2024 | 2025

SUSTAINABILITY IN ACTION

MLO ANNUAL REPORT

metroligero oeste

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REPORT PROFILE

Metro Ligero Oeste ("MLO") has prepared its Sustainability Report every two years since 2017. This is, therefore, the fifth report and covers the calendar years 2024 and 2025.

This report, covering the period January 2024 to December 2025 (the "Report"), as well as previous reports, can be found on our website: www.metroligero-oeste.es/en/responsibility-and-commitment

The previous Sustainability Report, covering the 2022 to 2023 period, was published in June 2024.

MLO has prepared the report in accordance with GRI standards and the AA1000 AccountAbility Principles Standards, as well as with the VSME (Voluntary Sustainability Reporting Standard for non-listed SMEs). The absence of external verification does not reflect a lack of transparency, but rather a principle of proportionality and the current regulatory framework.

The person responsible for the statements contained in this report is the company's Managing Director.

All relevant documents referred to in the report as "Equality Plan", "Code of Ethics", "Reporting/ Complaints Channel" and "Harassment Protocol" can be found in www.metroligero-oeste.es/en/corporate-information

For any questions that may arise in relation to the contents of this report, please contact us by means of our sustainability email: sostenibilidad.mlo@metroligero-oeste.es.

LETTER FROM THE PRESIDENT

This year, I am once again honoured to share the most important advances and achievements attained by Metro Ligero Oeste during the 2024/2025 period, in a context marked by profound economic, technological and social transformations. Urban mobility in Madrid and in Spain as a whole continues to evolve toward more sustainable, efficient and resilient models, in an environment where demand recovery has been consolidated but challenges remain. These include energy volatility, inflation, cybersecurity and the need to accelerate the green transition.

In this scenario, Metro Ligero Oeste has reinforced its role as a key infrastructure for connectivity and territorial cohesion. During the 2024/2025 period, we registered 19% growth in the number of passengers compared to the previous cycle, consolidating demand recovery and demonstrating the public's trust in our service. This growth is accompanied by exceptional satisfaction levels: 93% of users rate the service as 'excellent' or 'satisfactory', and we attained a record score of 8.43 out of 10. Added to this are milestones such as serving more than 100 million passengers since our inauguration, a punctuality score of 99.99%, and high levels of safety and accessibility that make us a benchmark in public transport.

This is our fifth Sustainability Report, corresponding to 2024 and 2025, prepared in accordance with GRI standards, the AccountAbility Principles and the VSME European voluntary reporting standard. The report reflects our commitment to a management model in which sustainability is central to decision-making. Our Strategic Sustainability Plan, structured based on ESG criteria, enables us to move forward with an integrated vision, supported by key indicators that guarantee tracking, transparency and continuous improvement.

Our commitment is aligned with the Sustainable Development Goals (SDGs), especially goal 11.2, aimed at ensuring accessible and sustainable transport systems. Thus, we continue to promote educational initiatives and collaborations with public administrations and local entities to promote responsible mobility habits, broadening the scope of our actions and generating a positive impact on the community.

In the environmental field, we have stepped up our actions to reduce our carbon footprint and improve energy efficiency. Outstanding among these actions are the inclusion of Scope 3 in the calculation of our carbon footprint, as well as planning its external verification in 2026. The results

show a reduction in emissions in Scopes 1 and 2 in absolute terms, as well as an improvement in Scope 3 and total emissions in relative terms, per passenger transported. This progress reflects increased demand, operational optimization, and the effectiveness of the organisational measures we have implemented.

Likewise, we continue to advance in projects linked to renewable energies, such as the study of new photovoltaic installations in our car parks to continue to reduce our environmental impact.

Socially, we maintain a strong commitment to our stakeholders, especially our employees and the local community. The renewal of the efr certificate, awarded by the Másfamilia Foundation with a C+ rating, shows our commitment to the work-family balance, reinforced in 2024 by new measures derived from the Equality Plan. We also promote a safe and healthy working environment, integrating occupational risk prevention as an essential component and extending these principles throughout our supply chain. At the same time, we have strengthened our relationship with users through initiatives such as offering customer service via instant messaging, improving accessibility and service quality.

From an economic and governance standpoint, we have consolidated a robust, transparent and value-oriented model. In 2025, we achieved the top global score in sustainability in the Global Real Estate Sustainability Benchmark index (GRESB), which positions us among the most sustainable companies in the world; an international benchmark in sustainable urban transport. This recognition reflects the maturity of our management system, based on anticipation, ethics and informed decision-making. We have also strengthened our governance policies, including the internal information system, and advanced in risk management, with special attention to cybersecurity, through the implementation of the National Security Scheme (ENS in its Spanish initials) and the development of training and awareness programs for our employees.

In an environment of transformation, we consolidated our role as a key infrastructure, promoting sustainable and efficient mobility, with remarkable growth in passenger numbers and record high satisfaction levels.

We reinforced a management model focused on the generation of sustainable long-term value. Our top global score in sustainability in the GRESB index recognised this commitment and positioned us as an international benchmark in sustainable urban transport. From that position, we continue to work to reduce our impact, anticipate new challenges and advance toward more efficient mobility, focused on our stakeholders.

Looking to the future, we face important challenges: continuing to reduce our emissions to minimize our environmental footprint; adapting to an ever-evolving technological environment; strengthening our resilience to emerging risks; and continuing to respond to the changing needs of urban mobility. In this context, and based on the results of the 2025 Service Quality Index (SQI), we have defined a strategic plan aimed at strengthening our service quality, which is one of our main lines of action. This plan prioritizes frequency and schedule optimization, comfort improvement and the analysis of possible network extensions and new stations, in order to respond to recurring demands from our users.

In addition, our long-term investment plan will be key to ensuring on-going infrastructure modernization and maintaining the highest standards of safety, quality and operational efficiency.

I would like to conclude by thanking all our stakeholders – users, employees, institutions and collaborators – for their trust and commitment. Their support is essential to continue moving toward a more sustainable, efficient and people-centred mobility model.

We will continue to work with responsibility, future vision and a service vocation to contribute to the sustainable development of our environment.

