guarantees its integrity and confidentiality; (2) Dedicated telephone number; (3) Corporate email.

INDICATORS

In addition to the provisions of the Code of Conduct, both employees and other persons on temporary loan to the Company from service providers may report through these channels any complaints they deem appropriate regarding situations of human rights violations, corruption or bribery practices, money laundering, sexual harassment, labor inequality or discrimination for any reason, non-compliance with occupational health and safety or any other issue.

A total of 1,298 hours (574.5 hours in 2020) of anti-corruption and anti-money laundering training were delivered in 2021, specifically 18 hours were delivered to members of the Board of Directors (6.6 hours in 2020) and 1,280 hours were delivered to direct employees (567.9 hours in 2020). Anti-corruption policies and procedures were communicated to a total of 1,447 people (548 people in 2020), of which 11 were members of the Board of Directors (24 in 2020), either from ROADIS or from the different subsidiaries, 1,273 were direct employees (427 in 2020) and 163 business partners (97 in 2020).

Training and communication (*)		2021			2020		
Category		Member of the Board of Directors	Directly employed by ROADIS	Business Partner	Member of the Board of Directors	ROADIS Direct Employee	Business Partner
No. of people who have been informed of the policy and procedures		11.0	1,023.0	163.0	24.0	427.0	97.0
TOTAL		**11.0**	**1,273.0**	**163.0**	**24.0**	**427.0**	**97.0**
Total number Training hours	Anti-corruption	18.0	1,019.0	0.0	6.1	444.5	0.0
	Anti-money laundering	0.0	261.0	0.0	0.5	123.4	0.0
TOTAL		**18.0**	**1,280.0**	**0.0**	**6.6**	**567.9**	**0.0**

(*) Training and communication activities on anti-corruption and anti-money laundering policies and procedures.

With regards to the confirmed corruption incidents, in 2021, we are not aware of any cases within the company, as was the case in 2020.

In 2021, as in the previous year, there were no reports of illegal behavior or violations of the company's ethics and integrity by employees or collaborators which, after being investigated in accordance with the company's internal procedures, could be proven.

HUMAN RIGHTS

(103-2)

At ROADIS, we consider it essential to respect and integrate human rights into our business projects, while protecting the value of our assets. This commitment stems from the conviction that all those affected by our activity (employees, contractors and communities) deserve to be treated with dignity and equality as expressed in the Human Rights Policy approved in 2021.

The aim of this Policy is to define and establish the principles and mechanisms that protect:

- **Fundamental human rights** such as respect for human dignity, prohibition of all discriminatory practices, protection of women's rights and promotion of a more just, equitable and inclusive society among others;
- **Labor rights** such as freedom of association, the elimination of all forms of forced labor including child labor, the prohibition of all forms of discrimination in relation to employment and occupation and the promotion of inclusive, healthy and safe working environments;
- **Non-labor rights** such as the fight against corruption, commitment to environmental care and the well-being of the communities in which ROADIS operates, as well as respect for cultural and social differences.

We have based our policy on the International Bill of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the Ten Principles of the United Nations Global Compact.

In doing so, we also expect to meet the expectations of, build trust with and respond to the concerns of our stakeholders.

This Policy applies to all employees and managers working at ROADIS corporate offices, all employees of intermediate holding companies and fully owned special purpose vehicles.

As a company, we recognize our responsibility and therefore take steps to identify and address any actual or potential adverse impacts we may be involved in through our own activities or our business relationships; we manage these risks by integrating our due diligence responses into our internal policies and systems.

In order to improve the effectiveness of this new Policy, we intend to provide specific training to ROADIS employees in 2022.

ADVOCACY FOR INDIGENOUS PEOPLES

ROADIS has operations that are geographically located in areas around the world where indigenous peoples have a strong presence.

As stated in our Human Rights Policy, we ensure due compliance with applicable laws and respect internationally recognized rights, and we consider the impact of our activity on the violation of these as a legal compliance issues wherever ROADIS operates.

We therefore support and uphold the rights enshrined in the UN Declaration on the Rights of Indigenous Peoples which recognizes the equal institutional status of indigenous peoples worldwide and affirms their rights to defend their identity, culture, language, employment, health, education and other issues.

INDICATORS

(407-1, 408-1, 409-1, 411-1, 412-1)

In 2021, no complaints have been received through existing channels and no cases of human rights violations of any kind, including cases of violation of the rights of indigenous peoples, have been recorded at any assets managed by ROADIS.

Neither have any operations and suppliers whose right to freedom of association may pose a significant risk of child exploitation, forced or compulsory labor been recorded during the year.

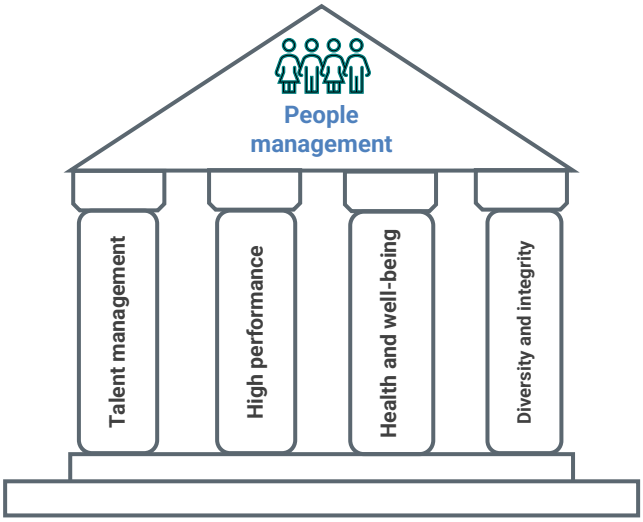
COMMITMENT TO TALENT

We work in an enriching and transparent environment which, through the trust and support that our teams receive, allows us to achieve our common goals.

At ROADIS, we consider our most valuable asset to be our employees, as it is through their combined contribution and effort that we are able to achieve our goals and our success as a whole.

Our ability to assemble excellent multidisciplinary teams with a high level of technical knowledge has enabled us to accumulate the know-how necessary to establish ourselves as a major global infrastructure concession manager.

At ROADIS, we believe that integrity, compliance with the law, commitment to people, diversity, and collaboration are paramount. In addition, we are committed to teamwork, results-oriented effort, leadership and innovation. Our people management strategy is based on four pillars:

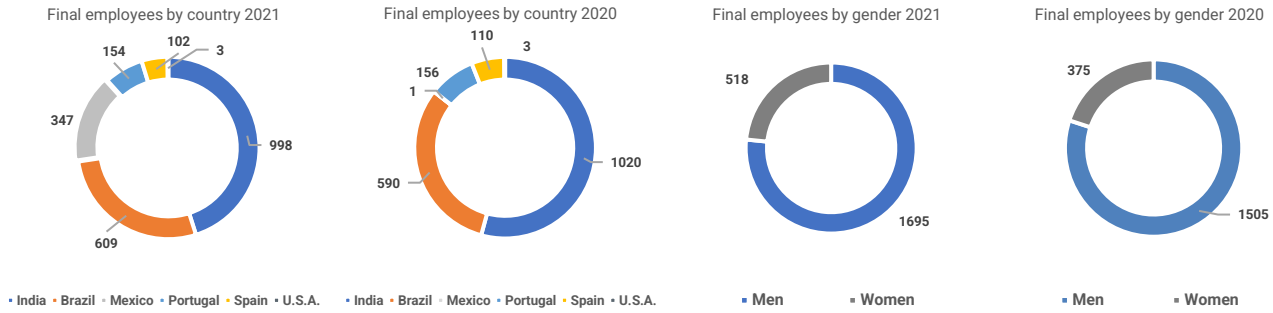


OUR PEOPLE

ROADIS' main asset is its human capital. People who contribute with their experience and professionalism on a daily basis so that we can carry out our activity everyday with the highest standards of quality and sustainability.

At the end of 2021, 2,213 professionals formed part of ROADIS workforce in Mexico, Portugal, Spain, the United States, Brazil and India. This represents an increase of 17.7% compared to 2020 (end-2020 headcount was 1,880).

The increase is mainly due to the application of a regulatory change in 2021 in Mexico through the labor reform, mainly aimed at regulating the subcontracting regime that was in place in the country, also regulating the subcontracting of specialized services and specialized works.



We are committed to stable and quality employment, as shown by the fact that 98.2% of the workforce on average has a permanent contract, as proof of our commitment to stable employment.

During the year 2021, there have been a total of 419 new hires, 49% of which are under 30 years of age. Our workforce is structured as follows by professional categories: 69% corresponds to operators, 29% to graduates and administrative staff, with 2% being the category of Directors and Managers.

The total turnover rate for the 2021 was 19%. Of the 413 leaves recorded during the year, only 56 were due to redundancies (14%). The countries with the highest number of leaves were India (162 leaves) and Mexico (155 leaves).

WORK ORGANIZATION, WELL-BEING AND WORK-LIFE BALANCE

Our business involves a commitment to our users 24 hours a day, every day of the year, which means that we must be flexible in order to adapt to this availability while maintaining the quality of our service. Our work is therefore organized in accordance with this demand, but taking into account the cultural and social specificities of the countries in which we operate, the particularities of the concession contracts, and the applicable labor legislation.

In addition to complying with the legislative requirements in force in each of the countries, a series of measures have been established at local level in order to satisfy, as far as possible, the needs of our employees and to promote a better work-life balance. For this reason, we organize working hours and work-life balance measures at a local level.

- **Europe**: Employees have a certain flexibility to be able to adapt their working hours according to their work-life balance needs. In addition, employees have flexible start and finish times, an Easy Working program and, in some assets, any overtime worked can be compensated with extra days off.
- **Brazil**: The possibility of teleworking and reducing the working day by one day per month is offered.
- **Mexico**: In accordance with the needs of the service, work is carried out in shifts on a rotational basis. For staff where possible, the opportunity to telework certain periods of time is provided.
- **India**: Working hours are fixed in accordance with local labor legislation.

To facilitate the care of dependent children, we protect the right of our employees to use parental leave. In addition, in the Madrid offices, we have adopted conciliation measures such as helping to finance the payment of childcare.

DIGITAL DISCONNECTION

The development of technology over the last few years has made great contributions to the world of work, but at the same time it has encouraged hyper-connectivity, which is a threat to employees' rest and personal and family harmony.

To counteract this risk, at ROADIS we ensure that we respect the right of our employees and collaborators to "digital disconnection", as set out in our specific policy on this matter. This right applies in the following cases: rest periods, holidays, sick leave and special situations.

To ensure that this right is respected, we have established a series of action lines in our disconnection from work policy:

- Respect for working hours;
- Organization of teams during absences to ensure business continuity;
- Reducing the volume of emails, text messages and instant messages sent outside working hours;
- Follow-up of prescribed measures.

LABOUR RELATIONS

(102-41, 402-1, 403-4)

At ROADIS, we are on the side of our employees. That is why we defend their fundamental rights such as the right to strike, assembly, information and participation, as well as trade union rights and collective bargaining. In addition, we support conflict resolution measures in the defense of their interests.

On the other hand, we ensure that in each country in which we operate, the existing labor laws are followed. These are the labor agreements in force in each of them:

- **Brazil.** In Brazil, 99.7% of our employees are subject to the collective bargaining agreement (or Acordo Coletivo de Trabalho) with FENECREP (Federação Nacional dos Empregados nas Empresas Concessionarias do Ramo de Rodovias Publicas, Estradas em geral e Pegadios). Through annual meetings, union representatives make their suggestions and requests to the company.
- **Mexico**: Employees are not covered by any collective bargaining agreement and there are no workers' representatives.
- **India.** Our subsidiaries are not bound by any collective bargaining agreements and no official employee representatives have been appointed.
- **Europe.** In Portugal, employees are covered by a collective bargaining agreement which is renewed annually. Collective bargaining is organized through formal meetings between company and employee representatives.
  In Spain, employees are covered by several agreements to which our employees adhere: The Collective Agreement for the Metal Industry, Services and Installations of the Community of Madrid (*Convenio Colectivo de la Industria, Servicios e Instalaciones del Metal de la Comunidad de Madrid*) or the Collective Agreement for the Construction and Public Works Sector of the Autonomous Community of Madrid (*Convenio Colectivo del Sector Construcción y Obras Públicas de la Autonomía de Madrid).*
  Social relations are structured on the basis of regular meetings between workers' representatives and trade unions.

At ROADIS we believe that our employees can add value through their opinions and ideas. To ensure that these are taken into account, we take care of the dialogue with our employees, making a series of channels and tools available to them that allow fluid communication.

At ROADIS we are very committed to the satisfaction and motivation of our employees as we consider them to be the most important asset and essential to the success of the business.

At ROADIS, we listen to everything our employees want to say about the company, which is why we have different communication channels and tools at their disposal, such as a suggestion box, dialogue sessions with managers or work climate surveys.

These surveys are a way for the Company to listen and are intended to form part of the cultural transformation process we are undergoing at ROADIS. In this sense, the survey questions have been revised with respect to the previous one, aligning them with the beliefs of our new cultural model.

The survey, launched in June 2021, was addressed to all the countries in which we currently operate: India, Mexico, Brazil, Spain, Portugal and the United States.

Based on the results obtained, we will work to develop action plans that contribute to the promotion of talent, the improvement of strategy and the deployment of the new cultural model.

One aspect of this dialogue consists of abiding by the minimum notice periods in the different countries for communicating operational changes. These vary according to local regulations and can range from two weeks in Portugal to four weeks for middle management employees and eight weeks for managers in India.

As part of our commitment to our employees and in line with responsibly managing our relationship with them, we believe it is very important to keep employees satisfied and motivated at all times.

Listening to our employees allows us to advance the cultural transformation process we are undergoing at ROADIS. Through work climate surveys, we can identify and evaluate those factors that are linked to job satisfaction, learn about the commitment and motivation of our professionals, as well as detect the most sensitive aspects. In this way, we can develop improvement plans within the organization.

In 2021, with the aim of continuing to improve and care for the well-being of our professionals, the HR department carried out voluntary and anonymous work climate surveys with a total of 355 professionals in all assets, with the following results:

- Participation of 87.88%, with a total of 312 responses.
- Response rate of 95% of female respondents and 87% of male respondents.
- Overall satisfaction rate of 2.92 out of 4.

Based on the results obtained, we will work on developing action plans that contribute to the promotion of talent, the improvement of the strategy and the deployment of the new cultural model.

ATTRACTING AND RETAINING TALENT

The key element for success in our business is our employees. For this reason, the individuals we hire must undergo a thorough selection process.

As much as possible, we always try to promote internal talent before hiring external candidates. In this way, we address the professional development needs of our employees.

The latter contributes to the realization of our goal of making employees feel valued and seek to develop their careers in our company. Each year we carry out a formal performance review which allows us to:

- **Have a people management tool** at the service of the business strategy.
- **Offer tailor-made training** and establish competence development plans in accordance with real needs.
- Implement horizontal and vertical **mobility policies**, including international mobility.
- **Strengthen the relationship** between employees and superiors based on mutual trust.
- Identify and retain the best talent by offering professional development opportunities.
- **Ensure**, through succession planning, the **identification of potential internal successors** to fill business-critical positions.

TRAINING

(404-1, 404-2)

Training is essential to boost employee productivity and develop their job skills. To maximize their performance, we focus our efforts on their development and set clear objectives for them and the necessary steps they need to take to achieve them. In this way, we achieve consistent and lasting positive results.

To keep the motivation of our teams high, we convey to them that we have the capacity to meet their professional development needs and that we know how to fairly recognize their performance.

We believe that investing in training is an investment in our Company, as it enables us to be better prepared for the challenges of the future. The Human Resources department is in charge of organizing and/or coordinating all the training actions carried out in the company.

Thanks to the Training Procedure, we can define the general lines of the training programs for each company in the Group. In addition, this procedure gives us the ability to determine a series of activities that allow us to improve our employees' knowledge, skills and talent. While it is true that each strategic business unit has the autonomy to establish its own training content and programs, there are certain components that are transversal to ROADIS.

The performance evaluation and the analysis of each employee's competencies make it possible to define the Annual Training Plan. The latter establishes the training actions. Two months before the end of the year, each strategic business unit and ROADIS HQ analyze and identify the

training needs of their employees in order to integrate them into the Plan. However, our flexibility allows us to add training activity proposals as needs arise.

In the event that this situation arises, Human Resources has to send the proposal to operations and ROADIS HQ taking into account the following elements:

Throughout the year, departments and even individual employees can make training proposals to the Human Resources department. If these proposals are approved, they are included in the Annual Training Plan.

The ROADIS University program uses the online training platform Udemy. There, employees can take the different courses available (leadership skills development, technical, languages, etc.). The platform also allows for the uploading of personalized learning content for employees. In coordination with the strategic business units, training itineraries have been established on different topics: employee health and safety, compliance, road safety and traffic management, cybersecurity and risk identification and prevention, among others.

