

# Sustainability and innovation are the strategic drivers of our development projects

We aim to make mobility infrastructure, services and technologies increasingly sustainable, integrated, safe and accessible to more people, from the first to the last mile. Every strategic choice is carefully considered in terms of its social, environmental and economic sustainability.

## Capitals

### People

20,326 employees  
39% women, 61% men  
16% under-30s  
2.5% vulnerable groups  
>600,000 hours of training provided

### The environment

2,905 TJ total energy consumed  
534 kt waste produced  
5,534 ML water abstracted

### Assets

5 airports  
48 concessions in 11 countries  
>9,000 km of toll motorway  
20 million airport passengers  
>9 million on-board units  
>20,000 suppliers

### Financial resources

EBITDA 4.0 €bn  
Operating cash flow 2.9 €bn  
Capex 1.1 €bn  
Net debt 30.0 €bn

## Business model

### Strategic pillars



DEVELOPMENT



INNOVATION



EXPANSION



CAPITAL EXPENDITURE

### Our sustainable development roadmap

People-centricity



Climate change



Circular economy, responsible consumption and production of resources



Local communities and relationship capital with stakeholders



Ethical and transparent management



Digitalisation and innovation



### Sectors



Share

85 %



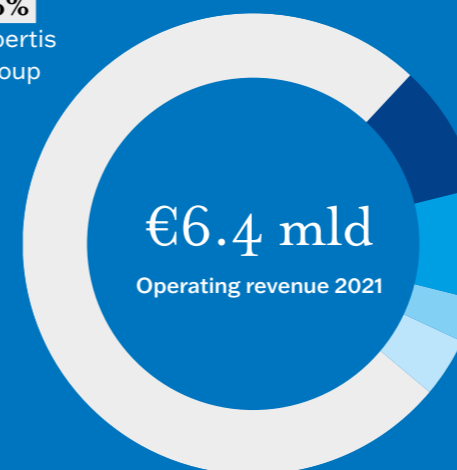
11 %



4 %

### Operating revenue

76%  
Abertis group



9%  
Other overseas motorway operations

8%  
Aeroporti di Roma group

3%  
Aéroports de la Côte d'Azur group

4%  
Telepass group

## Impacts

### People

96% of employees on permanent contracts  
29% of managerial positions held by women, up 2 percentage points on 2020

Bloomberg GEI employer 12 injuries per 1,000,000 employee-hours worked, compared with 8.5 in 2020

30 hours of training per capita, up 40% on 2020  
>6,000 employees trained on ESG aspects

### Planet

186,862t direct CO<sub>2</sub> emissions, down 14% on 2020

32% of electricity from renewable sources  
≈90% of waste recycled in the airports segment

65% of waste recycled in the motorways segment  
5 out of the 10 most virtuous airports in the world

### Value

€7.4bn of direct economic value created, including 26% in the downstream supply chain and local communities

85% of revenue eligible under EU green taxonomy