MÁXIMO DEL RÍO ORTIZ
CHAIRMAN OF THE BOARD OF DIRECTORS
METRO LIGERO OESTE

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metro ligero

MLO PROFILE

GOVERNANCE

Metro Ligero Oeste (MLO) operates as a concession holder, responsible for the construction and operation of the light metro lines ML2 and ML3, which connect the municipalities of Boadilla del Monte, Alcorcón and Pozuelo de Alarcón with Madrid. Both lines are part of the public transport network managed and coordinated by the Madrid Regional Transport Consortium (CRTM), along with the Metro, Cercanías suburban rail, and city and intercity bus services.

We rank first among urban transport companies in sustainability, both in management and transparency, according to the 2025 GRESB index. We are leading the transformation toward more efficient and sustainable mobility, and reinforcing our role as a key infrastructure for connecting and energizing the Madrid metropolitan area.

Since July 2007, Metro Ligero Oeste, S.A. has been in charge of the operation and comprehensive maintenance of the light metro system, taking responsibility for both infrastructure and rolling stock. This activity is carried out thanks to a team of 226 professionals, based in Ciudad de la Imagen, in the municipality of Pozuelo de Alarcón (Madrid).

The development of this project involved an initial investment of close to 673 million euros, for the execution of works; the acquisition of rolling stock; and the provision of the facilities, technical equipment and human resources necessary for its implementation.

MLO expressly declares that it does not engage in any activities related to “controversial weapons; it does not engage in tobacco growing or production; does not earn income from the exploration, mining, extraction, production, processing, storage, refining or distribution of fossil fuels (coal, oil or gas), including the transport, storage and trading of such fuels. And it is not a manufacturer of pesticides or other agrochemicals.” Furthermore, the company confirms that it is not excluded from any EU Paris Agreement-aligned benchmark, as provided for in the Commission Delegated Regulation (EU) 2020/1818 of 17 July 2020.

4939* **CNAE**

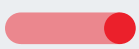
**CNAE Sectoral Classification Code(s)*
(Other types of land passenger transport not included elsewhere)

€648 M* **BALANCE SHEET**

**balance sheet size*

€78.2 M* **LARGE COMPANY**

** turnover*



226 **EMPLOYEES**

** 222 full-time employees and 4 part-time employees*

**Data as of 31 December 2025.*

299* **PEOPLE**

Employment generated

**This includes direct MLO employees and those who work for stable subcontractors (indirect).*

226
Direct employees

73
Indirect employees

192
Male employees 2025

34
Female employees 2025

93.81%
Having permanent contracts in the 2025 period

Average data for 2025.

COLLECTIVE AGREEMENTS AT MLO

At Metro Ligero Oeste we defend our workers' right to collective bargaining and maintain a commitment to sustainable human management that is reflected in the collective agreements signed over the years, from the "Company Agreement" signed in 2009 to Collective Agreement III.

- Company agreement: 01/01/2009 – 31/12/2012
- Collective Agreement I: 01/01/2013 – 31/12/2016
- Collective Agreement II: 01/01/2017 – 31/12/2021
- Collective Agreement III: 01/01/2022 – 31/12/2025

PASSENGERS TRANSPORTED

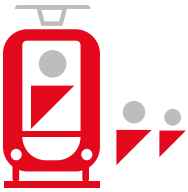
18 YEARS OF RESPONSIBILITY AND COMMITMENT

110.6 Millions of passengers transported

28.2 Millions of km travelled

In the previous report, we remarked on the progressive recovery of demand and the changes in mobility habits thanks in large part to teleworking. During the 2024/2025 period this trend was consolidated, reaching 13,115,675 passengers, 19% more than in the previous cycle. In 2024, there were 6,391,702 passengers, and the figure rose to 6,723,973 in 2025.

Breaking down use by days, working days reached a monthly average of 480,604 passengers (+20%), Saturdays rose to 34,601 (+13%) and the figure on holidays was 31,281 (+17%). Together, the data confirm that MLO use underwent sustained growth and consolidation throughout the period.



13,115,675
Total number of passengers transported in 2024/2025

+19%
than in the previous period

6,391,702
Passengers transported in 2024

6,723,973
Passengers transported in 2025

PASSENGER EVOLUTION IN 2024/2025

By type of day compared to 2024/2025

WORKING DAYS
2024: 468,855
2025: 492,354
Average: 480,604 **+20%**

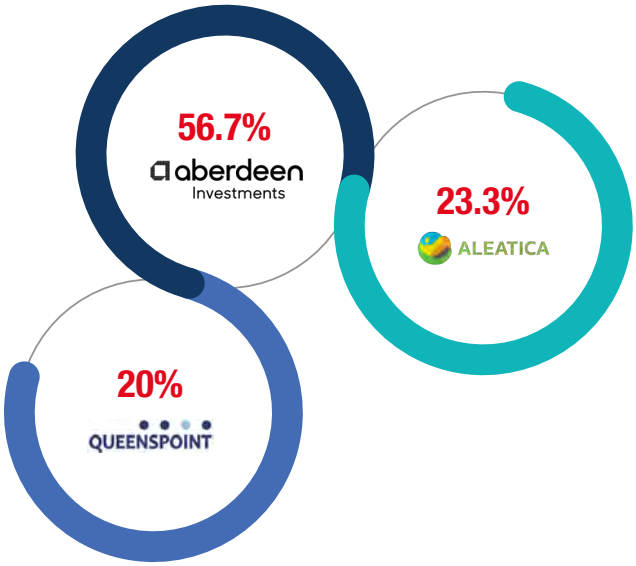
SATURDAYS
2024: 33,336
2025: 35,866
Average: 34,601 **+13%**

HOLIDAYS / SUNDAYS
2024: 30,451
2025: 32,112
Average: 31,281 **+17%**

The data presented are monthly.

GOVERNANCE MODEL

Currently, the company has the shareholder backing of three strong business groups that are benchmarks in their respective sectors, recognised for their experience and solvency in their fields.



Our governance structure is responsible for decision-making and the oversight of social, environmental and governance impact management, and is governed by the General Shareholders' Meeting and the Board of Directors.