In the table below, we summaries the main training actions carried out:

Actions at global level

Initiative	Training objective	Number of participants
Raising awareness on cybersecurity	Reduce potential risks to the organization	800
Innovation training pathway	Improve the team's skills in innovation-related topics	300
Choose and learn!	Strengthen the team's personal and professional capacities	300
Leading remotely	Empowering the Executive Committee to create productive remote teams	NA
Anatomy of a Leader	Working on cross-cutting competencies with a selected number of employees	NA

Actions at local level

Initiative	Training objective	Number of participants
Languages	English and Portuguese classes for employees	60
Health and Safety	Create a safe working environment and reduce the risk of accidents (aimed at new employees)	NA
Compliance	Improve awareness of the ROADIS Code of Conduct	60

It is worth noting that, in 2021, the contents of a course on corporate sustainability were also developed, with the aim of: (1) improve employees' understanding of ESG aspects; (2) raise awareness of the Sustainable Development Goals and make visible the role that companies can play in their implementation; (3) generate knowledge on the impact of infrastructures on sustainable development.

In 2021, a total of 17.274[1] hours of training were delivered at ROADIS, equivalent to 7.68 hours of training per employee. These figures represent a significant increase over the previous year's figures (8,770 hours of training provided with an average per employee of 4.59). This is due to ROADIS's clear commitment to ongoing training, providing its employees with the necessary training to enable them to perform their duties with the highest standards of knowledge and quality.

	2021				2020			
Training hours	TOTAL	Directors and executives	Graduates and administrative staff	Operators	TOTAL	Directors and executives	Graduates and administrative staff	Operators
India	**3,401**	**113**	**1,207**	**2,081**	**2,861**	**119**	**1,449**	**1,293**
Men	3,336	113	1,190	2,033	2,818	119	1,413	1,286
Women	65	0	17	48	44	0	37	7
Brazil	**1,959**	**1**	**259**	**1,699**	**2,133**	**8**	**254**	**1,871**
Men	1,182	1	93	1,088	1,234	8	130	1,097
Women	777	0	166	611	899	0	124	775
Mexico	**7,255**	**0**	**4,455**	**2,801**	**0**	**0**	**0**	**0**
Men	5,665	0	3,350	2,316	0	0	0	0
Women	1,590	0	1,105	485	0	0	0	0
Portugal	**1,059**	**165**	**772**	**122**	**1,355**	**75**	**840**	**440**
Men	627	165	359	103	599	75	235	288
Women	432	0	413	19	757	0	605	152
Spain	**3,600**	**658**	**2,093**	**850**	**2,420**	**512**	**1,491**	**418**
Men	2,581	431	1,301	850	1,583	312	854	418
Women	1,019	227	792	0	838	201	637	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
TOTAL	**17,274**	**936**	**8,786**	**7,553**	**8,770**	**715**	**4,034**	**4,022**

[1] Figures do not include training hours on anti-corruption and anti-money laundering.

	2021				2020			
Average training hours	TOTAL	Directors and executives	Graduates and administrative staff	Operators	TOTAL	Directors and executives	Graduates and administrative staff	Operators
India	**3.31**	**7.02**	**4.11**	**2.90**	**2.74**	**8.02**	**4.99**	**1.75**
Men	3.35	7.06	4.17	2.93	2.79	8.02	5.03	1.80
Women	1.96	0.00	1.98	1.96	1.28	0.00	3.78	0.29
Brazil	**3.20**	**0.16**	**1.84**	**3.65**	**3.55**	**1.60**	**2.03**	**3.97**
Men	3.60	0.16	1.21	4.41	3.83	1.60	1.83	4.45
Women	2.75	0.00	2.59	2.79	3.23	0.00	2.30	3.45
Mexico	**21.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Men	26.09	0.00	62.03	14.67	0.00	0.00	0.00	0.00
Women	12.40	0.00	39.70	4.83	0.00	0.00	0.00	0.00
Portugal	**6.80**	**23.57**	**18.87**	**1.13**	**8,61**	**9,63**	**20.95**	**4,02**
Men	5.76	23.57	15.67	1.31	5.42	9.63	10.66	3.58
Women	9.19	0.00	22.94	0.66	16.10	-	33.58	5.24
Spain	**33.99**	**38.68**	**35.37**	**28.57**	**23.07**	**32.02**	**25.09**	**14.15**
Men	31.77	32.93	33.86	28.57	19.40	25.98	21.30	14.15
Women	41.30	57.91	38.16	0.00	35.90	50.13	32.95	0.00
USA	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Men	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Women	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	**7.68**	**18.21**	**14.20**	**4.78**	**4.59**	**15.65**	**7.81**	**2.98**

As much as possible, we try to accommodate the personal training preferences of our employees where feasible and where it aligns with the our business needs.

HEALTH AND SAFETY FIRST

(103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-5, 403-9,)

In managing our business, we consider the health and safety of our employees and partners to be of paramount importance.

Like all PSP Investments companies, we are committed to Health and Safety. PSP Investments stands out for investing in companies that have a proactive attitude towards the rights and welfare of their workers. In this way, all the companies in which PSP Investments invests in seek to go one step further than complying with the legislation in force in each country, as we work to put in place mechanisms and policies that ensure the health and safety of our employees and collaborators.

PSP Investments has set up the PSP Health and Safety Network group among its infrastructure companies, entrusting ROADIS with its coordination. As a result of this network, the PSP Health and Safety Network Guiding Principles have been agreed upon, aligned with legal requirements and the highest industry standards. These allow the implementation of a common framework and serve as a guide for the establishment of policies and procedures to ensure that all workers arrive home safe and sound every day. ROADIS encourages collaboration between strategic business units so they can share their knowledge and best practices with each other and with PSP Group companies.

In addition, we have established a digitized reporting system and data analysis tool that enables each ROADIS company to report on a range of Health and Safety indicators on a monthly basis. This tool allows us to consolidate Health and Safety information at a global level, based on the evolution of lagging indicators and the impact that proactive measures (leading indicators) undertaken by assets have on these lagging indicators. This gives us the possibility to prioritize the measures to be taken to improve the performance of the indicators in the areas that require it.

In addition, each strategic business unit has its own Health and Safety Management System. Risk assessment is central to this system as it is an exercise that maps and identifies all the risks to which each worker is exposed, together with the mitigation measures that can be taken.

This management system establishes, for example, that every time an accident occurs, an internal investigation must be carried out to discover the main causes and thus carry out the necessary preventive and corrective measures. If the accident is fatal, a complementary external audit is commissioned to carry out an analysis to clarify the causes of the accident and recommend corrective measures.

At ROADIS we demonstrate our commitment to the health and safety of our employees by certifying the occupational Health and Safety Management Systems of our assets under the ISO 45001 standard.

The assets with this certification are the following: CAMS and COPEXA in Mexico, through their operators VIAL and OPEXA, respectively, VIABAHIA in Brazil, the A4 in Spain, and NH2, NH6 and NH8 in India. In Portugal, AEA is in the process of obtaining certification during 2022. Together with those responsible for Human Resources and Health and Safety in each strategic business unit, ROADIS has designed a general risk map and identified the most common types of accidents in accordance with our activity. The main risks identified are as follows:

- Risks common to construction or conservation works, such as impacts due to falling objects or equipment, slips and falls, ergonomic risks, etc.
- Driving risks, within the framework of transport to the operation and maintenance sites.
- Traffic management risks either with accidents involving external vehicles (users) or internal vehicles (employees and subcontractors).
- Situation of working in conditions harmful to health, such as exposure to fire, explosions or harmful substances and environments (electrical, chemical, biohazard, being attacked by something or someone).

Asset-level assessments and health and safety system audits are carried out to find areas for improvement and ensure they are working properly. In this way we prevent risks from materializing.

- **Brazil.** As part of management procedure PA-QSMS-0008, risks were mapped and measured through the LPR (Hazard and Risk Survey). The system is part of the Integrated Management System, which includes Quality, Environment and Health and Safety, certified to ISO 45001.
- **Europe.** An external risk assessment is carried out, including the planning of preventive measures and the analysis of incidents occurring during the year. This assessment is reviewed periodically and is integrated into ISO 45001.
- **India.** The HIRA (Hazard Identification & Risk Assessment), an exercise to identify, measure and mitigate the risk to which employees are exposed in their jobs, as well as the consequences of such risks, is carried out. This system is integrated into the Health and Safety Management System, certified to ISO 45001.
- **Mexico.** Both CAMS and COPEXA have their Health and Safety Management System certified to ISO 45001. Part of this system corresponds to the identification of occupational risks and their corresponding mitigation measures. The personnel of the operating companies working for the Mexican assets (VIAL at CAMS and OPEXA at COPEXA) are considered as personnel employed by the assets for the purposes of the calculations of Health and Safety indicators, given that they work 100% for the assets.

The following tables show a series of key performance indicators collected through the monitoring of Health and Safety in the workplace.

In the case of employees, it is worth highlighting the reduction in the number of serious accidents compared to the previous year.

EMPLOYEES	2021						
Accident Rates and Absenteeism	No. hours worked	Average number of employees	No. accidents with injuries, serious injuries and fatalities	No. accidents with serious injuries and fatalities	No. accidents with fatalities	Working days lost due to accidents	Total Absenteeism hours[1]
India	**2,527,141**	**1,028**	**2**	**0**	**0**	**0**	**65,920**
Men	2,446.237	995	2	0	0	0	59,464
Women	80,904	33	0	0	0	0	6,456
Brazil	**1,617,440**	**612**	**1**	**0**	**0**	**0**	**12,688**
Men	869,660	329	1	0	0	0	5,216
Women	747,780	283	0	0	0	0	7,472
Mexico	**879,408**	**345**	**6**	**5**	**0**	**367**	**26,400**
Men	553,128	217	3	2	0	277	14,520
Women	326,280	128	3	3	0	90	11,880
Portugal	**259,791**	**156**	**8**	**5**	**0**	**119**	**13,336**
Men	181,519	109	7	4	0	111	12,240
Women	78,272	47	1	1	0	8	1,096
Spain	**186,108**	**106**	**6**	**2**	**0**	**11**	**4,288**
Men	142,616	82	6	2	0	11	3,920
Women	43,492	25	0	0	0	0	368
USA	**6,000**	**3**	**0**	**0**	**0**	**0**	**0**
Men	4,000	2	0	0	0	0	0
Women	2,000	1	0	0	0	0	0
TOTAL	**5,475,888**	**2,250**	**23**	**12**	**0**	**497**	**122,632**
Total Men	4,197,160	1,733	19	8	0	399	95,360
Total Women	1,278,728	517	4	4	0	98	27,272

EMPLOYEES	2020						
Accident rate and absenteeism	No. hours worked	Average number of employees	No. accidents with injuries, serious injuries and fatalities	No. accidents with serious injuries and fatalities	No. accidents with fatalities	Working days lost due to accidents	Total absenteeism hours[1]
India	**2,600,808**	**1,043**	**1**	**1**	**1**	**0**	**49,640**
Men	2,516,560	1,009	1	1	1	0	45,848
Women	84,248	34	0	0	0	0	3,792
Brazil	**1,584,220**	**600**	**3**	**3**	**0**	**34**	**14,704**
Men	853,820	322	3	3	0	34	6,280
Women	730,400	278	0	0	0	0	8,424
Mexico	**882,888**	**346**	**5**	**4**	**0**	**281**	**15,488**
Men	559,944	220	3	2	0	243	7,944
Women	322,944	126	2	2	0	38	7,544
Portugal	**265,182**	**157**	**7**	**4**	**0**	**105**	**12,624**
Men	186,499	110	7	4	0	105	9,560
Women	78,683	47	0	0	0	0	3,064
Spain	**179,862**	**105**	**5**	**3**	**0**	**266**	**9,320**
Men	138,313	82	5	3	0	266	8,736
Women	41,549	23	0	0	0	0	584
USA	**6,000**	**3**	**0**	**0**	**0**	**0**	**0**
Men	4,000	2	0	0	0	0	0
Women	2,000	1	0	0	0	0	0
TOTAL	**5,518,960**	**2,255**	**21**	**15**	**1**	**686**	**101,776**
Total Men	4,259,136	1,746	19	13	1	648	78,368
Total Women	1,259,824	509	2	2	0	38	23,408

NOTES:

[1] Recorded employees absenteeism hours: includes days lost due to accidents, common contingencies and unexcused absences considering 8-hour working days.

[2] Frequency Rate = (Total no. of accidents / Total no. of hours worked) x 1,000,000

[3] Severity Rate = Days lost due to accidents *1,000/Total hours worked

[4] injury rate = (No. of injuries / Total no. of hours worked) x 1,000,000

[5] Serious accident rate = (No. of serious accidents / Total no. of hours worked) x 1,000,000

[6] Fatality rate = (Total no. of fatalities / Total no. of employees average year) x 100

Serious accidents: Accidents with injuries resulting in one of more days of sick leave (Lost Time Injury)

EMPLOYEES	2021					2020				
Accident rate	Frequency Rate[2]	Severity Rate 3	Injury rate [4]	Serious accident rate[5]	Fatality rate [6]	Frequency rate [2]	Severity rate [3]	Injury rate [4]	Serious accident rate[5]	Fatality rate (%) [6]
India	**0.79**	**0.00**	**0.79**	**0.00**	**0.00%**	**0.38**	**0.00**	**0.38**	**0.38**	**0.10%**
Men	0.82	0.00	0.82	0.00	0.00%	0.40	0.00	0.40	0.40	0.10%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Brazil	**0.62**	**0.00**	**0.62**	**0.00**	**0.00%**	**1.89**	**0.02**	**1.89**	**1.89**	**0.00%**
Men	1.15	0.00	1.15	0.00	0.00%	3.51	0.04	3.51	3.51	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Mexico	**6.82**	**0.42**	**6.82**	**5.69**	**0.00%**	**5.66**	**0.32**	**5.66**	**4.53**	**0.00%**
Men	5.42	0.50	5.42	3.62	0.00%	5.36	0.43	5.36	3.57	0.00%
Women	9.19	0.28	9.19	9.19	0.00%	6.19	0.12	6.19	6.19	0.00%
Portugal	**30.79**	**0.46**	**30.79**	**19.25**	**0.00%**	**26.40**	**0.40**	**26.40**	**15.08**	**0.00%**
Men	38.56	0.61	38.56	22.04	0.00%	37.53	0.56	37.53	21.45	0.00%
Women	12.78	0.10	12.78	12.78	0.00%	0.00	0.00	0.00	0.00	0.00%
Spain	**32.24**	**0.06**	**32.24**	**10.75**	**0.00%**	**27.80**	**1.48**	**27.80**	**16.68**	**0.00%**
Men	42.07	0.08	42.07	14.02	0.00%	36.15	1.92	36.15	21.69	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
USA	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**
Men	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
TOTAL	**4.20**	**0.09**	**4.20**	**2.19**	**0.00%**	**3.81**	**0.12**	**3.81**	**2.72**	**0.04%**
Total Men	4.53	0.10	4.53	1.91	0.00%	4.46	0.15	4.46	3.05	0.06%
Total Women	3.13	0.08	3.13	3.13	0.00%	1.59	0.03	1.59	1.59	0.00%

For subcontractors, there is an increase in the number of accidents with fatal consequences mainly due to accidents caused by vehicles circulating through our assets.

SUBCONTRACTORS	2021						
Accident rate and absenteeism	No. hours worked	Average number of employees	No. accidents with injuries, serious injuries and fatalities	No. accidents with serious injuries and fatalities	No. accidents with fatalities	Working days lost due to accidents	Total absenteeism hours[1]
India	**2,417,091**	**971**	**0**	**0**	**0**	**0**	**0**
Men	2,249,187	903	0	0	0	0	0
Women	167,904	68	0	0	0	0	0
Brazil	**2,354,960**	**911**	**8**	**7**	**3**	**84**	**672**
Men	2,199,860	852	8	7	3	84	672
Women	155,100	59	0	0	0	0	0
Mexico	**4,339,324**	**1,819**	**5**	**4**	**1**	**301**	**2,408**
Men	4,211,117	1,770	5	4	1	301	2,408
Women	128,207	49	0	0	0	0	0
Portugal	**88,996**	**54**	**0**	**0**	**0**	**0**	**856**
Men	88,996	53	0	0	0	0	856
Women	0	0	0	0	0	0	0
Spain	**22,701**	24	**0**	**0**	**0**	**0**	**0**
Men	18,362	21	0	0	0	0	0
Women	4,339	3	0	0	0	0	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0
TOTAL	**9,223,072**	**3,778**	**13**	**11**	**4**	**385**	**3,936**
Total Men	8,767,522	3,600	13	11	4	385	3,936
Total Women	455,550	179	0	0	0	0	0

SUBCONTRACTORS	2020						
Accident rate and absenteeism	No. hours worked	Average number of employees	No. accidents with injuries, serious injuries and fatalities	No. accidents with serious injuries and fatalities	No. accidents with fatalities	Working days lost due to accidents	Total absenteeism hours1
India	**2,009,548**	**814**	**1**	**1**	**0**	**2**	**16**
Men	1,875,596	760	1	1	0	2	16
Women	133,952	54	0	0	0	0	0
Brazil	**1,890,900**	**716**	**3**	**3**	**0**	**119**	**952**
Men	1,739,760	659	3	3	0	119	952
Women	151,140	57	0	0	0	0	0
Mexico	**1,415,855**	**732**	**14**	**2**	**0**	**16**	**128**
Men	1,357,073	706	12	2	0	16	128
Women	58,782	25	2	0	0	0	0
Portugal	**74,504**	**43**	**1**	**0**	**0**	**0**	**0**
Men	74,504	43	1	0	0	0	0
Women	0	0	0	0	0	0	0
Spain	**21,276**	**25**	**1**	**1**	**0**	**10**	**80**
Men	15,620	22	1	1	0	10	80
Women	5,656	4	0	0	0	0	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0
TOTAL	**5,412,083**	**2,330**	**20**	**7**	**0**	**147**	**1,176**
Total Men	5,062,553	2,190	18	7	0	147	1,176
Total Women	349,530	140	2	0	0	0	0

NOTES:

[1] Recorded absenteeism hours of employees: includes days lost due to accidents, common contingencies and unexcused absences considering 8-hour working days.