The **General Shareholders Meeting (GSM)**, convened annually, consists of the Chairman of the Board of Directors, representatives of the five duly accredited shareholders (two companies and three infrastructure funds), the Secretary of the Board, the Managing Director and guests. Its main functions include the approval of the annual accounts; the application of results and social management; bylaw modification; the increase or reduction of share capital; and the resolution of any matters that are its responsibility under the law or bylaws.

The Board of Directors (BOD), which meets quarterly, is made up of seven non-executive proprietary members representing the shareholders, who participate fully in decision-making; and two members appointed by the grantor authority (Directorate General of Infrastructure and CRTM), who have a voice but no vote. In addition, they are supported by a Secretary of the Board of Directors, who is from a prestigious law firm. The BOD is the body responsible for representing, managing and controlling the company, adopting the agreements and actions necessary for the proper execution of its corporate purpose, in accordance with the regulations and bylaws in force.

The average seniority of our 7 Directors (6 men and 1 woman) is approximately five years.

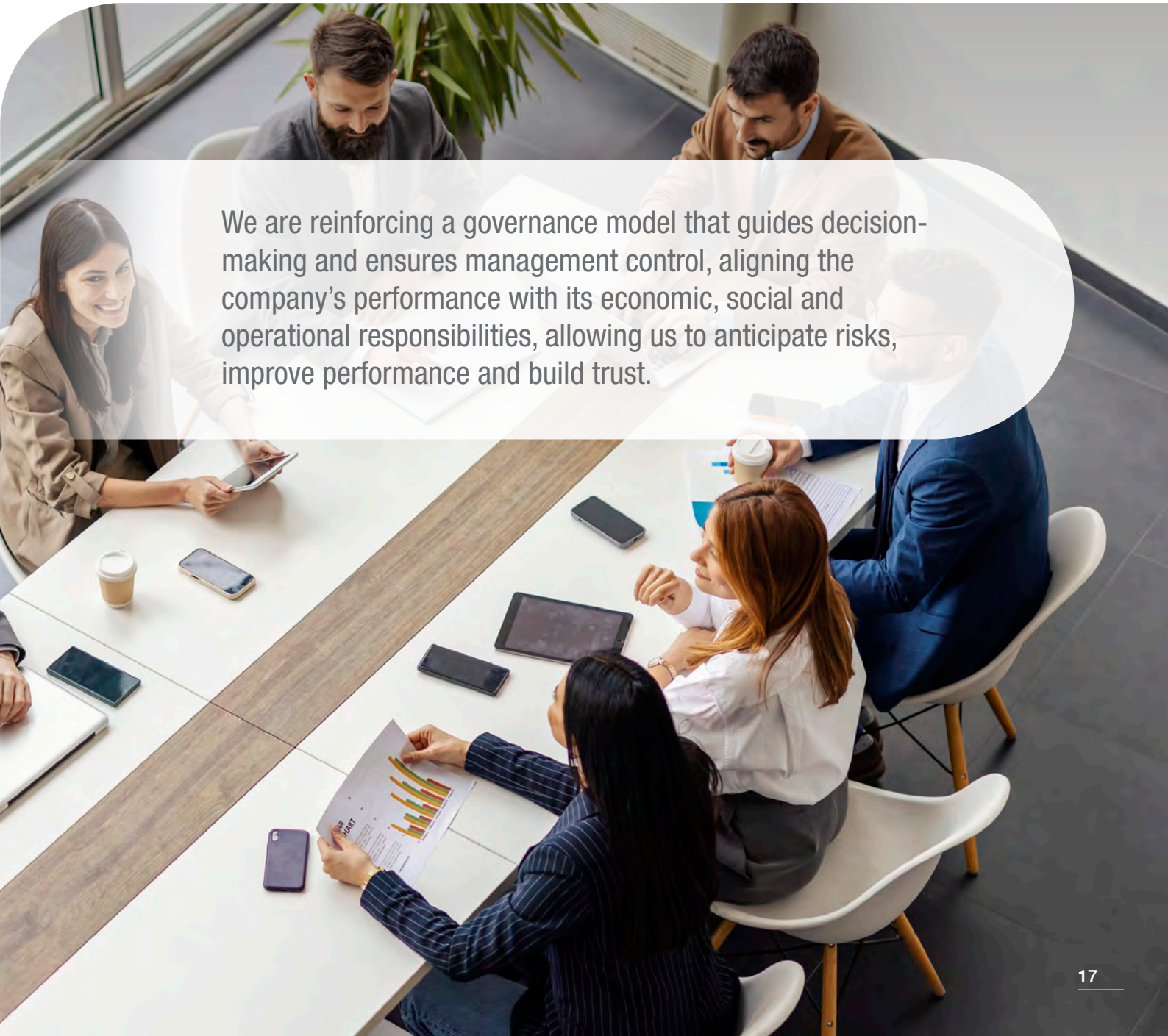
Representation at the executive level rests with our Managing Director, who is responsible for implementing the Board of Directors' strategies.

APPOINTMENT AND SELECTION OF THE **TOP MANAGEMENT BODY**

Our Board of Directors is governed by the legal regulations established in our bylaws and in the partner agreement determined by the shareholders, which includes questions such as appointments.

It is important to note that our Board of Directors has the responsibility of directing and supervising the company's corporate policies, although it delegates their management to our Management Committee.

In the area of compliance, the Board has appointed our current Administration Director as Compliance Director.