[2] Frequency Rate = (Total no. of accidents / Total no. of hours worked) x 1,000,000

[3] Severity Rate = Days lost due to accidents *1,000/Total hours worked

[4] injury rate = (No. of injuries / Total no. of hours worked) x 1,000,000

[5] Serious accident rate = (No. of serious accidents / Total no. of hours worked) x 1,000,000

[6] Fatality rate = (Total no. of fatalities / Total no. of employees average year) x 100

NOTE: Serious accidents: Accidents with injuries resulting in one of more days of sick leave (Lost Time Injury)

SUBCONTRACTORS	2021					2020				
Accident rate	Frequency rate [2]	Severity rate[3]	Injury rate[4]	Serious accident rate5	Fatality rate (%) [6]	Frequency rate [2]	Severity rate[3]	Injury rate[4]	Serious accident rate[5]	Fatality rate (%) [6]
India	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.50**	**0.00**	**0.50**	**0.50**	**0.00%**
Men	0.00	0.00	0.00	0.00	0.00%	0.53	0.00	0.53	0.53	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Brazil	**3.40**	**0.04**	**3.40**	**2.97**	**0.33%**	**1.59**	**0.06**	**1.59**	**1.59**	**0.00%**
Men	3.64	0.04	3.64	3.18	0.35%	1.72	0.07	1.72	1.72	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
Mexico	**1.15**	**0.07**	**1.15**	**0.92**	**0.05%**	**9.89**	**0.01**	**9.89**	**1.41**	**0.00%**
Men	1.19	**0.07**	1.19	0.95	0.06%	8.84	0.01	8.84	1.47	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	34.02	0.00	34.02	0.00	0.00%
Portugal	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**13.42**	**0.00**	**13.42**	**0.00**	**0.00%**
Men	0.00	0.00	0.00	0.00	0.00%	13.42	0.00	13.42	0.00	0.00%
Women	-	-	-	-	0.00%	-	-	-	-	-
Spain	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**47.00**	**0.47**	**47.00**	**47.00**	**0.00%**
Men	0.00	0.00	0.00	0.00	0.00%	64.02	0.64	64.02	64.02	0.00%
Women	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
USA	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Men	-	-	-	-	-	-	-	-	-	-
Women	-	-	-	-	-	-	-	-	-	-
TOTAL	**1.41**	**0.04**	**1.41**	**1.19**	**0.11%**	**3.70**	**0.03**	**3.70**	**1.29**	**0.00%**
Total Men	1.48	0.04	1.48	1.25	0.11%	3.56	0.03	3.56	1.38	0.00%
Total Women	0.00	0.00	0.00	0.00	0.00%	5.72	0.00	5.72	0.00	0.00%

MAINSTREAMING DIVERSITY AND ADVOCACY FOR EQUALITY

(405-1)

For years, we have been working to achieve effective equality between men and women, despite the fact that our sector has a majority male presence, a situation that is even more notable in some of the countries in which we operate due to cultural reasons.

However, our goal is to achieve a more balanced representation of women in our workforce in all countries and at all levels of the organization. Efforts are being made in this direction which are yielding results, as shown by the 2021 closing figures, when the number of women in the Group has risen to 23% of the workforce compared to 20% in the previous year. These figures reflect our company's commitment to diversity and equal opportunities.

At ROADIS we strictly apply all labor rules and regulations in the countries in which we operate with regard to equal opportunities, treatment and remuneration. Equal opportunities are guaranteed in all selection processes, and no candidate may be discriminated against for any reason related to gender, race or religion. In order to prevent any discriminatory situation from arising, specific policies and procedures have been established in accordance with the characteristics of the country, such as codes of conduct that cover a wider scope than required by law.

At Headquarters we have an Equal Opportunities Plan for Men and Women which applies to all employees working at Headquarters and aims to ensure full equality of treatment and opportunities between genders. Equal opportunities constitute one of the essential pillars of professional progress and its development implies equal treatment to promote the personal and professional progression of the human team of the companies referred to in the scope of application.

- Diversity, this encompasses the set of characteristics that make people unique and singular, i.e. the richness that each person brings thanks to their background, including visible and non-visible conditions.
- Inclusion, on the other hand, refers to how differences between individuals are valued and opportunities are created so that everyone can develop their full potential.

At the global level, whistleblowing channels are available for employees so that they can report any situation that involves a violation of the rights to equal opportunities, treatment, sexual harassment and non-discrimination in the workplace.

REMUNERATION PROCESS

(102-35, 102-36)

The area responsible for remuneration procedures, as well as for their control, monitoring and application is the human resources department. The Remuneration Procedure Guiding Framework stipulates the bases of the procedures to be followed in the different companies that make up ROADIS. The latter ensures that remuneration is being carried out correctly in all companies in accordance with the applicable law.

- It **defines and describes all positions and professional categories** existing in the company.
- It **details the concepts that form part of the Gross Annual Salary** received by employees.
- It **refers to all applicable deductions and discounts** according to local tax law, social security contributions and any other deductions within the legal framework.
- It **sets out the measures for the application of bonuses and perks,** social benefits, overtime payments, temporary sick leave, as well as the application of legislation or collective bargaining.

Every month, ROADIS HQ is updated with a report compiling the salary data of each employee and professional category.

Once a year, each asset sends the budget estimate of the remuneration of its managers. In this line, every February, all strategic business units send a proposed salary increase to ROADIS HQ, along with a justified estimate of the bonus applicable to the financial year.

Based on this, ROADIS HQ analyses the comparative increases with the approved budget for each period and decides whether or not to accept the salary revision and the bonus to be paid. For non-managerial staff, bonuses follow the calendar specific to each strategic business unit, although they are always under the supervision of ROADIS HQ.

In the process of determining remuneration, a market benchmarking exercise carried out by specialized external consultants is taken into account as a reference.

SEXUAL HARASSMENT

Sexual and gender-based harassment is an attack on a person's right to physical and/or moral integrity, privacy and honor.

In particular, sexual harassment is any conduct consisting of words, gestures, attitudes or specific acts, developed in the work environment or arising from the professional relationship, which is directed at a person with the intention of obtaining a response of a sexual nature that is not freely accepted or consented to. In this sense, a single incident can constitute sexual harassment.

Through our Code of Conduct, we reject any behavior that amounts to sexual assault or harassment, whether verbal or physical.

Any employee who is involved in a situation of sexual harassment or becomes aware of any conduct that may constitute sexual harassment may report it to the Company through the various channels described in the Whistle-blower Channel Procedure available in each of the companies comprising ROADIS.

In India, due to the high sensitivity in this matter, we have taken specific measures to prevent these situations from occurring in the workplace and to comply with local regulatory requirements, which is why a Sexual Harassment Policy has been drawn up for this business unit. In order to monitor compliance in detail, in 2018, a specific Committee, made up of 50% women, which periodically monitors/reviews the Policy, was created in each of the subsidiaries in this country to deal with these complaints. There is also a local Complaints Procedure, which establishes the channels for reporting any case of sexual harassment in the workplace and the steps to be taken to resolve it.

In 2021, the Sexual and Gender Harassment Prevention Procedure was also approved for application in ROADIS HQ and aims to establish a mechanism for action in the event that any person working for the company in Spain detects or considers that they are being subjected to sexual or gender-based harassment, in which case all necessary actions will be taken to clarify the existence or not of a case of this type of harassment and to apply the appropriate measures.

This Procedure, together with the Code of Conduct and other internal rules of the company, proposes a quick, efficient and confidential way of resolving conflicts that may arise in this area, thus contributing to a professional environment free of any type of violence and/or harassment.

We are working to extend this procedure to the rest of the companies in the Group.

DIVERSITY AND NON-DISCRIMINATION

Diversity boosts innovation and helps us achieve more creative solutions, improves our reputation and attracts and retains more talent, among many other benefits. That is why at ROADIS we are clearly committed to integrating diversity in its broadest sense.

Having a multicultural and multidisciplinary team is one of the factors of our success and has allowed us to position ourselves as one of the most competitive infrastructure groups in the sector. This richness of diversity is a key component of our innovation model.

For all these reasons, and in accordance with our values and ethical management principles, we defend equality in all areas of life and reject any type of discrimination.

Through our Code of Conduct, we promote compliance with the fundamental conventions of the International Labour Organisation (ILO), freedom of association and non-discrimination in the workplace.

UNIVERSAL ACCESSIBILITY

All our offices are adapted in accordance with universal accessibility regulations and country specifications to allow easy access for people with reduced mobility.

At ROADIS we are committed to integration. We have 28 people (25 people in 2020) among our employees with disabilities, located in AEA, A4, VIABAHÍA, and CAMS, which represent 1.1% of the total workforce as of December 31st, 2021 (1.3% as of December 31st, 2020).

INDICATORS

(406-1)

In 2021, no cases of discrimination were reported through our whistleblowing channels, which were handled in accordance with the company's protocols and those of the local level in the different countries, as was the case in 2020.

RELEVANT ADDITIONAL INDICATORS

(102-8, 401-1, 405-1, 405-2)

The following tables show the most relevant information regarding the workforce and Human Resources management including both the requirements of law 11/2018 as well as the corresponding GRI indicators.

Distribution of the workforce

Final employees by country 2021	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators	Indefinite	Temporary	Full time	Part time
India	**998**	**295**	**439**	**210**	**54**	**18**	**282**	**698**	**998**	**0**	**998**	**0**
Men	966	279	425	208	54	17	276	673	966	0	966	0
Women	32	16	14	2	0	1	6	25	32	0	32	0
Brazil	**609**	**171**	**276**	**135**	**27**	**5**	**138**	**466**	**585**	**24**	**590**	**19**
Men	326	84	146	74	22	5	74	247	318	8	320	6
Women	283	87	130	61	5	0	64	219	267	16	270	13
Mexico	**347**	**72**	**121**	**102**	**52**	**6**	**82**	**259**	**337**	**10**	**347**	**0**
Men	217	41	79	64	33	6	55	156	209	8	217	0
Women	130	31	42	38	19	0	27	103	128	2	130	0
Portugal	**154**	**0**	**1**	**96**	**57**	**7**	**40**	**107**	**153**	**1**	**151**	**3**
Men	107	0	0	66	41	7	22	78	106	1	107	0
Women	47	0	1	30	16	0	18	29	47	0	44	3
Spain	**102**	**6**	**23**	**47**	**26**	**17**	**56**	**29**	**98**	**4**	**99**	**3**
Men	77	4	16	33	24	13	35	29	73	4	74	3
Women	25	2	7	14	2	4	21	0	25	0	25	0
USA	**3**	**0**	**1**	**1**	**1**	**1**	**2**	**0**	**2**	**1**	**2**	**1**
Men	2	0	1	1	0	1	1	0	2	0	2	0
Women	1	0	0	0	1	0	1	0	0	1	0	1
TOTAL	**2,213**	**544**	**861**	**591**	**217**	**54**	**600**	**1,559**	**2,173**	**40**	**2,187**	**26**
Men	1,695	408	667	446	174	49	463	1,183	1,674	21	1,686	9
Women	518	136	194	145	43	5	137	376	499	19	501	17

Average employees by country 2021	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators	Indefinite	Temporary	Full time	Part time
India	**1,028**	**331**	**433**	**211**	**54**	**16**	**294**	**718**	**1,028**	**0**	**1,028**	**0**
Men	995	313	419	209	54	16	285	694	995	0	995	0
Women	33	17	14	2	0	0	9	25	33	0	33	0
Brazil	**612**	**170**	**286**	**130**	**26**	**5**	**141**	**466**	**588**	**23**	**589**	**23**
Men	329	83	154	71	21	5	77	247	322	7	322	7
Women	283	87	132	59	5	0	64	219	266	17	267	17
Mexico	**345**	**74**	**122**	**99**	**51**	**5**	**82**	**258**	**334**	**11**	**345**	**0**
Men	217	40	80	63	34	5	54	158	210	7	217	0
Women	128	33	42	36	17	0	28	100	125	4	128	0
Portugal	**156**	**0**	**2**	**100**	**54**	**7**	**41**	**108**	**155**	**1**	**153**	**3**
Men	109	0	0	69	39	7	23	79	108	1	109	0
Women	47	0	1	31	15	0	18	29	47	0	44	3
Spain	**106**	**8**	**24**	**48**	**26**	**17**	**59**	**30**	**101**	**5**	**103**	**3**
Men	81	6	19	33	24	13	38	30	77	4	79	3
Women	25	2	5	15	2	4	21	0	24	1	25	0
USA	**3**	**0**	**2**	**1**	**0**	**1**	**2**	**0**	**2**	**1**	**2**	**1**
Men	2	0	2	0	0	1	1	0	2	0	2	0
Women	1	0	0	1	0	0	1	0	0	1	0	1
TOTAL	**2,250**	**582**	**868**	**588**	**212**	**51**	**619**	**1,580**	**2,209**	**41**	**2,220**	**30**
Men	1,733	442	674	445	172	47	479	1,207	1,714	19	1,724	9
Women	517	140	194	143	40	4	140	373	495	22	497	21

Final employees by country 2020	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators	Indefinite	Temporary	Full time	Part time
India	**1,020**	**335**	**432**	**202**	**51**	**14**	**287**	**719**	**1,020**	**0**	**1,020**	**0**
Men	986	316	419	200	51	14	278	694	986	0	986	0
Women	34	19	13	2	0	0	9	25	34	0	34	0
Brazil	**590**	**152**	**296**	**119**	**23**	**5**	**115**	**470**	**587**	**3**	**587**	**3**
Men	322	78	161	65	18	5	69	248	322	0	322	0
Women	268	74	135	54	5	0	46	222	265	3	265	3
Mexico	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**0**	**1**	**0**	**1**	**0**
Men	1	0	0	1	0	1	0	0	1	0	1	0
Women	0	0	0	0	0	0	0	0	0	0	0	0
Portugal	**156**	**0**	**4**	**101**	**51**	**7**	**41**	**108**	**155**	**1**	**153**	**3**
Men	109	0	2	71	36	7	23	79	108	1	109	0
Women	47	0	2	30	15	0	18	29	47	0	44	3
Spain	**110**	**10**	**26**	**50**	24	**16**	**34**	**31**	**103**	**7**	**108**	**2**
Men	85	8	19	36	22	12	42	31	79	6	83	2
Women	25	2	7	14	2	4	21	0	24	1	25	0
USA	**3**	**0**	**2**	**1**	**0**	**1**	**2**	**0**	**3**	**0**	**3**	**0**
Men	2	0	1	1	0	1	1	0	2	0	2	0
Women	1	0	1	0	0	0	1	0	1	0	1	0
TOTAL	**1,880**	**497**	**760**	**474**	**149**	**44**	**508**	**1,328**	**1,869**	**11**	**1,872**	**8**
Men	1,505	402	602	374	127	40	413	1,052	1,498	7	1,503	2
Women	375	95	158	100	22	4	95	276	371	4	369	6

Average employees by country 2020	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators	Indefinite	Temporary	Full time	Part time
India	**1,043**	**364**	**428**	**200**	**51**	**15**	**291**	**738**	**1,043**	**0**	**1,043**	**0**
Men	1,009	345	414	198	51	15	281	713	1,009	0	1,009	0
Women	34	18	14	2	0	0	10	24	34	0	34	0
Brazil	**600**	**159**	**306**	**115**	**21**	**5**	**125**	**471**	**587**	**13**	**588**	**13**
Men	322	77	162	65	17	5	71	246	319	3	319	3
Women	278	82	144	49	4	0	54	224	268	10	268	10
Mexico	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**0**	**1**	**0**	**1**	**0**
Men	1	0	0	1	0	1	0	0	1	0	1	0
Women	0	0	0	0	0	0	0	0	0	0	0	0
Portugal	**157**	**0**	**11**	**103**	**44**	**8**	**40**	**110**	**156**	**1**	**154**	**3**
Men	110	0	6	73	31	8	22	81	109	1	110	0
Women	47	0	5	30	13	0	18	29	47	0	44	3
Spain	**105**	**10**	**29**	**42**	**23**	**16**	**59**	**30**	**100**	**5**	**103**	**2**
Men	82	8	19	33	21	12	40	30	76	5	80	2
Women	23	2	10	9	2	4	19	0	23	0	23	0
USA	**3**	**0**	**2**	**1**	**0**	**1**	**2**	**0**	**3**	**0**	**3**	**0**
Men	2	0	1	1	0	1	1	0	2	0	2	0
Women	1	0	1	0	0	0	1	0	1	0	1	0
TOTAL	**1,910**	**533**	**777**	**461**	**139**	**46**	**517**	**1,348**	**1,891**	**19**	**1,892**	18
Men	1,526	431	603	371	121	42	415	1,070	1,517	9	1,521	5
Women	384	102	174	90	18	4	102	278	374	10	371	13

Final employees by country	2021			2020		
	Directors and executives	Graduates and administrative staff	Operators	Directors and executives	Graduates and administrative staff	Operators
India	**1.8%**	**28.3%**	**69.9%**	1%	**28%**	**71%**
Men	1.8%	28.6%	69.7%	1%	28%	70%
Women	3.1%	18.8%	78.1%	0%	26%	74%
Brazil	**0.8%**	**22.7%**	**76.5%**	1%	**20%**	**80%**
Men	1.5%	22.7%	75.8%	2%	21%	77%
Women	0.0%	22.6%	77.4%	0%	17%	83%
Mexico	**1.7%**	**23.6%**	**74.6%**	**100%**	**0%**	**0%**
Men	2.8%	25.3%	71.9%	100%	0%	0%
Women	0.0%	20.8%	79.2%	0%	0%	0%
Portugal	**4.5%**	**26.0%**	**69.5%**	**5%**	**26%**	**69%**
Men	6.5%	20.6%	72.9%	6%	21%	73%
Women	0.0%	38.3%	61.7%	0%	38%	62%
Spain	**16.7%**	**54.9%**	**28.4%**	**15%**	**57%**	**28%**
Men	16.9%	45.5%	37.7%	14%	49%	37%
Women	16.0%	84.0%	0.0%	16%	84%	0%
USA	**33.3%**	**66.7%**	**0.0%**	**33%**	**67%**	**0%**
Men	50.0%	50.0%	0.0%	50%	50%	0%
Women	0.0%	100.0%	0.0%	0%	100%	0%
TOTAL	**2.4%**	**27.1%**	**70.4%**	**2%**	**27%**	**71%**

Type of contract

Average employees by country s 2021	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators
India	**1,028**	**330**	**433**	**211**	**54**	**16**	**294**	**718**
Indefinite	1,028	330	433	211	54	16	294	718
Temporary	0	0	0	0	0	0	0	0
Brazil	**612**	**170**	**286**	**130**	**26**	**5**	**141**	**466**
Indefinite	588	149	285	129	26	5	120	463
Temporary	23	22	1	1	0	0	21	2
Mexico	**345**	**74**	**122**	**99**	**51**	**5**	**82**	**258**
Indefinite	334	69	120	95	50	4	75	255
Temporary	11	4	2	4	1	1	7	3
Portugal	**156**	**0**	**2**	**100**	**54**	**7**	**41**	**108**
Indefinite	155	0	2	100	53	6	41	108
Temporary	1	0	0	0	1	1	0	0
Spain	**106**	**8**	**24**	**48**	**26**	**17**	**59**	**30**
Indefinite	101	8	24	47	23	17	58	26
Temporary	5	0	0	1	3	0	1	4
USA	**3**	**0**	**2**	**1**	**0**	**1**	**2**	**0**
Indefinite	2	0	2	0	0	1	1	0
Temporary	1	0	0	1	0	0	1	0
TOTAL	**2,250**	**582**	**868**	**588**	**212**	**51**	**619**	**1,580**
Indefinite	2,209	556	865	582	206	49	589	1,570
Temporary	41	26	3	6	5	2	30	10

Average employees by country 2020	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators
India	**1,043**	**364**	**428**	**200**	**51**	**15**	**291**	**738**
Indefinite	1,043	364	428	200	51	15	291	738
Temporary	0	0	0	0	0	0	0	0
Brazil	**600**	**159**	**306**	**115**	**21**	**5**	**125**	**471**
Indefinite	587	147	306	115	21	5	113	470
Temporary	13	13	0	0	0	0	12	1
Mexico	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**0**
Indefinite	1	0	0	1	0	1	0	0
Temporary	0	0	0	0	0	0	0	0
Portugal	**157**	**0**	**11**	**103**	**44**	**8**	**40**	**110**
Indefinite	156	0	11	103	43	7	40	110
Temporary	1	0	0	0	1	1	0	0
Spain	**105**	**10**	**29**	**42**	**23**	**16**	**59**	**30**
Indefinite	100	9	29	41	21	16	59	25
Temporary	5	1	0	2	2	0	1	5
USA	**3**	**0**	**2**	**1**	**0**	**1**	**2**	**0**
Indefinite	3	0	2	1	0	1	2	0
Temporary	0	0	0	0	0	0	0	0
TOTAL	**1,910**	**533**	**777**	**461**	**139**	**46**	**517**	**1,348**
Indefinite	1,891	519	776	459	136	45	504	1,342
Temporary	19	14	1	2	3	1	13	6

New hires, leaves and turnover

New hires 2021	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators
India	**144**	**70**	**42**	**25**	**7**	**6**	**56**	**82**
Men	140	69	39	25	7	6	53	81
Women	4	1	3	0	0	0	3	1
Brazil	**102**	**67**	**22**	**10**	**3**	**1**	**46**	**55**
Men	52	29	13	8	3	1	17	34
Women	50	38	9	2	0	0	29	21
Mexico	**160**	**67**	**56**	**33**	**4**	**1**	**12**	**147**
Men	67	31	22	13	1	1	7	59
Women	93	36	34	20	3	0	5	88
Portugal	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Spain	**13**	**2**	**6**	**4**	**1**	**1**	**9**	**3**
Men	7	0	3	3	1	1	3	3
Women	6	2	3	1	0	0	6	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
TOTAL	**419**	**206**	**126**	**72**	**15**	**9**	**123**	**287**
Men	266	128	76	49	12	8	80	177
Women	153	77	50	23	3	0	43	110

New hires 2020	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators
India	**66**	**39**	**20**	**5**	**2**	**5**	**16**	**45**
Men	64	38	19	5	2	5	15	44
Women	2	1	1	0	0	0	1	1
Brazil	**74**	**48**	**14**	**9**	**3**	**1**	**22**	**51**
Men	42	23	9	7	3	1	11	30
Women	32	25	5	2	0	0	11	21
Mexico	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Portugal	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Spain	**16**	**4**	**3**	**8**	**1**	**0**	**10**	**6**
Men	13	3	2	7	1	0	7	6
Women	3	1	1	1	0	0	3	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
TOTAL	**156**	**91**	**37**	**22**	**6**	**6**	**48**	**102**
Men	119	64	30	19	6	6	33	80
Women	37	27	7	3	0	0	15	22

Total Leaves 2021	TOTAL	<30 years	30 - 39 years	40 - 49 years	> 50 years	Directors and executives	Graduates and administrative staff	Operators
India	**162**	**77**	**57**	**20**	**8**	**4**	**59**	**99**
Men	156	76	52	20	8	4	54	98
Women	6	1	5	0	0	0	5	1
Brazil	**73**	**20**	**36**	**15**	**2**	**0**	**25**	**48**
Men	43	11	22	8	2	0	12	31
Women	30	9	14	7	0	0	13	17
Mexico	**155**	**65**	**53**	**31**	**6**	**0**	**10**	**145**
Men	67	26	24	13	4	0	4	63
Women	88	39	29	18	2	0	6	82
Portugal	**3**	**0**	**0**	**1**	**2**	**1**	**1**	**1**
Men	3	0	0	1	2	1	1	1
Women	0	0	0	0	0	0	0	0
Spain	**20**	**1**	**9**	**9**	**1**	**0**	**14**	**6**
Men	14	0	7	6	1	0	8	6
Women	6	1	2	3	0	0	6	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
TOTAL	**413**	**163**	**155**	**76**	**19**	**5**	**109**	**299**
Men	283	113	105	48	17	5	79	199
Women	130	50	50	28	2	0	30	100

Total leaves 2020	TOTAL	< 30	30 - 39	40 - 49	> 50	Directors and executives	Graduates and administrative staff	Operators
India	**117**	**64**	**32**	**12**	**9**	**4**	**20**	**93**
Men	115	63	31	12	9	4	19	92
Women	2	1	1	0	0	0	1	1
Brazil	**82**	**35**	**28**	**16**	**3**	**1**	**35**	**46**
Men	36	13	13	8	2	1	12	23
Women	46	22	15	8	1	0	23	23
Mexico	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Portugal	**2**	**0**	**0**	**1**	**1**	**1**	**0**	**1**
Men	2	0	0	1	1	1	0	1
Woman	0	0	0	0	0	0	0	0
Spain	**10**	**1**	**4**	**4**	**1**	**0**	**4**	**6**
Men	10	1	4	4	1	0	4	6
Women	0	0	0	0	0	0	0	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
TOTAL	**211**	**100**	**64**	**33**	**14**	**6**	**59**	**146**
Men	163	77	48	25	13	6	35	122
Women	48	23	16	8	1	0	24	24

Dismissals 2021	TOTAL	< 30	30 - 39	40-49	> 50	Directors and executives	Graduates and administrative staff	Operators
India	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Brazil	**50**	**10**	**27**	**12**	**1**	**0**	**11**	**39**
Men	32	7	17	7	1	0	7	25
Women	18	3	10	5	0	0	4	14
Mexico	**1**	**0**	**0**	**1**	**0**	**0**	**1**	**0**
Men	1	0	0	1	0	0	1	0
Women	0	0	0	0	0	0	0	0
Portugal	**2**	**0**	**0**	**1**	**1**	**0**	**1**	**1**
Men	2	0	0	1	1	0	1	1
Women	0	0	0	0	0	0	0	0
Spain	**3**	**0**	**0**	**2**	**1**	**0**	**0**	**3**
Men	3	0	0	2	1	0	0	3
Women	0	0	0	0	0	0	0	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Woman	0	0	0	0	0	0	0	0
TOTAL	**56**	**10**	**27**	**16**	**3**	**0**	**13**	**43**
Men	38	7	17	11	3	0	9	29
Women	18	3	10	5	0	0	4	14

Dismissals 2020	TOTAL	< 30	30 - 39	40-49	> 50	Directors and executives	Graduates and administrative staff	Operators
India	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Brazil	**49**	**12**	**22**	**13**	**2**	**0**	**14**	**35**
Men	20	4	9	5	2	0	5	15
Women	29	8	13	8	0	0	9	20
Mexico	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Portugal	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
Spain	**3**	**0**	**2**	**1**	**0**	**0**	**1**	**2**
Men	3	0	2	1	0	0	1	2
Women	0	0	0	0	0	0	0	0
USA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Men	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0
TOTAL	**52**	**12**	**24**	**14**	**2**	**0**	**15**	**37**
Men	23	4	11	6	2	0	6	17
Women	29	8	13	8	0	0	9	20

Turnover rate 2021	TOTAL	< 30	30 - 39	40 - 49	> 50	Directors and executives	Graduates and administrative staff	Operators
India	**16%**	**22%**	**13%**	**12%**	**15%**	**25%**	**20%**	**14%**
Men	16%	24%	12%	12%	15%	25%	19%	14%
Women	18%	0%	44%	0%	0%	0%	59%	4%
Brazil	**12%**	**12%**	**13%**	**11%**	**8%**	**0%**	**17%**	**11%**
Men	13%	13%	14%	11%	9%	0%	16%	13%
Women	11%	11%	11%	10%	0%	0%	19%	8%
Mexico	**45%**	**84%**	**43%**	**32%**	**18%**	**0%**	**15%**	**55%**
Men	30%	60%	31%	19%	15%	0%	9%	39%
Women	69%	114%	65%	56%	23%	0%	25%	82%
Portugal	**2%**	**0%**	**0%**	**1%**	**4%**	**14%**	**2%**	**1%**
Men	3%	0%	0%	1%	5%	14%	4%	1%
Women	0%	0%	0%	0%	0%	0%	0%	0%
Spain	**19%**	**13%**	**33%**	**21%**	**4%**	**0%**	**24%**	**20%**
Men	17%	0%	32%	21%	4%	0%	21%	20%
Women	24%	41%	37%	20%	0%	0%	29%	0%
USA	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**
Men	0%	0%	0%	0%	0%	0%	0%	0%
Women	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	**18%**	**27%**	**17%**	**14%**	**10%**	**10%**	**18%**	**19%**

Turnover rate 2020	TOTAL	< 30	30 - 39	40 - 49	> 50	Directors and executives	Graduates and administrative staff	Operators
India	**11%**	**18%**	**7%**	**6%**	**18%**	**27%**	**7%**	**13%**
Men	11%	18%	7%	6%	18%	27%	7%	13%
Women	6%	5%	7%	0%	0%	0%	10%	4%
Brazil	**14%**	**22%**	**9%**	**14%**	**15%**	**20%**	**28%**	**10%**
Men	11%	17%	8%	12%	12%	20%	17%	9%
Women	17%	27%	10%	16%	29%	0%	43%	10%
Mexico	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**
Men	0%	0%	0%	0%	0%	0%	0%	0%
Women	0%	0%	0%	0%	0%	0%	0%	0%
Portugal	**1%**	**0%**	**0%**	**1%**	**2%**	**13%**	**0%**	**1%**
Men	2%	0%	0%	1%	3%	13%	0%	1%
Women	0%	0%	0%	0%	0%	0%	0%	0%
Spain	**10%**	**10%**	**14%**	**9%**	**4%**	**0%**	**7%**	**20%**
Men	12%	12%	21%	12%	5%	0%	10%	20%
Women	0%	0%	0%	0%	0%	0%	0%	0%
USA	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**
Men	0%	0%	0%	0%	0%	0%	0%	0%
Women	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	**11%**	**19%**	**8%**	**7%**	**10%**	**13%**	**11%**	**11%**

Turnover rate = total annual leaves / annual average number of employees

Remuneration

Average remuneration 2021	TOTAL	< 30	30 - 39	40 -49	> 50	Directors and executives	Graduates and administrative staff	Operators
ROADIS	**12,514**	**3,336**	**6,417**	**21,971**	**33,953**	**187,159**	**17,893**	**4,394**
Men	13,405	3,106	6,407	23,980	37,276	186,713	18,012	4,424
Women	9,596	4,026	6,452	15,792	20,503	191,531	17,491	4,300

Average remuneration 2020	TOTAL	< 30	30 - 39	40 -49	> 50	Directors and executives	Graduates and administrative staff	Operators
ROADIS	**13,474**	**3,136**	**7,449**	**24,919**	**42,281**	**219,694**	**19,445**	**4,358**
Men	13,977	2,976	7,355	26,258	44,014	217,148	18,611	4,432
Women	11,459	3,813	7,805	19,912	32,282	245,149	23,072	4,074

Remuneration development	2021	2020
ROADIS	**12,514**	**13,474**
Men	13,405	13,977
Women	9,596	11,459

Average remuneration ratio	2021			2020		
	Directors and executives	Graduates and administrative staff	Operators	Directors and executives	Graduates and administrative staff	Operators
ROADIS	**-3%**	**3%**	**3%**	**-13%**	**-24%**	**8%**
Men	186,713	18,012	4,424	217,148	18,611	4,432
Women	191,531	17,491	4,300	245,149	23,072	4,074

Gap= (Remuneration men – remuneration women) / remuneration men

Disabled employees

	2021			2020		
Average employees with disability	TOTAL	Men	Women	TOTAL	Men	Women
India	0.0	0.0	0.0	0.0	0.0	0.0
Brazil	17.3	9.8	7.5	17.9	9.5	8.4
Mexico	2.4	1.0	1.4	0.0	0.0	0.0
Portugal	5.9	4.9	1.0	5.8	5.8	0.0
Spain	2.2	2.2	0.0	2.6	2.6	0.0
USA	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL	**27.8**	**17,8**	**9.9**	**26.3**	**17.9**	**8.4**

COMMITMENT TO OUR PLANET

Our objective: Minimize environmental impact in all our subsidiaries.

ENVIRONMENTAL RESPONSIBILITY

(103-2, 307-1)

ROADIS' core business does not have a high direct impact on the environment as it consists of the investment, operation and maintenance of toll roads. However, we consider that this does not exempt us from our duty as a company to face the major challenges of the 21st century, such as climate change.

For this reason, we have decided to do our utmost to reduce our impact as much as possible in order to protect our habitat and leave a better world for future generations.

We are aware of the low risks that our activity poses to the environment, therefore we have earmarked specific resources to be able to guarantee a rapid and efficient response in the event that these risks were to materialize.

At ROADIS we have a corporate environmental insurance policy that covers all directors and employees, subsidiaries or investee companies and any subcontractors or professionals. It also covers any claims for unexpected loss or damage to waste and contaminants. The maximum limit of indemnity is 20 million euros with an excess of 50 thousand euros.

At the local level, each asset has its own measures to cover possible environmental incidents.

As a result of our proactive environmental management, during 2021 there have been no legal breaches in terms of environmental licenses and permits, nor have any sanction proceedings been opened for environmental reasons in any of the countries in which we operate.

BIODIVERSITY PROTECTION

(304-2, 304-3)

ROADIS has assets in Mexico, Brazil and India, which belong to the select group of 17 megadiverse countries. This list, compiled by the World Conservation Monitoring Center (a UN environmental agency), is made up of a group of territories that occupy 10% of the planet's surface area but are home to 70% of its biodiversity.