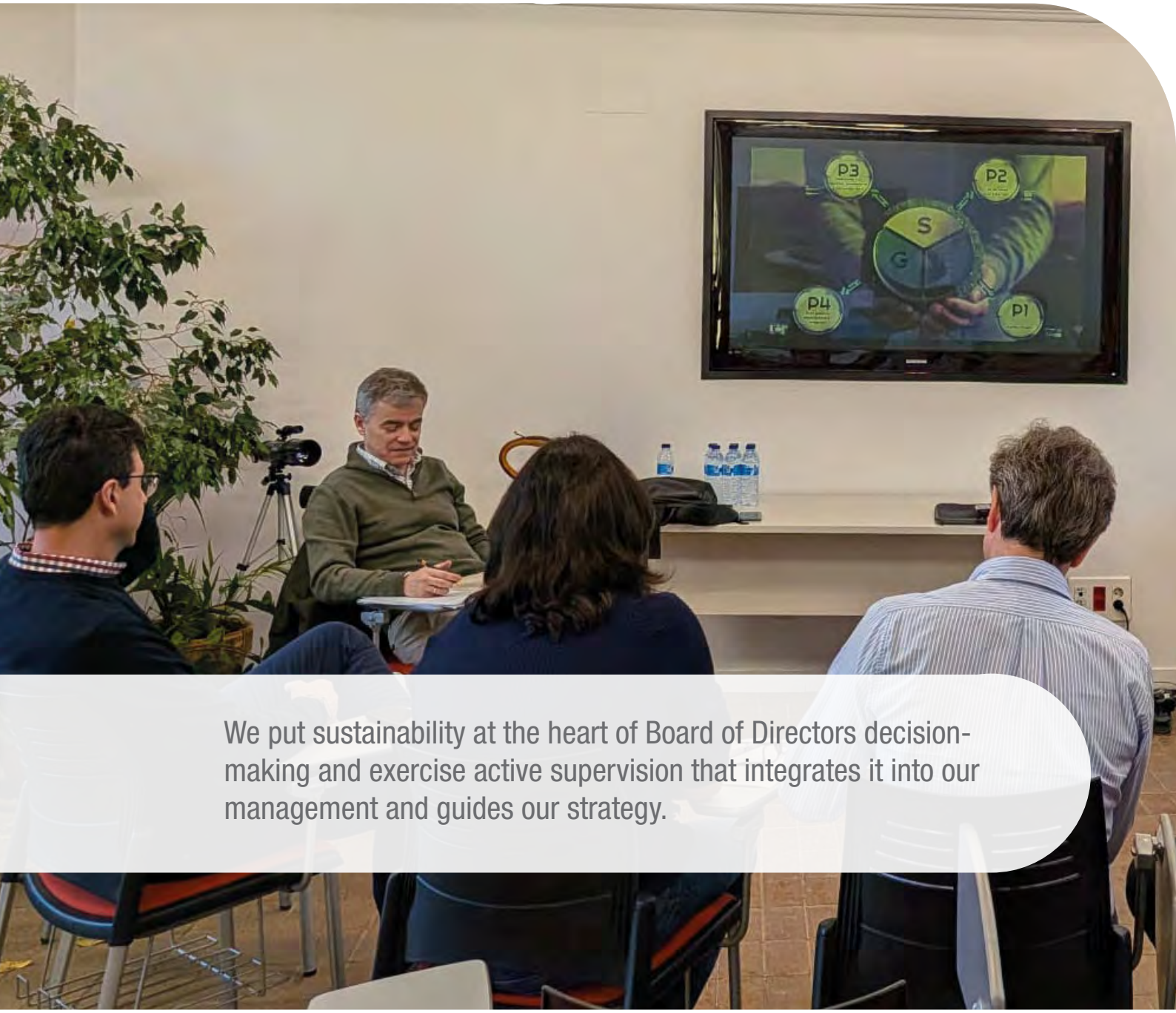


We are reinforcing a governance model that guides decision-making and ensures management control, aligning the company's performance with its economic, social and operational responsibilities, allowing us to anticipate risks, improve performance and build trust.

CHAIRPERSON OF THE **TOP MANAGEMENT BODY**

Our process for selecting the Chairperson of the Board of Directors follows the proposal and adopts the choice of the majority shareholder, which appoints one of its directors to this position.

The current Chairman of the Board is the representative of the largest shareholder, (Aberdeen Investments) and does not exercise executive functions in the organisation.



We put sustainability at the heart of Board of Directors decision-making and exercise active supervision that integrates it into our management and guides our strategy.

ROLE OF THE TOP MANAGEMENT BODY IN **OVERSEEING IMPACT MANAGEMENT**

The Board of Directors actively oversees the management of impacts related to good governance and includes sustainability as a recurring point in its agenda. On a quarterly basis, it analyses the strategic sustainability plan and the main performance indicators to evaluate its evolution.

In addition, it receives monthly reports with key information on financial performance, the maintenance of major systems, user demand, the accident rate, complaints, fraud tracking and indicators linked to the contract with the public administration.

This continuous monitoring makes it possible to evaluate the degree of compliance with the established objectives and to make decisions aimed at on-going improvement.

In short, the Board puts sustainability at the heart of its decision-making, exercising active supervision that reinforces its integration into the company's management and strategy.

ROLE OF THE TOP MANAGEMENT BODY IN **PRESENTING SUSTAINABILITY REPORTS**

The responsibility for making a context analysis for the organisation, gathering information and drafting the Sustainability Report lies with General Management and its Management Committee. The Board of Directors is responsible for reviewing and approving the draft report submitted.

CONFLICTS OF INTEREST

Our Board is committed to always protecting the interests of everyone involved in operations, implementing suitable procedures and measures to identify and resolve any conflicts of interest that may arise.

The members of our Board of Directors and our employees must exclusively prioritize the company's interests, avoiding any personal activity that might generate conflicts of interest. Should such situations arise, a channel is provided to report them to the Legal Requirement Compliance Management, which is responsible for quickly detecting them and actively participating in their resolution.

COMMUNICATION OF **CRITICAL CONCERNS**

Any relevant matter that may involve reputational risks, penalties, legislative or operational changes, among others, is immediately referred by the Managing Director to the Board of Directors.

In addition, our general monthly reports include the list of interest group complaints for the relevant period.

KNOWLEDGE AND EVALUATION OF THE TOP MANAGEMENT BODY'S PERFORMANCE

The responsibility for evaluating the training and performance of the highest management body lies with the majority shareholder.

REMUNERATION POLICIES

During 2025 and 2024, the members of the Board of Directors did not earn or collect any amount for any reason. Likewise, the company did not grant advances or credits, nor did it assume any obligation with regard to pensions and life insurance involving any member of the Board of Directors.