As indicated above, our core business has little impact on the environment. However, our commitment to biodiversity, in addition to the geographical location of our assets, has led us to initiate an analysis of the company's situation in 2021 regarding biodiversity protection, which will be completed in 2022. The following actions have been conducted to prepare this analysis:

- Create a list of the biodiversity protection measures that ROADIS has followed in each of its strategic business units;
- Conduct a study of the wildlife protection measures adopted by other relevant players in the sector;
- Examine industry and investor trends;
- Analyze the new regulatory framework of the European Union and the United Nations.

At ROADIS we want to do our part in the fight against environmental damage. For this reason, in different assets, our employees have participated in actions aimed at mitigating possible impacts on biodiversity and the ecosystems that surround us.

MÉXICO

The ROADIS family, once again present in work to promote environmental care and support the community surrounding the Saltillo-Monterrey highway, participated in an initiative in which trees were planted in collaboration with the companies FRISA and FIBRAS MTY.

The initiative took place in several stages of reforestation of the area surrounding the Saltillo-Monterrey highway. In some of them, the children of employees participated in order to make them aware of how important it is to have a healthy environment for the future of humanity.

In this way, the reforestation of the designated area was successfully concluded, contributing once again to the habitat and the improvement of the municipality of Santa Catarina.

INDIA

To demonstrate the commitment to the environment, a massive tree planting campaign was organized. The theme of World Environment Day was "Ecosystem Restoration". Growing trees were planted from km 786 to KM 882 with the help of employees of M/s Soma Indus Varanasi Aurangabad Tollway Pvt Ltd who participated in this event.

This activity was carried out through the participation of supplier M/s Hanumant Buildcon. A tree plantation drive was also organized near Gegal toll plazas in NH8 project.

A total of 3,051 wildlife casualties and 6 casualties on protected or endangered species due to traffic accidents on our roads were reported in 2021. The increase in data on wildlife fatalities compared to the previous year is due to an improvement in the information collection process and an increase in traffic compared to 2020.

Biodiversity protection	2021	2020	% Var.
Injured wild animals	47	18	161.1%
Threatened or endangered species	0	0	-
Dead wild animals	3,051	2,874	6.2%
Threatened or endangered species	6	17	-64.7%

In 2021, no incidents were recorded affecting the habitat along the highways we manage in any of the countries. Neither were any incidents of this nature recorded in 2020, hence it has not been necessary to carry out improvement or restoration work during these two years.

FIGHTING CLIMATE CHANGE

(103-1, 103-2, 103-3, 305-1, 305-2, 305-3, 305-5)

At ROADIS we are very aware of the vital importance of the fight against climate change and of how necessary it is to implement measures to mitigate and reduce its effects, as reflected in our Sustainability Master Plan, in the vector for Environmental Care.

We are committed to improving our ability to manage natural resources and minimize impacts on the environments in which we operate by monitoring the exposure of our assets to climate change and building ROADIS' resilience to extreme weather events.

The main risk we face from climate change is flooding caused by natural disasters at all assets, the most vulnerable being AELO in Europe, NH2, NH6 in India and VIABAHIA in Brazil. The insurance policies taken out aim to mitigate the potential negative impacts should flooding materialize.

Our commitment to climate risk prevention and mitigation is evidenced by the achievement of ISO 14001 in Europe at A4 and in Brazil at VIABAHIA. VIABAHIA also has a risk management program linked to an emergency action plan that is activated according to the environmental risk in the operation of the road.

One of the most noteworthy initiatives carried out in 2021 with the aim of reducing our footprint was the installation of solar panels at Copexa, both on the roof of the substation and the building. This is a first exercise that will allow us to study the feasibility of extending this initiative to other assets.

ATMOSPHERIC POLLUTION

According to the conclusions drawn after the COP26 in 2021 or Glasgow Conference: "The reduction of global greenhouse gas emissions remains far below from what is needed to preserve a habitable climate, and support for the most vulnerable countries affected by the effects of climate change remains insufficient" (https://www.un.org/es/climatechange/cop26).

At ROADIS we want to be an active part of the change, trying to integrate into our business measures that allow us to contribute to the achievement of the Paris objectives, with a special focus on the reduction of greenhouse gas (GHG) emissions into the atmosphere.

Total emissions (t CO2e)	2021	2020	% Var.
Scope 1 (fuel)	3,099	3,007	3.1%
Scope 2 (electricity)	4,068	4,134	-1.6%
Scope 3	3,656	3,039	20.3%

*Data has been revised by applying the emission factors corresponding to the year of these emissions (2020) and following the GHG Protocol's Market Based approach.

This year, at ROADIS we have taken our commitment to climate change one step further by measuring our Scope 3 emissions. The calculations have been made following the guidelines set by the Greenhouse Gas (GHG) Protocol standard. The latter establishes standardized global frameworks for measuring and managing greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.

Our Scope 3 measurement includes the following categories:

- Business travel where no company-owned vehicles are used.
- Employee commuting to their place of work
- Products and services purchased
- Capital goods
- Fuel and energy not included in Scope 1 and 2
- Waste
- Transport and distribution of purchased products

In addition, ROADIS monitors the emissions of users travelling on the highways it manages based on the average traffic on its roads and the average distance travelled. These emissions amounted to 3,850,688 t of CO2e in 2021 compared to 3,543,373 t of CO2e in 2020, as a result of the recovery of traffic levels prior to the COVID-19 crisis.

In 2021, we began working on the definition of a Climate Change Mitigation Plan aimed at setting emission reduction targets. These reduction targets will be set in 2022.

NOISE AND LIGHT POLLUTION

In addition to air pollution, we take care of other forms of pollution such as noise and light, even though our direct operations do not have a major impact on these two types of pollution. To reduce the negative impact of these two aspects, the following measures have been taken:

- **In Europe**: renewal of the fleet of operation and maintenance vehicles by quieter vehicles (AEA).
- **In India**, we conducted awareness campaigns to encourage the use of fast pass cards and installed signage at toll plazas discouraging the use of horns to reduce noise pollution. Environmental monitoring analysis and reporting of noise levels on the NH2 and NH8 highways has also been carried out.

CIRCULAR ECONOMY

RESOURCE CONSUMPTION

(103-2)

At ROADIS we promote the rational use of water, raw materials, energy and fuel, as well as other resources. We advocate responsible consumption so that our development does not irreversibly damage nature and the natural resources essential to mankind.

In order to improve ourselves every day, we work on standardizing the reporting of materials and resources consumed, as well as their recycling, through the use of the non-financial reporting tool. This gives us the opportunity to establish more precise performance criteria better adapted to the business.

Water consumption

(303-3, 303-5)

Water is a limited resource that we cannot afford to waste. For this reason, at ROADIS we only use it to meet the basic needs of human beings and to clean our facilities. The maintenance of the vegetation on our highways and the cleaning of our roads are carried out by subcontractors, which means that we are not directly responsible for these activities.

Most of the water consumed comes from external suppliers. In 2021, the total water consumed was 101.38 mega liters, a reduction of 7.6% compared to the previous year.

This year we have made progress in the process of improving the information for its monitoring and the data presented below includes the water consumed by the companies subcontracted to provide maintenance services in India (for proper comparability, the 2020 consumption also includes this type of water consumed).

Water withdrawn per source (µL)	2021	2020	% Var.
Total, water withdrawn per source	**101.38**	**109.75**	**-7.6%**
Drinking water suppliers	7.76	11.13	-30.3%
Surface water	0.03	0.00	-
Groundwater	3.79	2.99	26.7%
Rainwater	0.00	0.00	-
Recycled water	0.00	0.00	-
Water from third parties	89.81	95.63	-6.1%
Water consumed	**101.38**	**109.75**	**-7.6%**

No spillage has been recorded in our water management, as all wastewater is recycled through the same system of local networks.

Consumption of raw materials

(301-1)

Below is a list of the materials consumed in 2021 and a comparison with the same categories of raw materials consumed in 2020.

Materials used (t)	2021	2020	% Var.
Paper/cardboard	5.99	17.49	-65.8%
Tires	0.00	0.00	-
Construction materials (asphalt, cement, paint, microspheres, etc.)	25.99	29.67	-12.4%
Light bulbs	0.00	0.00	-
Aluminum and plastics	0.00	0.01	-100.0%
Fluxes (salt)	1,813.52	563.05	222.1%
Total recycled	**0.46**	**0.01**	**6,471.4%**
Total non-recycled	**1,845.16**	**610.22**	**202.0%**
% recycled materials	**0.0%**	**0.0%**	**2,072.7%**

(*) Includes asphalt, cement, paint and microspheres for 2020.

Energy and fuel consumption

(302-1, 302-3, 302-4)

On one hand, our fuel consumption comes from the use of the vehicles needed to maintain the highways, the use of small machinery and the use of generators when necessary. On the other hand, our electricity consumption has been necessary for the operation and lighting of the highways and the performance of administrative activities.

During 2021, 1,307 thousand liters of fuel were consumed, which is a slight increase compared to 2020 due to the increase in operation and maintenance activities to pre-pandemic levels.

Thanks to the efficiency measures and programs implemented, electricity consumption has been reduced, which has led to an improvement in energy intensity.

Energy consumed	2021	2020	% Var.
Fuel (Thousands of liters)	1,307	1,262.8	3.5%
Electricity (GWh)	14.7	14.9	-1.2%
Energy intensity (kWh/€)	0.043	0.047	-9.3%

One of our main objectives is to continuously improve our environmental performance and thus limit our impact on the planet. To meet this objective, we have taken the following measures to reduce our energy consumption in 2021:

- **Europe.** At AEA, part of the light vehicle fleet is gradually being replaced by hybrid vehicles, which reduce emissions, energy consumption and noise. At AELO and A4, part of the road lighting has been replaced with LED lights.
- **India.** The NH8 highway is now fully equipped with LED lighting.
- **Mexico.** The lighting in both the offices and the COPEXA tunnel are LED, where solar panels have also been installed. At CAMS, all the lighting equipment installed has been LED.

We currently use the renewable energies that make up the energy mix of the companies supplying electricity.

WASTE MANAGEMENT

(103-2, 301-2, 306-2, 306-3)

Our business generates virtually no waste. However, this year we have worked on a project to standardize the reporting of materials and resources consumed, as well as their recycling. The tool created for this project has given us more detailed information on the reality of our operations.

Throughout 2021, the following materials have been recycled, differentiated between hazardous and non-hazardous materials. The data is shown in comparison to the volume recycled in 2020.

Recycled waste (t)	Treatment	2021	2020	% Var.
Hazardous	Third party management	8.00	2.03	295%
	On-site storage	0.00	0.00	0%
	Recovery (including energy)	0.00	16.06	-100%
	Recycling	0.03	3.09	-99%
Non-hazardous	Third party management	4.00	6.41	-38%
	On-site storage	11.35	9.10	25%
	Landfill	578.85	437.92	32%
	Recycling	77.95	81.14	-4%

In order to achieve our impact reduction objective, we have taken various measures to reduce generated waste and promote recycling and reuse, such as the use of disposable plates and cups, the establishment of a recycling point for better waste management, as well as the installation of bins inside the offices to easily separate waste from recyclable materials.

With regard to food waste, given that our activity is not related to the food sector nor does it provide food products for its development, no additional information is presented in this report as it is an aspect that is not material for the organization.

ABOUT THOSE WHO MATTER MOST

We are a global benchmark in the development, operation and asset management of transport infrastructure.

ROAD SAFETY: OUR TOP PRIORITY

(103-1, 103-2, 103-3)

Highways and roads enable mobility and therefore the development of communities. But our work would be meaningless if we are not able to ensure that, as far as possible, our users arrive safely and securely to their destinations.

Therefore, as shown in our materiality analysis, Road Safety is a top priority for ROADIS.

For this reason, we continuously monitor our assets' safety performance in detail in order to identify new improvement actions that will enable us to make our roads safer.

In addition to accident rate indicators and improvement plans designed on the basis of established objectives, we protect the health of our workers and seek to involve our users so that they make proper use of the infrastructures through training programs and communication campaigns.

Given the importance of Road Safety protection for us, in 2021 we created the position of Corporate Road Safety Manager and identified the people responsible in each of our operations.

We apply the highest quality standards in the management of our assets. Proof of this is that three of our assets have ISO 39001 certification in Road Safety Management (A4, VIABAHIA and CAMS).

This year, we continued with the Road Safety Program, which began in 2020 and will end in 2022, and which includes internal audits, the design of action plans and the implementation of improvement measures, as described below:

- Review of the historical road accident database to ensure consistency and robustness of information.
- Route safety assessment. In this step, each routes' black spots are identified and defined, an accident rate study and risk factors based on the analysis of dangerous road sections are carried out.
  For the evaluation of safety on the route, the use of new technologies has been introduced this year in order to be able to carry out a more exhaustive evaluation.
- Route Action Plan, which defines improvement initiatives aimed at minimizing the number of fatalities and serious injuries. The measures are short and medium-term mitigation measures, as a reinforcement of the routine maintenance program. In addition, these measures are aligned with asset management plans to ensure that efficiencies are maximized.

As in previous years, during 2021 we continued to work on communication and training aimed at our users. We deployed campaigns focused on promoting safe driving in the communities in which we operate. Through these initiatives, we channeled one of the main initiatives set out in our Sustainability Master Plan, our commitment to Road Safety (Citizenship Progress).

Since 2019, we have been rolling out the Road Safety campaign "Your Safety, Our Priority", coordinated at an international level (Brazil, India and Mexico). The campaign consists of 5 blocks:

- Block 1: Drivers' behavior on the road
- Block 2: Physical state of the driver
- Special block 2020: COVID-19
- Block 3: Drivers' behavior inside the vehicle
- Block 4: Vehicle maintenance

During 2021, we worked on Block 4, as the preceding blocks had been previously developed in past.

As a conclusion of this series of blocks, an **extraordinary campaign** was carried out to reinforce and emphasize the key themes deployed over the last 3 years. Communications focused on the importance of extreme caution when driving to enjoy an incident-free Christmas holiday with the family, highlighting the following aspects:

To support these campaigns, specific materials have been developed (flyers, posters), which have also been distributed online through various digital platforms on ROADIS' corporate social media profiles and those of the concessionaires in each country.

In the case of India, internal training has been carried out with employees in order to strengthen this subject.

In Brazil, we participated in "A Semana Nacional de Trânsito", whose central theme this year was: "In traffic, your responsibility saves lives" and its main objective was to emphasize that all accidents are a direct consequence of the human factor. In addition, drivers were trained and given advice on health and wellbeing, nutrition, physiotherapy, nursing, psychology, physical education and medicine. For this initiative VIABAHIA has partnered with the State University of Southwest Bahia (UESB), through the Center for Research in Bioethics and Spirituality (NUBE),

On a monthly basis, we monitor the main Road Safety indicators, with special emphasis on highway sections with fatal or serious accidents. The following table shows the evolution of these main indicators over the last four years:

Parameters	Measurement unit	2018	2019	2020	2021
Ratio of number of road accidents per 10^8/veh-km	Accidents	4.64	4.56	5.30	4.55
Index of number of road accidents with serious injuries or fatalities per 10^8/veh-km	Accidents	0.64	0.59	0.59	0.55
Index of number of fatalities in traffic accidents per 10^8/veh-km	Fatalities	0.30	0.27	0.30	0.29

These accident and fatality rates are in line with roads with similar characteristics in each of the national networks where we operate.

INVESTMENT IN SAFETY

The total number of traffic accidents, as well as fatal or serious accidents that occurred during 2021 continued to decrease in line with the trend observed over the last 4 years (excluding 2020, which was a year with reduced mobility due to movement limitation measures adopted by local authorities). The number of fatalities in ROADIS concessions during 2021 is in line with those observed during 2019. However, due to the impact of the drop in traffic experienced by the COVID-19 crisis during 2021, the rate of the number of fatalities per 10^8/veh-km shows a small rise in 2021 when compared to 2019.

Safety on the roads we operate is fundamental to ROADIS. Therefore, we continuously work to eliminate or reduce the number of accidents that could result in serious or even fatal injuries to users of our highways.

As part of our Road Safety Program, we carry out detailed and continuous monitoring of accident data by asset and the most relevant parameters impacting traffic and road safety.

This program focuses on the points where accident rates are highest and where special monitoring and analysis is carried out. This allows us to design mitigation measures tailored to the specific circumstances of the highway sections analyzed and to establish preventive measures to avoid future accidents. In addition to the budget for ordinary road maintenance, specific budget items are established for these actions.

In the case of CAMS, improvement works were completed in 2021 to transform the motorway into an even safer road. The main objective of the actions carried out was to improve the section between kilometers 63 and 82 of the highway. Installation of new ITS (Intelligent Transport Systems) devices to improve safety and visibility for road users was also completed.

Another example of investment in Road Safety (complementary to ordinary maintenance tasks) is at COPEXA, where a set of measures were designed and implemented to correct problems associated with identified accident-prone stretches. The package of improvements deployed has included numerous actions, among which are the pavement improvements, inclusion of vertical and horizontal signage, installation of elements to improve night visibility and improvements to emergency braking ramps.

A further example is NH8, where improvement works were carried out to minimize the risk of accidents. Various speed reduction measures were implemented, as well as the repair and instalment of vertical and horizontal signage.

During 2021, we continued to develop initiatives for the prevention of COVID-19 and the promotion of ETC (Electronic Toll Collection) to minimize human interaction.

SERVICE EXCELLENCE

QUALITY

[103-2, 416-1]

At ROADIS we are committed to quality as a differentiator of our business performance. This has led us to include internationally recognized standards in our models and methodologies to help us achieve this goal. We hold a series of certifications that demonstrate our adherence to some of the highest international standards that exist in the market such as: ISO 9001 Quality Management certification; ISO 14001 Environmental Management certification; ISO 39001 Road Safety Management certification and ISO 45001 Health and Safety at Work certification. This last certification was obtained by NH2, NH6 and NH8 assets in India and VIABAHIA in Brazil in 2021.

Quality

- ViaBahia
- A4
- AEA
- CAMS

The Environment

- ViaBahia
- A4

Road Safety

- ViaBahia
- A4
- CAMS

Health and Safety

- ViaBahia
- A4
- CAMS
- COPEXA
- NH2
- NH6
- NH8

COMPLAINTS AND CLAIMS

We build close relationships with our customers to ensure that they receive the highest quality service that satisfies their needs and expectations. User opinions are an important source of information to measure the quality of our service. The level of user satisfaction allows us to identify strengths and weaknesses and to devise action plans for improvement based on their responses.

To that end, we conduct quality surveys on a regular basis, to hear first-hand this stakeholder group's opinion about the delivery of our services. In 2021, it was only possible to update the 2020 survey at NH8 (which increased from an NPS of 91% in 2020 to 93.46% in 2021). During the year we have continued working on this aspect in all assets, serving as the basis for planning a more detailed survey to be conducted in 2022.

The main goal in our commitment to quality is to ensure user safety. Therefore, our efforts focus on managing infrastructures as efficiently and safely as possible in order to facilitate the mobility of citizens, goods and services by monitoring accident rate indicators, actively managing road safety and repairing road damage as quickly as possible.

The suggestions and complaints from our users provide us with valuable information on their perception of the services we offer.

For this matter, there are specific and direct lines of communication available for our users, allowing us to hear their concerns and suggestions first-hand, so that we can continue to improve our performance.

These lines of communication include: direct telephone number, postal address, email, local website of each asset /country and staff at toll stations. In addition, at some rest areas there are suggestion forms available to users.

All suggestions and complaints received are handled at local level with the utmost professionalism in order to provide the best response in the shortest possible time.

The complaints received during the year are shown below, broken down by country:

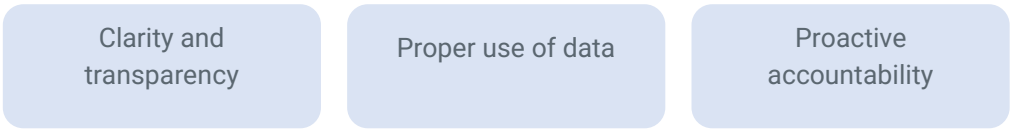
	2021			2020		
Country	Resolved complaints	Unresolved complaints	Total number of complaints received	Resolved complaints	Unresolved complaints	Total number of complaints received
India	1,190	0	1,190	542	0	542
Mexico	39	0	39	24	0	24
Brazil	751	0	751	816	0	816
Europe	85	8	93	90	3	93
Total	**2,065**	**8**	**2,073**	**1,472**	**3**	**1,475**

The increase in the complaints received is due to the implementation of the electronic toll system in India (rechargeable cards or use of exclusive electronic toll lanes). Once users became accustomed to the new system, complaints returned to the levels of previous years.

INFORMATION SECURITY

ROADIS is committed to protecting and respecting the privacy of the personal and professional data we collect and store.

Since the processing of personal data involves risks to the rights and freedoms of individuals, we have a data protection policy which obligates us to uphold the following principles:



Any person or entity that wants to know about our Privacy Policy can find it on our website, where we explain the purpose of processing and the rights of the data subjects.

In addition, we have put in place the necessary mechanisms to give consent for the transfer of data from employees, customers and suppliers, thus ensuring that the data are protected and used appropriately by the company.

The Compliance Officer periodically evaluates the level of compliance with the regulations regarding data protection. Their functions also include drafting continuous improvement plans and keeping the Board of Directors informed of the level of compliance with the Privacy Policy.

INDICATORS

(206-1, 418-1)

There were no legal actions brought in relation to unfair competition, monopolistic or anti-competitive practices in 2021 or 2020.

No claims for breach of customer privacy or loss of customer data was received in 2021 or 2020.

PROXIMITY TO THE COMMUNITIES

(103-2, 419-1)

At ROADIS, we are deeply committed to the development of the communities and countries where we do business.

Our goal is to achieve our business objectives but also to generate a positive social and environmental impact, hence the initiatives that promote mobility and sustainable development, socio-economic well-being and the protection of natural resources.

To that end, we have defined the ROADIS Community Development Guidelines that apply to all Group companies. Thereby, the local community development programs developed by ROADIS are aligned with this framework, the *Community Development Umbrella*, which groups our initiatives into five major blocks aligned with the SDGs.

Through our Community Development Guidelines, we seek to interlink the five broad blocks of the Community Development Umbrella with the vectors of our Sustainability Master Plan, as shown on the graphic below.

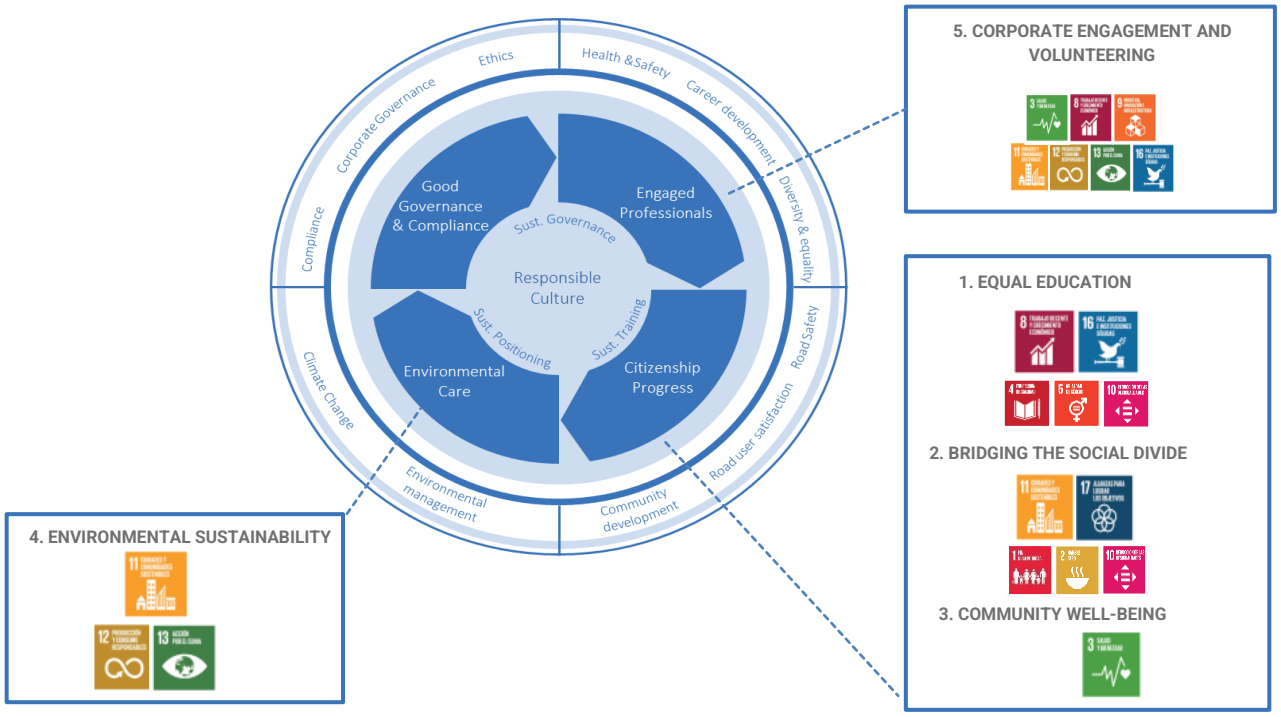
1. Equal Education We believe that children are the present and the sustainable future of the communities where we operate. We are committed to high quality affordable education, equal on social and gender terms.

2. Bridging the Social Divide We strongly believe in the importance of corporate responsibility as a sign of our long-term commitment to the communities in which we operate. While pursuing our business objectives, we also want to be responsible neighbors, with a particular focus on developing countries.

3. Community Well-Being We view Health and Safety as a top priority. And we are aware that access to basic services is not always guaranteed in developing countries. We continue working towards facilitating community access to health check-ups, disease prevention measures, and **personal and family health care**.

4. Environmental Sustainability We believe that caring for the environment is everyone's responsibility and that the Earth is our common home. It is increasingly important to maintain a sustainable balance.

5. Corporate Engagement and Volunteering We truly believe that our employees are the best ambassadors of our brand. Through the development of this block, we have the opportunity to foster employee engagement and, at the same time, community development.



The "Engaged Professionals" vector is directly related to the block dedicated to 'Corporate Engagement and Volunteering'. In pursuit of our common goals at ROADIS, we strive to encourage employee to participate and to create a common culture in the communities where we do business.

The "Citizenship Progress" vector is linked to the "Equal Education", "Community Well-being" and "Bridging the Social Divide" blocks, as they all aim to meet the needs of communities and users by contributing to economic development, the reduction of inequalities and social well-being.

Finally, to combat climate change, the "Environmental Care" vector is linked to the "Environmental Sustainability" block, which promotes efficiency and responsible consumption of natural resources as a strategy to reduce the impact on the environment.

COVID-19 MANAGEMENT SUPPORT

(413-1)

2020 was a year in which the world was hit hard by the COVID-19 pandemic, and one in which our community support strategy was focused on supporting the most vulnerable at that time.

In 2021, thanks to vaccinations and the mutation of the virus into less dangerous variants, the situation in many countries was brought under some control, thus we were able to resume other projects that are less focused on COVID.

However, a campaign consisting of several initiatives and actions was launched in India in early 2021 to mitigate the effects of coronavirus when the country was at a pandemic critical point.

INDIA

Team COVID Care

Given the public health situation in first half of the year in India, the following initiatives were implemented:

- Some of the measures implemented included **flexible working hours,** remote work, leave time to care for sick family members and recovery of infected employees.
- **Hygiene and disinfection measures** were reinforced. New internal communication campaigns on protective measures were launched and reinforced with workplace inspections to ensure proper compliance and thus protect the health of all.
- **Specific pandemic management committees** were set up to monitor the situation at all times. Following government public health directives, procedures were put in place at headquarters, project offices and toll plazas.
- **Adequate medical coverage** by providing health insurance for employees, contract staff and their families to cover hospitalization expenses, even in cases where the policy coverage was exceeded at the height of the crisis. **Financial support** was also provided to people who had lost family members.
- An **employee helpdesk** was set up to answer questions about the illness, health insurance, finding a hospital or requesting care at home, all provided by ROADIS volunteers in India.
- A medical team was made available to employees to provide **virtual medical consultations**, daily monitoring, dietary counselling, physiotherapy sessions, breathing techniques, and daily critical vital sign checks during home isolation.
- **Mental health and wellness initiatives** such as social interaction with the CEO, yoga and meditation sessions were implemented, which have helped employees to improve their mental health, especially during times of social distancing.
- **As much support as possible was provided to the local communities** around our projects through the distribution of food baskets, face masks and disinfectants.
- **Funds were raised to support the Government of India** in the fight against COVID through voluntary employee contributions.

In addition, the Team COVID Care organized an intensive vaccination campaign at a time when vaccines were still in short supply. This involved numerous interactions with public health authorities, access to stocks of vaccines, etc. A series of pop-up vaccination sites were organized at toll plazas and at headquarters with the goal of vaccinating 100% of team members and their families.

SOCIAL ACTION

(413-1)

As discussed above, a series of campaigns were conducted throughout 2021, as part of the community development initiatives in partnership with local stakeholders focusing on health in a broader sense, especially in Brazil.

BRASIL

- The **"Saúde no Trecho 2021" campaign** ran in three Bahian municipalities in partnership with VITALMED to bring better health care to local communities. Since 2018, the project has helped more than 3,400 people.

  The van is staffed by a physician and team of nurses who see patients, do check-ups, measure blood pressure, check blood sugar levels, etc. VIABAHIA, together with the cooperative Forte Saúde and the municipal health authorities in areas where the campaign took place, had the opportunity to update the vaccination booklet, provide dental care, rapid STD tests, and offer psychological support. All of this free of charge.

- **First edition of the "Caravana Juntos na Via" program** in Vitória da Conquista, a city in the southwest of Bahia. The initiative took place in the districts of Vila Sul and Vila Bonita and was carried out, once again, in collaboration with VITALMED and the municipal health department.

On this day, more than 60 people were attended by medical staff for medical and dental consultations, blood pressure checks and blood sugar tests. We contributed to improving the quality of life of the communities in the municipalities surrounding the concession.

- **"Café na Passarela" campaign in ViaBahia.** An initiative to raise awareness among the inhabitants of the various communities in our area of influence about the importance of using the footbridges installed along the highway, which guarantee the physical safety of pedestrians. This approach to the inhabitants of the municipalities of Amélia Rodrigues, Candeias and Salvador demonstrates our concern for the safety of our users and pedestrians which is a top priority for ROADIS.
- **"Pink October" campaign** was launched to raise awareness of breast cancer, with the participation of numerous companies and institutions. VIABAHIA has taken actions to raise awareness and remind users, employees and collaborators of the importance of self-examination, regular visits to the doctor and early detection of breast cancer.

INDIA

- **Maintenance and levelling of the entrance to the Chandauli police headquarters car park.** To facilitate the mobility of the local community, on June 7th, 2021, maintenance work was done on the access roads, entrance, adjacent roads and parking areas of the Chandauli police station.
Recycled materials were used for this project.
- **Organization of an event to provide feed and water to animals in "Tabiji" Gaushala.** The NH-8 team was part of an initiative to provide positive social value and improve animal welfare by providing (green) fodder and water to animals as part of the "Tabiji" Gaushala project.

MÉXICO

In Mexico, ROADIS signed a partnership agreement with the University of Monterrey (UDEM) for a donation to benefit the university community and its operational infrastructure.

In furtherance of our community development strategy, there were various actions in Nuevo León such as reforestation days in Santa Catarina; the delivery of baskets for underprivileged families; the campaign against COVID-19 for carriers; and digital road safety days.

ROADIS: AN ACTIVE MEMBER OF SOCIETY

(102-12, 102-13, 204-1)

We want to bring value to the communities where we are present, beyond investment in infrastructure or support for public services. We believe there are other causes that need our support that we also want to promote. To that end, we collaborate with various national and international organizations and associations in the sector, as well as non-profits organizations to promote social and economic development.

ROADIS employees participate in a variety of volunteer activities, many of which have been described above, such as reforestation work or community support before COVID-19.

Donations totaling €41,790 were also made to various NGOs in 2021. In 2020, the donations totaled €34,300.

In all, the financial contributions to sector entities, associations and organizations by ROADIS at the national or international level in 2021 amounted to €183,000 (€ 103,000 in 2020 for all consolidated subsidiaries).

We also support local development through our supply chain, since all purchases of goods and services are made from suppliers from the same country where they are consumed, with the exception of Spain, where this figure represents 77% due to certain types of services that are arranged by corporate headquarters with international suppliers.

ESPAÑA

SEOPAN
Asociación de Empresas Constructoras y Concesionarias de Infraestructuras

CEOE
Confederación Española de Organizaciones Empresariales

PORTUGAL

APCAP
Portuguese Association of Highway Concession Companies or Bridges with Tolls

MÉXICO

AMEXCAP
Mexican Venture Capital and Private Equity Association

AMCIV
Asociación Mexicana de Concesionarios de Infraestructura Vial

BRASIL

ABDI
Brazilian Agency for Industrial Development

ABCR
Associação Brasileira de Concessionárias de Rodovias

INDIA

National Safety Council of India.
(Corporate Membership of National Safety Council of India for NH-2 SPV)

We are also part of various external initiatives that promote awareness and commitment to road safety:

Country	External initiatives	Target
India	ISAFE Rajasthan SOLVE	Commitment on the road
India	Indian Road Safety Campaign Policy Fellowship -SOLVE	Commitment on the road
India	Real Madrid & IMC, Kolkata Sports School	Social support

In 2021 there were no reports of non-compliance with labor or economic laws or regulations.

WE INVEST IN COMMUNITIES

(203-1)

A further demonstration of our commitment to the communities where we operate are the investments we make in them every year. Here, one of the areas we focus on is community development. That is why for years we have been investing not only in social initiatives but also in infrastructure.

In 2021, we invested €184,000 in the communities where we operate.

Investment in the community (thousands of euro)	2021	2020
Support infrastructures	9,792.45	39,435.95
In support of public services	174,598.18	85,914.45
TOTAL	**184,390.63**	**125,350.40**

TAX INFORMATION

(201-1, 201-4, 207-1)

Commitment

We are committed to fiscal transparency and rigorous regulatory compliance in all areas.