Since 2025, the Company has considered Management Committee members as Senior Management, as they participate in strategic decision-making and in running and managing the company. The aggregate remuneration that Senior Management members received during financial year 2025, including the comparative information for 2024, is as follows:

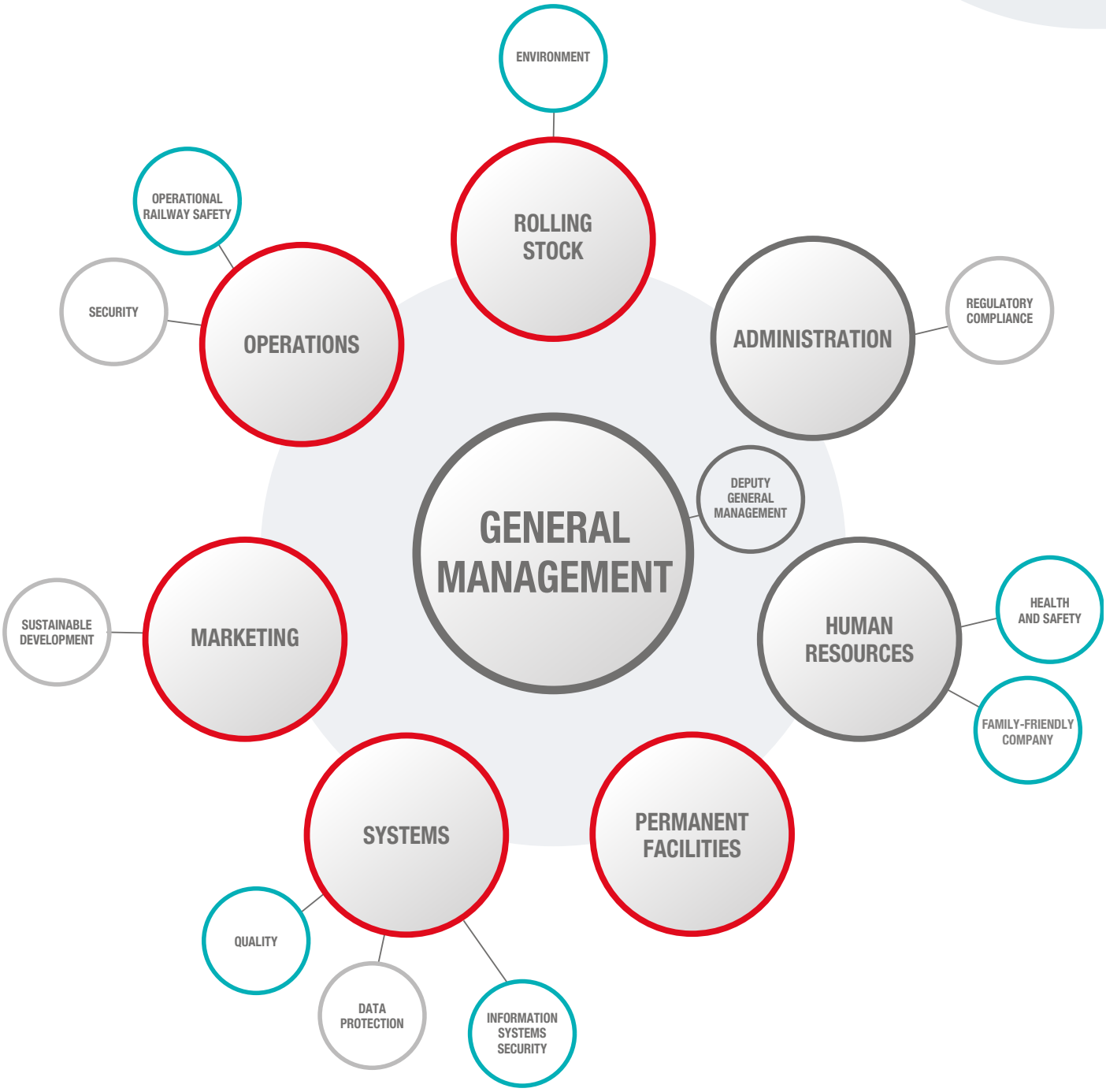
Senior Management member remuneration

	2025	2024
Fixed remuneration	902,171	874,858
Other remuneration	91,597	74,401
Social security and life insurance	159,485	150,276

COMPANY MANAGEMENT 2024/2025

DELEGATION OF RESPONSIBILITY
FOR IMPACT MANAGEMENT

The Board of Directors delegates executive responsibility for managing our impacts on the economy, environment and people to the Managing Director. The Managing Director relies on the directors of the different areas, who are part of the Management Committee, to develop strategies in these areas. The Management Committee consists of 5 men and 2 women.



Operational areas
Support areas
SGI functions
Other functions

INTERNAL STRUCTURE OF MLO

Our functioning is supported by various committees that constitute our management bodies. These committees are coordinated by the General Management, and their structure and functioning are detailed below.

DESCRIPTION OF COMMITTEES

MLO's management is based on a series of committees that make up its management bodies, coordinated by the General Management.

The **Strategy and Corporate Organization Committee (CEOC)** approved the reorganization of the committees in November 2025 in order to enhance their efficiency and agility.

Strategy and Corporate Organisation Committee (CEOC)	The CEOC meets quarterly and consists of the Managing Director and the area directors. It oversees the implementation of agreements, budget performance and the adoption of relevant decisions. Based on the periodic analysis of indicators and incidents, it addresses issues of human resources, internal regime, occupational risk prevention, and ethics and compliance. It also monitors strategic actions, significant investments and working groups, defines safety guidelines, approves significant changes and monitors compliance with the Annual Security Plan and its associated indicators.