"ROADIS companies, as wholly owned subsidiaries of the Canadian Public Sector Pension Investment Board ("PSP Investments"), operate in their respective jurisdictions with full tax transparency and in accordance with the principles established by PSP Investments for all of its majority-owned investments, the most relevant of which are listed below:

- Taxes are filed and paid in accordance with the applicable laws, taking into account the tenor and spirit in which they were agreed.
- No speculation or support for tax criteria that are uncertain or dubious.
- Any tax structure to be implemented should adhere to these two principles.
- Any foreseeable tax payments should be reflected in the financial statements.
- Promote tax awareness within ROADIS, applying the principles of Best Tax Practices included in the Code of the State Tax Administration Agency (AEAT).

Tax responsibilities and functions within the ROADIS Group are well defined and assigned with a view to the correct implementation of the aforementioned principles. The tax strategy is ultimately the responsibility of the Board of Directors of the Group's parent company in Spain, to which the Chief Financial Officer ("CFO") of ROADIS reports. The day-to-day tax responsibility for the preparation and filing of taxes, the application of tax criteria and/or structures, as well as the careful monitoring of PSP's Investments' tax strategy, lies with the Head of Tax of the Group's parent company in Spain (who in turn reports to the CFO).

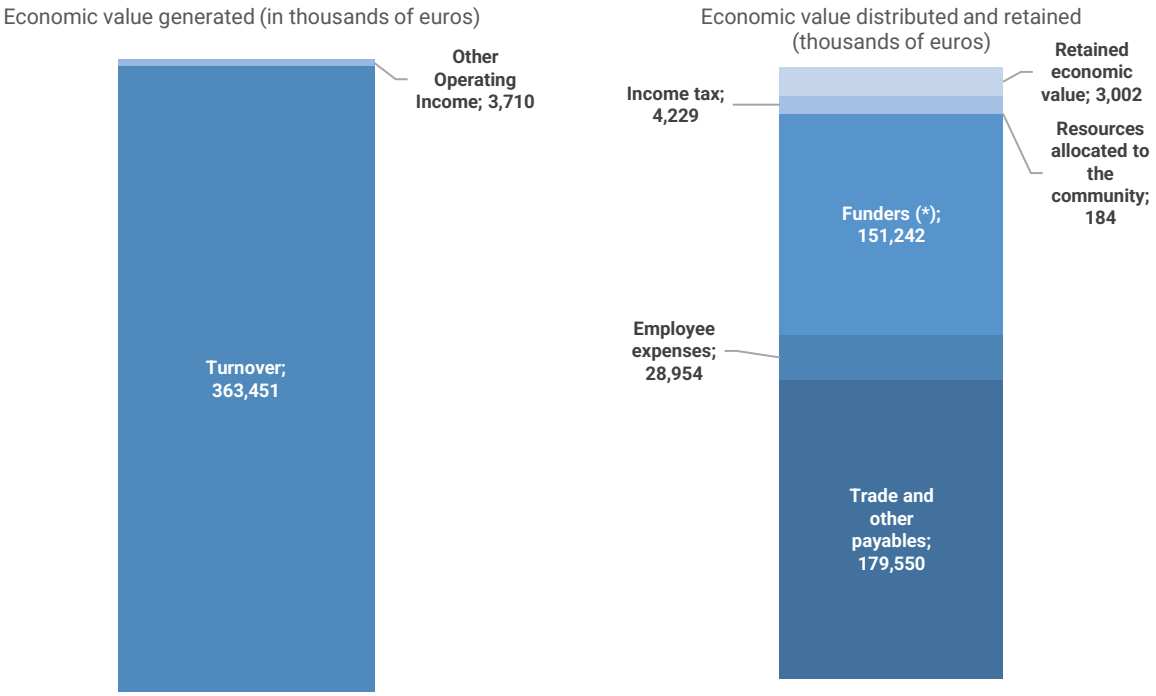
Among other things, the Board of Directors is responsible for supervising transactions involving a particular tax risk and identifying and monitoring the ROADIS Group's risks. This task is carried out by the internal audit department, which is responsible for supervising the operation and effectiveness of the Group's risk management and control system, including tax risks".

Giving back to society

The calculation of the economic value generated, retained and distributed by ROADIS is based on the GRI 201-1 indicator.

Analysis of the generated and distributed value in 2021

The economic generated value includes turnover and other operating income totaling €367,161,000. The distributed value was €364,159,000 in 2021 and it included personnel expenses; investment in resources for the community; suppliers' expenses including consumables, other supplies and other operating expenses, minus the amount of the investments in resources for the community; financings costs, including financial profit, this being the difference between financial expenses, financial income and exchange rate differences; and accrued income tax. The economic retained value by the company is obtained by subtracting the economic generated value and distributed. In financial year 2021, the economic retained value is €3,002,000.

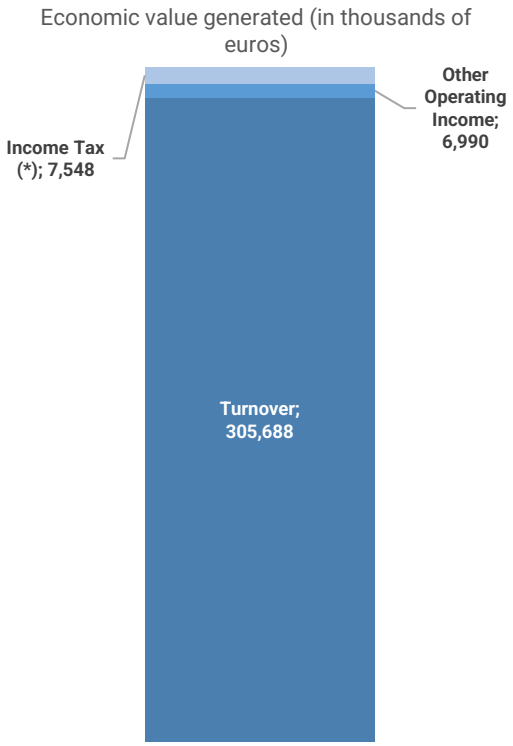


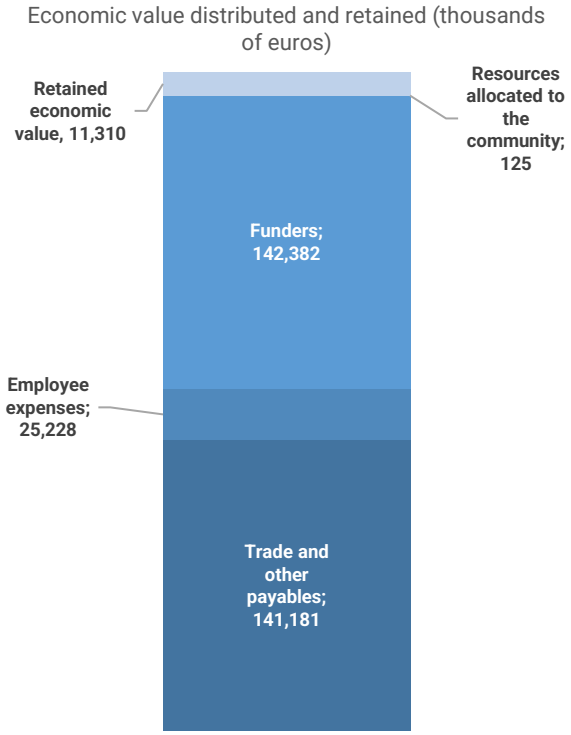
Note: The data are taken from the financial information used by the Group's management, which is based on the application of the proportional integration method for joint ventures (see Note 6 of the Consolidated Annual Accounts).

(*) Does not include the capital gains realised on the fair value of the net assets of COPEXA and OPEXA following the acquisition of the Group's remaining 50% stake in these companies.

Analysis of generated and distributed value in 2020

The economic generated value includes turnover, other operating income and, in 2020, accrued income tax, totaling €320,226,000. The economic distributed value was €308,916,000 in 2020 and it included personnel expenses; investment in resources for the community; suppliers' expenses including consumables, other supplies and other operating expenses, minus the amount of the investments in resources for the community; financings costs, including financial profit, this being the difference between financial expenses, financial income and exchange rate differences. The economic retained value by the company is obtained by subtracting the economic generated and distributed value. In financial year 2020, the economic retained value was €11,310,000.





Note: The data are taken from the financial information used by the Group's management, which is based on the application of the proportional integration method for joint ventures (see Note 6 of the Consolidated Annual Accounts).

* In 2020, the Group reported negative pre-tax profit with positive corporate tax (€7,548,000). For graphical representation purposes, these should be included in the column of economic generated value column.

The Group's key tax figures for the current year and comparison with the year before are presented below:

	2021		2020	
Country (Thousands of Euros)	Profit before tax	Corporate income tax payments	Profit before tax	Corporate tax payments
Brazil	(100,044)	(510)	(12,693)	(280)
Spain	(17,533)	(271)	(1,482)	(258)
India	1,656	(7,684)	(106,666)	(10,008)
Cyprus	(27)	-	(30)	-
Netherlands	(128)	-	(74)	-
Mexico	(77,815)	(1,571)	(35,696)	(1,067)
Portugal	49,624	(4,704)	41,784	(17,695)
USA	(1,171)	-	(1,849)	-

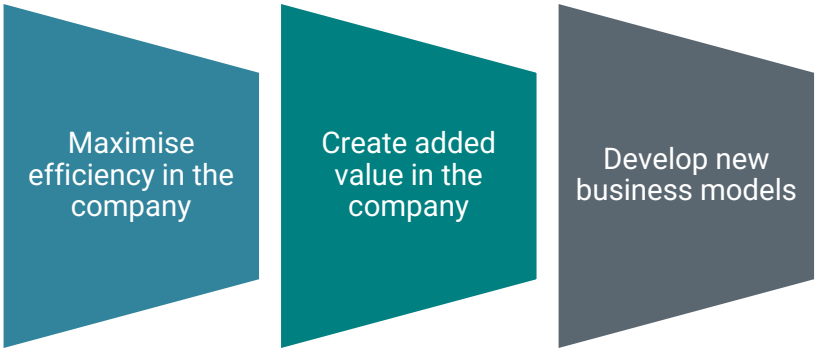
Neither the Company nor its internationally consolidated subsidiaries received any aid from governmental organizations this year or last year. Information on financial instruments is included in Note 4 of the Consolidated Annual Accounts.

The Parent Company held no treasury shares in 2021 or 2020.

COMMITMENT TO INNOVATION

Innovation is one of the cornerstones of ROADIS' culture. Since 2019, we have been promoting a cultural change that will allow us to adopt a new way of doing things and of relating to others.

This commitment to innovation pursues three main objectives:



Aside from the fact that people are the key to any innovation process, another of our objectives is to improve the lives of those around us.

The Innovation team has been working for some time toward materializing ideas and having an impact at ROADIS. Setting in place the challenge-solving skills of our teams to work to find options; we look for solutions together and really listen to each other: this is the way to be creative as a team and to innovate.

This is precisely what we do in the ROADIS INNOVACTION CREW, an international group of professionals who share best practices, lessons learned and market opportunities. The Crew continued its work in 2021, increasing the number of members from 20 to 30.

COMMUNICATION AND CULTURE

We want to make innovation one of the pillars of ROADIS' culture. Throughout 2021, initiatives have been put in place to raise awareness of the initiatives being carried out in this area within the organization.

We want our employees and partners to understand that innovation is a fundamental part of who ROADIS is, and to that end we have introduced a series of initiatives to promote the culture of innovation:

- In the first half of 2021, approximately **20 workshops** were held in which some 300 employees from all geographical regions were trained in the importance of innovation, new problem-solving methodologies, and departmental developments.
- The **Agile Working Groups** have taken their first steps in agile methodologies, with 25 representatives from different geographical regions focusing on the following topics:
    - Renewable energies
    - Customer experience
    - Drones
    - "Internet of Things" (IoT) and connectivity
- The "**Pills by Genius**" initiative made the status of projects under development known to the rest of the company. In an original 1-minute video format, project managers answer questions about their projects.
- Another "**Inspiration Day**" was held at the end of the year with around 200 attendees, bringing innovation closer to our employees. At this year's event, two new topics were added: sustainability and inclusion.

We have also begun to develop our innovation ecosystem by projecting this culture outwards through projects with universities and collaborations with external entities.

In this regard, ROADIS is working to validate the case of use for blockchain technology in the toll collection and transactions sector. This is a pilot project being developed by a consortium with European funding and Indra as our technological partner. The aim of this functionality is to provide operators and concession holders with an even more robust and reliable solution for managing common databases quickly and efficiently, increasing the integrity, transparency, and traceability of the data.

Also, this year, we are collaborating with the Universidad Politécnica de Madrid (UPM) to develop a technology that combines artificial vision and road safety in order to analyze the human factor in traffic accidents and incidents.

PROJECTS

ROADIS rolled out four new initiatives in 2021 related to various topics and technologies: artificial vision, intelligent lighting and road safety and internal knowledge management.

In addition, there are six projects in the implementation phase related to Health and Safety, big data and social networks, road safety, new learning methods and renewable energies.

Finally, at the end of the year there were around 25 additional initiatives on different topics and at varying stages of progress in the innovation funnel.

ROADIS Genius Awards

The ROADIS Genius Awards initiative launched in 2020 continued in 2021. The finalist initiatives, in which employees provide solutions to the company's day-to-day challenges, become part of the innovation funnel, where the feasibility of their implementation and integration into ROADIS is studied.

For this edition there were three challenges, with sustainability at the heart of the campaign:

1. Water Management
2. Disability and Inclusion
3. Community Development

More than 30 ideas were received, eight of which were finalists.

For the first challenge there were four finalist initiatives:

- The **"Water Sky"** and **"Rainwater Reuse System"** seek to reuse rainwater falling on the large surfaces of ROADIS' assets, either for industrial purposes or for human consumption.
- **"Deep Root Watering"** aims to localize the irrigation of plants and trees in the concession to their roots, thereby reducing consumption needs.
- **"Dry Sanitation"** aims to implement a sanitation system that does not require water to operate properly.

In the second challenge, related to Disability and Inclusion, the finalist was the **"Celebrating Neurodiversity",** an initiative that aims to implement an assessment plan to evaluate and improve the mental well-being of ROADIS employees.

In the third and final challenge, Community Development, three ideas were chosen for further study:

- **"ROADIER for a Day"** brings the ROADIS work experience to young people in the communities where ROADIS operates, showing them what everyday life inside the company is like.
- **"Girl Child Education"** promotes the education of girls in communities where education is difficult to access.
- **"4G For All"** leverages the features of our assets to bring 4G coverage and Internet access to the most remote areas.

A GLANCE TO THE FUTURE

OUR SECTOR

Our industry is undergoing a transformation that involves multiple challenges, such as climate change and extreme weather events; the impact of new technologies; changes in transport models; new expectations from our concessionaries, end users and society; creating accountability along the supply chain; and difficulties attracting and retaining professional talent.

If we analyze the infrastructure business from a sustainability perspective, there are three key issues affecting the sector with overarching risks that are worth considering.

New role of the public sector

Opportunities in emerging markets

Relevance of sustainability and climate change

Importance of data analytics for operational efficiency

Widening social and political divide, but desire for progress prevails

Competition shaped by new technologies

Customer-centric management as end-user

Evidence-based decision-making process

Relationship between new trends will create new opportunities

Legislation and the fight against corruption and bribery

According to studies of trends in the sector, strict compliance with legislation and the fight against corruption are issues that are highly relevant to stakeholders, who expect business operations to be transparent and held to high ethical standards.

At ROADIS, we adhere to the highest ethical principles. To ensure ethical and regulatory compliance, we have an Ethics Committee and other monitoring committees which are supported by internal procedures and control mechanisms that apply to all operations.

In the spirit of going beyond strict regulatory compliance, we extend these principles to suppliers and consultants.

Fighting climate change

Climate change is one of the most serious, or perhaps the most serious, environmental problem we face today as it affects the entire planet. International and multi-sectoral cooperation, as never seen before, will be required to mitigate its impact and slow its progress.

Climate determines people's living conditions in such important aspects as food, economic activity in general and the security of populations.

Companies have a responsibility to be part of this global fight given the high volumes of greenhouse gas emissions that we generate in our operations. At ROADIS, we are aware of this and want to be part of the solution to this problem within our sphere of action. From an environmental perspective, we manage our operations responsibly and have established indicators for monitoring emissions and strategies for controlling them.

Road safety

Society demands, more and more, through the communication channels that new technologies allow, that companies listen to their demands and respond to them accordingly. In the case of transport infrastructure companies, road safety is the most relevant issue.

It is our responsibility to provide the infrastructures we operate with all the safety measures within our reach that allow us to improve road safety for our users.

Employee Health and Safety

This must also extend to our employees and partners, providing safe working environments and adequate training to protect their physical integrity.

LONG-TERM VALUE

Long-term value creation focuses on the creation of lasting economic, social and environmental value as opposed to short-term profits. Such value is based on the one hand, on the opportunities and threats facing the organization, and on the other hand, on ROADIS' meaningful engagement with key stakeholders.

Long-term value is created through the company's purpose, sustainability strategy and business model; it is delivered through corporate practices and sustained over time through responsible decision-making, distributive practices and investment choices.

Since long-term value creation was identified in 2021 as a material theme, ROADIS will work on consolidating a corporate culture and strategic focus around this concept in the countries where we operate. This will first and foremost generate benefits for communities but will also contribute positively to ROADIS' competitiveness and viability.