Internal Procedures Committee (CRI)	The CRI meets at the request of the management concerned and makes an analysis and decision about the penalization procedure (penalties). It consists of the General Management, the Director of Human Resources and the management areas concerned.
Project and Investment Oversight Committee (CSPeI)	The CSPeI meets quarterly and is made up of the Managing Director, the managers of other areas and heads of strategic projects, depending on the occasion. It supervises projects chosen for their relevance, impact or investment volume, paying special attention to those that are sensitive or have significant changes. Likewise, when the Technical Committee for Change Management escalates a proposal, it approves relevant amendments and designates project managers, strengthening control, assignment of ownership and the proper execution of strategic initiatives.
Integrated Management Committee (CGI)	With quarterly meetings, the CGI consists of General Management, area directors, Integrated Management System (IMS) technicians, the safety manager and the ENS security manager. It monitors operational indicators, user complaints and suggestions, risk and change management, incidents and accidents, supplier performance, audits and significant environmental aspects. Moreover, it evaluates service conformity, asset status, participation and consultation, and perceived quality by users. It approves the Annual Review Report for management and ensures compliance with the Annual Safety Plan, guaranteeing comprehensive monitoring of performance, safety and sustainability.

Occupational Health and Safety Committee (CSS)	The CSS meets quarterly and has balanced representation. It is made up of Occupational Risk Prevention specialists (PRL), three company representatives and three risk prevention delegates. It is responsible for identifying and evaluating occupational risks; defining prevention criteria and procedures; and developing, implementing and reviewing health and safety plans and programs. It monitors worker training and information, promotes improvements in working conditions and proposes corrections for identified shortcomings. In addition, it manages health monitoring programs, respecting employee privacy, and evaluates new projects and technologies from a risk prevention perspective.
Business Activity Coordination (CAE)	The CAE is convened upon request and includes the person responsible for PRL and the contractors. Its main job is to analyse the security measures adopted and compliance with them, identify and propose new measures needed, and review the CAE platform, thus ensuring preventive management and safety in the interaction between the company and its contractors.

Operations Area Management Unit (UGZO)	With weekly meetings, the UGZO is made up of coordinators and representatives from maintenance, operations, PRL staff, environment and marketing. It is responsible for planning work and activities, defining the associated safety measures, communicating operational failures or breaches, and making preliminary incident analyses, ensuring inter-area coordination, risk prevention and correct operational management in the area.
Technical Committee for Change Management (CTGC)	This committee meets as needed within the UGZO sessions, integrating interested and affected areas, together with the safety manager. It makes a detailed analysis of proposed modifications, reviews the associated risks and their impact on existing ones using Hazard Log analysis, which determines technical solutions, establishes validation and acceptance criteria and plans the implementation and commissioning, ensuring that changes are managed in a safe and coordinated way.
Works council	There are 9 members, elected by the workers. It meets at the request of the parties.
Drug Dependence Oversight Committee (CDRG)	It meets at the request of the compliance officer and analyses and makes decisions based on compliance with the law. It is made up of the compliance officer and the management of the areas involved.

Accident Investigation Committee (CIA)	Meets upon request. It identifies accident causes and the circumstances under which they occurred, in order to prevent them in the future, determining the actions to be carried out. It is made up of the safety manager and the managers of the areas involved.
Crisis Committee (CC)	The CC is convened upon request, to manage serious situations. It evaluates incidents and assigns their level of importance, to activate the corresponding protocol. Made up of General Management, the managers of the affected areas and, at times, expert advisors. Each meeting produces minutes including the date, attendees, decisions and pending tasks, published in an accessible portal for comments, without the need for a physical signature. Issues that alter dynamics are dealt with in separate meetings, but they are included in the main minutes, ensuring traceability and coordination in crisis management.

Information Systems Security Committee (CSSI)	This committee is part of the Integrated Management Committee (CGI) and holds bimonthly meetings, supervises indicators, audits, actions and minor National Security Scheme (ENS) incidents. It can convene independently in crisis situations. It is responsible for ensuring the security of MLO information, creating, approving and reviewing policies and procedures, assessing risks, defining priorities and assigning ownership. It provides resources, monitors significant incidents and reports to the General Management through security indicators, ensuring follow-up on improvement actions and comprehensive information systems protection.

ABOUT US

COMMITMENTS AND POLICIES

Metro Ligero Oeste (MLO) is a public transport operator committed to providing safe, efficient, high-quality mobility, contributing to people's well-being and the sustainable development of the municipalities it serves.

Sustainability is an essential part of our management and guides our decisions. We work to minimize the environmental impact of our activity, optimizing resource use, encouraging energy efficiency and promoting collective mobility that reduces emissions and improves the quality of the urban environment.

Our commitment also extends to the social and economic spheres. We maintain a constant dialogue with our stakeholders to generate shared value, drive responsible growth and ensure transparent, ethical management with a long-term outlook.

CORPORATE IDENTITY

The principles that define the identity and strategy of Metro Ligero Oeste are:

MISSION

Provide a safe, efficient and accessible public transport service to improve mobility and quality of life in the city.

VISION

To be a leader and main actor in the development and implementation of sustainable and technologically advanced urban and interurban transport in the municipalities where we are present.

VALUES

EFFICIENCY
I use the resources that are sufficient and necessary to accomplish any task.

CONTINUOUS IMPROVEMENT
I understand that any aspect of my work can be improved and I look for ways to achieve that.

RESPONSIBILITY
I am committed to doing my work in an exemplary fashion.

GENEROSITY
I help others without expecting anything in return.

HONESTY
I act with sincerity and transparency; I am committed to the truth.

RESPECT
I treat people as I would like to be treated.

CORPORATE POLICIES

ESG Framework Policy (Environmental, Social and Governance)
Environmental Management Policy
Social Management Policy
Governance Policy
ESG Risk Policy

MEMBERSHIP IN ASSOCIATIONS

We are members of the leading associations in the public transport sector, which reflects our active involvement with continuous improvement, operational excellence and sustainability in the development of our business. This also reinforces our commitment to the sector's evolution, sharing knowledge and promoting good practices.

These are some of the entities we belong to:

- The International Association of Public Transport (UITP), where we have been members since January 2008. This organisation brings together professionals in the field of national, regional and local urban mobility, with members in 96 countries.

UITP MEMBER

- The Association of Urban Public Transport Operators (ATUC), which consists of public and private bus, tube and railway companies responsible for urban mass transport in Spain's major cities.

- Forética, a leading organisation in sustainability and corporate social responsibility in Spain, participating in the 'Sustainable Cities 2030' initiative of the Association for Management Progress (APD) and the Spanish Maintenance Association (AEM).

- The Spanish Railway Foundation (FFE) and the Madrid Railway Museum, collaborating in the organisation of workshops and events designed to highlight railways' role as drivers of innovation, technological development and sustainability.

We have a solid Code of Ethics that covers our values, principles and conduct guidelines. It governs the behaviour of everyone at MLO when carrying out their professional activity, as well as in their relationship with our various stakeholders. This code is a core element of our corporate culture and reinforces our commitment to regulatory compliance.

It also reflects our commitment to responsible business conduct and respect for human rights. The Protocol on Prevention and Action in Situations of Harassment, derived from the Equality Plan signed in December 2023, has been revised in order to strengthen its scope and ensure more specific handling. As a result of this revision, it has been put together as a standalone document, approved on 21 January 2025.

In line with these principles, there were no complaints related to our activities or administrative, economic or judicial sanctions of any kind registered during this period.

Regarding the relationship with stakeholders, our commitment to the local community has been reinforced. A new commitment was included, aimed at contributing to quality-of-life improvement not only for our users, but also for the community, through the promotion of educational and social initiatives, fomenting local employment and boosting sustainable mobility.

COMPLIANCE WITH **LEGISLATION AND REGULATIONS**

At MLO we have an Integrated Management System that groups various regulations and certification standards, providing a structured framework to comply with our strategic plan and promote efficiency, transparency and accountability:

- ISO 14001 Environmental Management Systems.
- ISO 45001 Occupational Health and Safety Management Systems.
- ISO 9001 Quality Management Systems.
- Royal Decree 311/2022, of 3 May, which regulates the National Security Framework (ENS).
- AENOR Operational Railway Safety Management System certificate.
- efr 1000-2 model for managing the balance between personal, family and work life in small and medium-sized enterprises.

Regulatory compliance is a fundamental principle for MLO, and is part of our Integrated Management System. This allows us to guarantee compliance with all legal requirements applicable to our activity, but also with the voluntary commitments we have undertaken.

PROCESSES TO **REMEDY NEGATIVE IMPACTS**

Our Integrated Management System is characterized by procedures designed to identify risks and opportunities. Its main objective is to minimize, and, where possible, eradicate the negative impacts of our operations. At the same time, it seeks to promote and maximize the positive impacts in the different areas of our business activity.

This proactive approach contributes to strengthening the organisation's resilience and increasing its positive contribution to the business and social environment.

MECHANISMS FOR **REQUESTING ADVICE AND RAISING CONCERNS**

Among the procedures for requesting advice and raising concerns, we have communication channels with our stakeholders that function as complaint and claim mechanisms, as well as channels for receiving suggestions and concerns.

These communication channels play a fundamental role in providing our stakeholders with a direct and completely confidential way to express their concerns, offer comments, ask questions or raise any matter they deem relevant.

MANAGEMENT APPROACH

A MANAGEMENT MODEL INCREASINGLY **MATURE** BASED ON SUSTAINABLE **DEVELOPMENT PRINCIPLES**

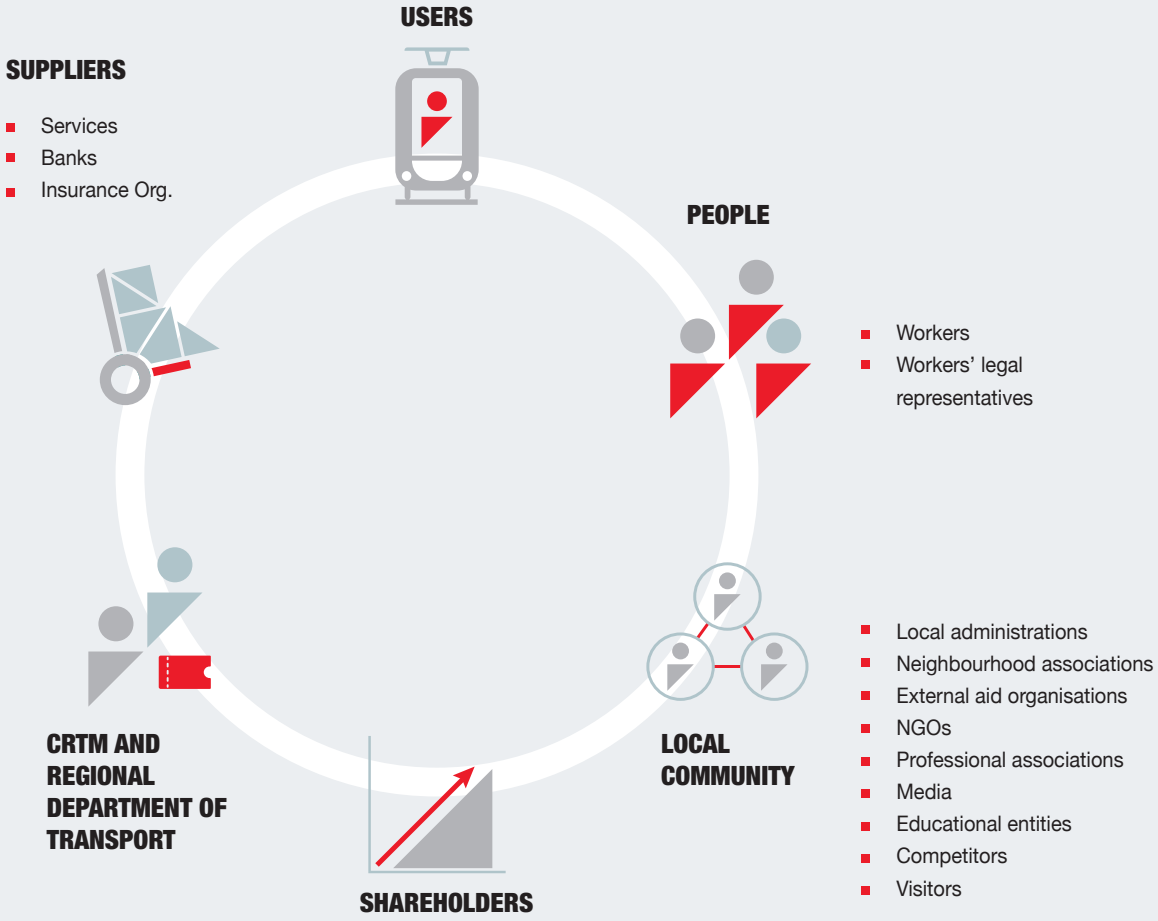
In the 2024/2025 period we consolidated our commitment to responsible and sustainable service management, integrating accumulated learning to promote new strategic actions within the framework of the Strategic Sustainability Plan.