To put this commitment to long-term value creation into practice, ROADIS will focus, among other things, on initiatives to improve user satisfaction and experience, on talent development actions, and on incorporating environmental and social criteria along the value chain.

Finally, it should be noted that due to the breadth of the concept, long-term value creation is deeply aligned and contributes to the achievement of numerous SDGs such as 3, 8, 9, 11, 12, 13 and 16.

RISK MANAGEMENT AND CONTROL MODEL

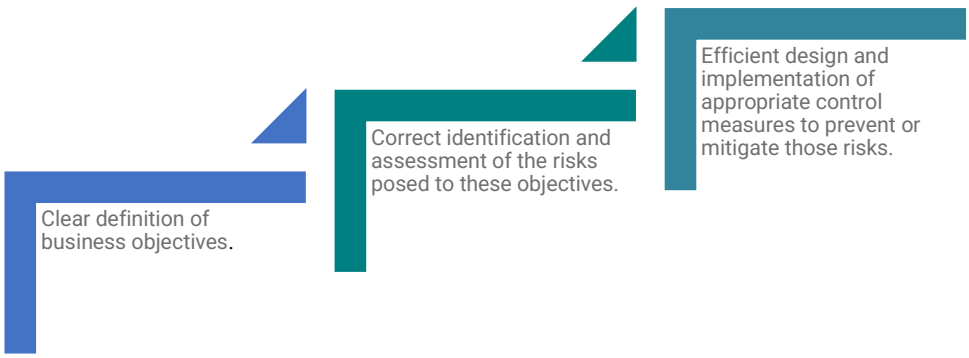
HOW WE IDENTIFY RISKS

(102-11)

The Corporate Risk Management Policy sets out the methodology followed at ROADIS to identify and measure risks, establish its proportionality, implement reporting and assessment systems and assign responsibilities. Within the risk management and control process, Health and Safety is an absolute priority.

The ROADIS Risk Management Program is the basis of the integral risk management system, which is ultimately governed by the Code of Conduct and applies to all Group companies.

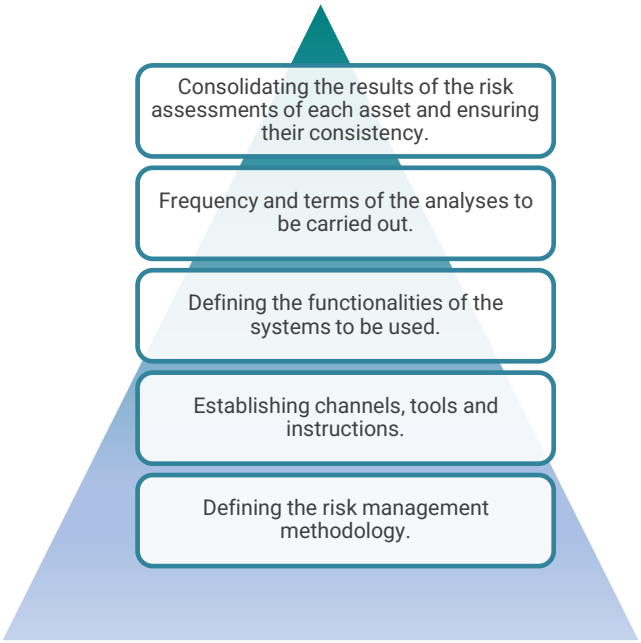
The comprehensive risk management system at ROADIS consists of three fundamental and distinct stages:



At ROADIS, we have developed a software application used by all our subsidiaries that supports the integrated risk management system. This application ensures greater security, robustness and automation throughout the evaluation process, increasing our ability to analyze the information produced, which ultimately facilitates decision-making on a matter of vital importance to the company.

The Internal Audit department is also involved throughout the process of designing and applying risk control measures in order to ensure the correct application of the integrated risk management system, as well as adequate monitoring and control.

Within this same program, the Internal Audit department is also responsible for coordinating any initiatives that come about in relation to risk assessment at individual companies, i.e.:



A risk analysis is carried out at each Group company to identify and assess risks in greater detail and in accordance with their respective objectives. Once the risks are measured and prioritized, control mechanisms are identified to minimize them and ensure adequate management.

The purpose of this methodology is to ensure that the residual severity level of the risks is such that it is possible to:

In addition, each year ROADIS Transportation Holding draws up a Criminal Risk Map in compliance with the provisions of the Spanish Penal Code.

The entire risk identification and classification procedure allows us to apply the precautionary principle to planning and managing our assets.

THE RISKS WE FACE AT ROADIS

(102-15)

Based on the results of the risk analysis and prioritization process, we have drafted a risk matrix which includes the risks identified by type and establishes specific control measures for mitigation.

Type of Risk	Key risks	Control measures
Regulatory risks and risks arising from the specific nature of the Group's activities	- Decrease in traffic levels due to the economic situation in certain countries. - Creation of alternative infrastructures. - Valuation and subsequent integration of acquisitions. - High competition in the face of growth opportunities. - Legislative and socio-political changes.	- Internationalization and selective growth policies. - Careful assessment of acquisitions (investment). - Collaboration with authorities and proactive contract management. - Coordination to ensure compliance with local regulations. - Geographical diversification.
Financial risks	- Exchange rate risk. - Interest rate risk. - Liquidity risk. - Debt refinancing risk and changes in credit rating.	- Interest rate control and adequate hedging levels. - Corporate revolving credit line. - Inflation indexing. - Control and extension of debt maturities and monitoring effects. - Use of non-recourse financing for projects. - Loans in functional currency of underlying cash flow. - Analysis and implementation of a corporate insurance program.
Industrial risks	- Control of construction projects, where appropriate. - Business interruption. - Dependence on suppliers.	- Supervision and control of the investment program. - Policies, procedures, plans and control systems by business area. - Risk control. - Existence of a Corporate Center of Excellence.
Financial reporting, fraud risk and compliance	- Manipulation of information. - Integrity and security of financial operations and information. - Tax risks.	- Internal control of the supervisory model and organization of the financial reporting system.
Environmental risks	- Climate change - Impact on biodiversity - Natural disasters.	- Measurement of greenhouse gas emissions - Biodiversity protection guidelines - Group insurance policy.
Social risks	- Training and talent retention. - Emergencies - Customer and employee safety.	- Training plans adapted to the needs of the business. - Emergency action plan. - Adequate maintenance and quality of infrastructure.
Governance risks	- Corruption and misappropriation. - Compliance with legislation, internal regulations and contractual obligations.	- Group-wide compliance model, practices and procedures.

A risk reassessment is planned for 2022, which will consist of an initial exercise to analyze and identify risks in all aspects of each operational area (financial and ESG: Environmental, Social and Governance), which will then be consolidated at corporate level to establish a new risk matrix along with control and mitigation mechanisms.

We are working on new developments of the AWARE risk tool to support this new global assessment exercise.

CRISIS MANAGEMENT

Our Risk Management Program also has a specific Action Framework for unexpected events or situations that could have a significant impact on our business and operations or that could pose a particularly serious threat to any of our projects and the people working on them.

This framework defines the different categories of situations considered "events or crises" that can occur and the degrees of severity, as well as a two-level response system:

- **Local level.** The one closest to the threatened project, establishing basic guidelines for the creation of early warning teams and recovery and stabilization teams.

- **Central level.** Setting the guidelines for the creation and operation of the Central Crisis Committee, which is developed in more detail in the corresponding procedure.

The different assets also have their own protocols for establishing guidelines for the appropriate management of crisis situations at the local level, as well as mechanisms for the local Crisis Committees to make decisions as needed.

All employees, in addition to the Committee members, are called upon to act in a crisis situation, to provide a joint response to deal with the situation as effectively and as best possible with the least possible impact on all areas.

SUPPLIERS AND CONTRACTORS

(103-2, 102-9, 204-1, 308-1, 414-1)

Ethics in the value chain

Aware of the importance of extending the scope of our principles and values to our value chain, at ROADIS we have drawn up and implemented a Supplier Code of Ethics which contains the principles and guidelines for ethical behavior and describes the corporate culture we want to create and preserve at ROADIS with our suppliers.

The purpose of this Code of Ethics, which applies to each and every supplier at ROADIS corporate offices and to all suppliers of intermediate holding companies and wholly owned subsidiaries of ROADIS, is to ensure that both ROADIS and our suppliers adhere to best practices in the conduct of the business relationship. As a condition of doing business with ROADIS, all suppliers must abide by the Code by signing an acceptance document and must ensure that any of their subcontractors who may be involved in providing the services also agree to act in accordance with the Code.

The Code outlines the basic principles underlying the business relations between ROADIS and suppliers as far as:

ROADIS reserves the right to review the terms of the business relationship with the supplier in the event of a material breach, violation or failure to remedy any breach of this Code.

Purchasing Management

The Purchasing Management Procedure sets the guidelines for purchases of both materials and supplies and services. Purchases of goods and services must always be based on the general principles of quality, austerity, proportionality and budgetary rigor.

The goods and services we purchase are mainly related to road maintenance and construction materials, along with other ancillary services related to the management and daily operations of the business and offices.

The average monthly number of suppliers of goods and services is shown below, which in 2021 amounted to 785, compared to 963 suppliers in 2020.

Supplier analysis	2021	2020
Total No. of suppliers of goods	363	457
Total no. of service providers	422	506

The corporate Internal Audit area conducts purchasing audits to ensure compliance with the procedures in the purchasing policy and to continuously implement the identified improvements. Thus, as part of the improvement plan, and with the aim of strengthening the level of control in this process, a project was launched in 2021 to develop an IT tool for integral purchasing management on a global level at ROADIS. During the year, the functional design of the process was completed and the provider was selected develop it.

Although these audits do not currently apply to suppliers, the new Suppliers' Code of Ethics makes it a prerequisite for all suppliers to sign the Code when establishing business relations with ROADIS and to ensure that any subcontractors who may participate in the provision of services also act in accordance with it.

In the event of a material breach, violation or failure to remedy any breach of the Code, ROADIS may terminate the existing business agreement.

AVERAGE DAYS OF PAYMENT

Pursuant to the obligation to report on the average payment period to creditors provided for in the Third Additional Provision of Law 15/2010 (as amended by the Second Final Provision of Law 31 /2014 amending the Companies Act), and in relation to the agreement published in the Official State Gazette of 4 February 2016, considering the agreement of 29 January 2016 of the Spanish Institute of Accountants and Auditors, the Spanish companies of the Group report that the average payment period to suppliers in 2021 was 49 days (51 days in 2020).

The Group adheres to the deadlines established in the corresponding regulations, with some minor delays due to invoices that do meet the contractual provisions, either due to formalities or due to the obligations of other suppliers under the pertinent service agreements or firm orders, giving rise to certain payment delays.

SUBSEQUENT EVENTS

(207-4)

There were no events subsequent to the close of the reporting period of the Consolidated Annual Account other than those disclosed in Nota 35 of the Consolidated Annual Accounts.

ANNEXES

The Statement of Non-Financial Information in this Integrated Management Report was prepared by ROADIS in collaboration with Corporate Social Impact consultancy, Transcendent, and subsequently verified by a third party, as required by Law 11/2018.

ABOUT THIS REPORT

(102-46, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54)

The ROADIS 2021 Integrated Management Report contains financial and non-financial information on ROADIS Transportation Holding and on all the companies that make up the corporate Group in which it has a majority shareholding, operational control and which are part of its consolidated accounts, coinciding with its scope of consolidation, as well as companies that are not consolidated and which are co-controlled.

In addition to the financial requirements, the information required by Law 11/2018 of December 28th on Non-Financial Information Statements for the 2021 financial year is also shown.

This Report is prepared annually, as required by law, "with reference to the standards of the Global Reporting Initiative (GRI), based on the Contents of the 2018 Standard specified in the GRI Table of Contents". The latest published Report was for the 2020 financial year.

Based on the materiality test conducted in 2021, this report focuses on the issues identified as priorities by our stakeholders. We wish to respond to their concerns and provide transparency to them and to society in general. These issues are aligned with our Sustainability Master Plan, which is the basis for continuing to advance in the process of integrating sustainability into our business.

There were no significant changes to the list of material topics from previous reporting periods. The coverage of topics is based on the new materiality matrix.

Throughout this report, wherever "ROADIS" or the “company” is mentioned we refer to the entire consolidation perimeter of ROADIS Transportation Holding as well as the other companies that are not consolidated and are co-controlled. Where the information does not refer to ROADIS as a whole, this is duly indicated.

Aware of the relevance of using gender-neutral language, gender-related suffixes may not appear in the wording of this report for the sole purpose of making it easier to read.

Except where otherwise specified, information throughout this report pertaining to the Panipat Jalandar NH1 Tollway Private Limited project is not included in the breakdowns. See note 8 of the Notes to the Consolidated Annual Accounts for details of the status of the concession.

NON-FINANCIAL KEY INDICATORS

GRI CONTENT TABLE, LINK TO SDGS AND CORRESPONDENCE WITH LAW 11/2018.

(102-55)

Law 11/2018	Non-Financial Aspects	Chapter	Paragraph	Page	GRI Indicator	SDG
Paragraph II, article one section a	Business Model	**About Us**	A Message from the CEO	2	(102-14)	No correspondence
			ROADIS: International Infrastructure Investor and Operator	3	(102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-10, 102-45)	No correspondence
			2021 Performance	4	(103)	No correspondence
		Transparency and Good Governance	ROADIS' Purpose and Principles	19	(102-16)	SDG 18
			Corporate Governance	21	(102-18, 102-26)	No correspondence
			Ethics and Compliance	23	(102-17)	SDG 18
Paragraph II article 1 section b	Policies	**Transparency and Good Governance**	Model and Procedures	20	(103)	No correspondence
Paragraph II article 1 section c	Policy results	**Throughout the report**			(103)	No correspondence
Paragraph II article 1 section d	Risks	**A Glance to the Future**	Our Sector	71	(102-11, 102-15)	No correspondence
			Risk Management and Control Model	72		
Paragraph II article 1 section e	Non-financial key indicators	**Sustainability, a Cornerstone at ROADIS**	Our Approach to Sustainability	12	(102-40, 102-42, 102-43, 102-44, 102-47)	No correspondence
			We Listen to our Stakeholders	15		
			Materiality at ROADIS	16		
			Information Reporting	18		
		Annexes	About this Report	77	(102-46, 102-48, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54)	No correspondence
			Non-financial Key Indicators	78	(102-55)	No correspondence
			Verification Report	79	(102-56)	No correspondence
Paragraph II article 1 paragraph I. Information on environmental issues	Policies	**Commitment to our Planet**	Environmental Responsibility	50	(307-1)	SDG 16
	Climate change		Fighting Climate Change	51	(305-1, 305-2, 305-3, 305-5)	SDG 3, SDG 12, SDG 13
	Circular economy and waste management		Circular Economy	53	(301-2, 306-2, 306-3)	SDG 3 SDG 8 SDG 12 SDG 13
	Responsible use of resources		Circular Economy	53	(301-1, 302-1, 302-3, 302-4, 303-3, 303-5)	
	Biodiversity protection		Environmental Responsibility	50	(304-2, 304-3)	
Section II article 1 section II. Information on social and personnel matters	Quantitative data	**Commitment to Talent**	Relevant Additional Indicators	40	(102-8, 401-1, 405-1, 405-2)	SDG 8
	HR policies		Our People	27	(102-35, 102-36)	No correspondence
	Work organization + ILO implementation					
	Workers' health and safety		Health and Safety First	33	(403-1, 403-2, 403-3, 403-5, 403-9)	No correspondence
	Social relations		Our People	27	(102-41, 402-1, 403-4)	SDG 8 SDG 16
	Training		Our People	27	(404-1, 404-2)	SDG 8
	Accessibility		Our People	27	(103)	No correspondence
	Equality and diversity		Mainstreaming Diversity and Advocacy for Equality	38	(405-1, 406-1)	SDG 8
Paragraph II article 1 paragraph III	III. Information on respect for human rights	**Transparency and Good Governance**	Human Rights	25	(407-1, 408-1, 409-1, 411-1, 412-1)	SDG 8 SDG 16
Paragraph II article 1 paragraph IV	IV. Information on the fight against corruption and bribery	**Transparency and Good Governance**	Ethics and Compliance	23	(205-1, 205-2, 205-3)	SDG 16
Paragraph II article 1 paragraph V. Information on society	Company commitments to sustainable development	**About Those who Matter Most**	Road Safety: Our Top Priority	56	(103)	No correspondence
			Proximity to Communities	61	(102-12, 102-13, 203-1, 413-1, 419-1)	SDG 9 SDG 11 SDG 16
			Commitment to Innovation	69	(103)	No correspondence
	Subcontracting and suppliers	**A Glance to the Future**	Risk Management and Control Model	72	(102-9, 204-1, 308-1, 414-1)	SDG 8 SDG 16
	Consumers	**About Those who matter Most**	Service Excellence	58	(206-1, 416-1, 418-1)	SDG 16
	Tax information	**About Those who Matter Most**	Proximity to Communities	61	(201-1, 201-4, 207-1, 207-4)	No correspondence

VERIFICATION REPORT

(include after verifier's report is issued)

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(102-53)

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