This plan is put together in accordance with ESG *(Environmental, Social and Governance)* criteria, with the aim of strengthening our capacity to adapt to a dynamic and uncertain environment. To monitor its implementation, a scorecard was designed with key sustainability indicators that make it possible to evaluate performance, track results and prioritize actions aimed at meeting the established objectives.

We reinforced a management model that is increasingly integrated and oriented towards continuous improvement, which incorporates ESG criteria in decision-making, strengthens dialogue with stakeholders and allows us to anticipate risks, prioritize actions and generate sustainable value.

This way, we contribute to providing a safe, reliable, efficient and accessible public transport service that improves mobility and the quality of life in our environment.

COMMITMENT TO OUR STAKEHOLDERS



As part of the annual sustainability management review and continuous improvement process, a new relevance survey was conducted in June 2025, using the MLO Portal to reach stakeholders. In a relevant methodological advance, a subgroup analysis was incorporated for the first time that made it possible to obtain a more detailed and segmented view of each group's perceptions and priorities.

The methodology applied was based on the systematic evaluation of two key management variables: the level of interest (the organisation's degree of relevance for each stakeholder group) and the level of impact (extent to which our activities generate effects on those groups). The results obtained have provided us with a solid information base to identify significant changes, new expectations and possible adjustments with respect to 2024.

These results have been integrated into the Management System, which has made it possible to update the digitised stakeholder relations map on the MLO Portal, review and strengthen communication channels, and adjust action planning to meet stakeholder needs and expectations. This process contributes to strengthening evidence-based decision-making and consolidating sustainability management aligned with the principles of dialogue, transparency and continuous improvement.

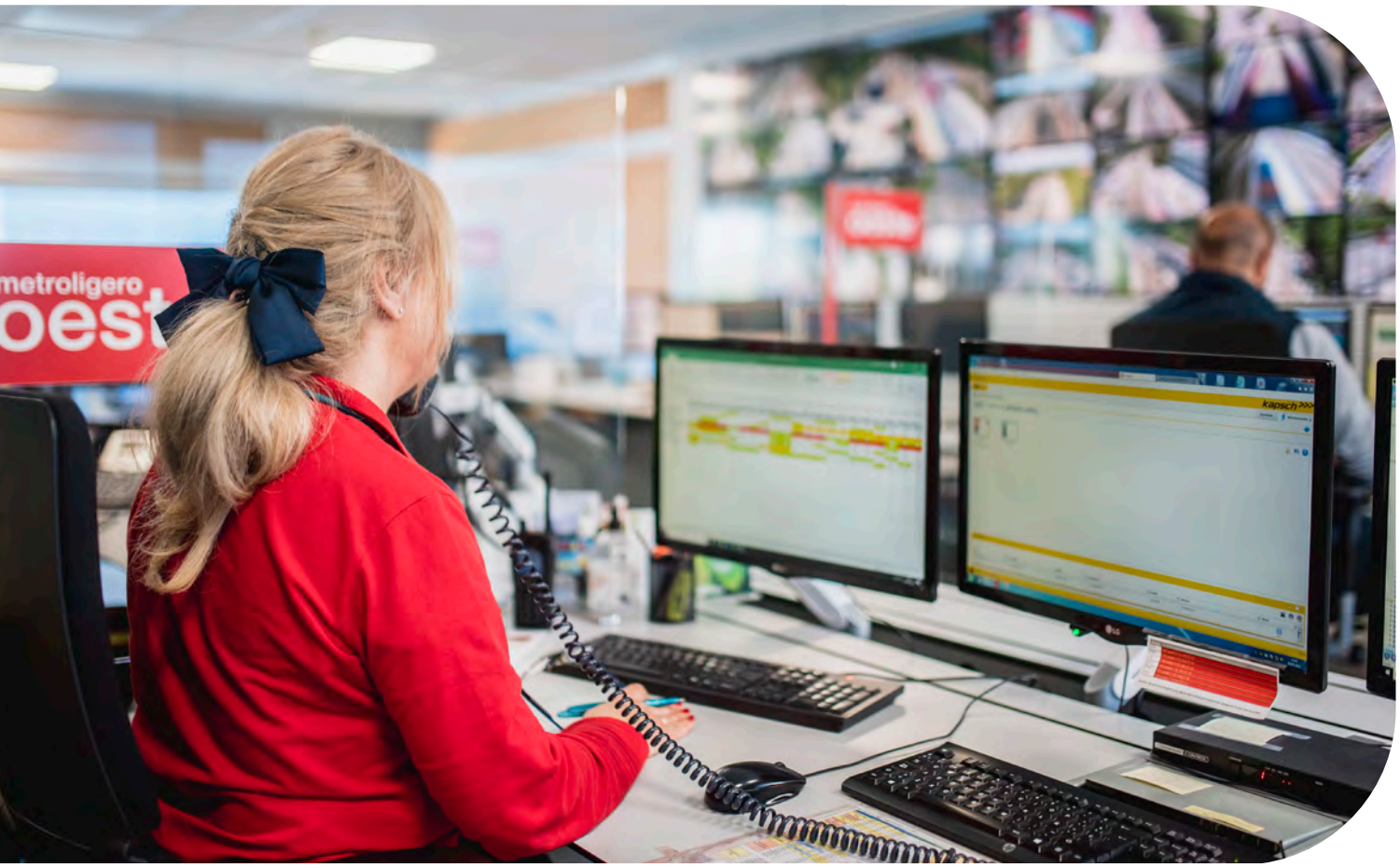
REVIEW OF **MATERIAL ISSUES**

The organisation carries out a systematic review of its relevant issues through context analysis and the monitoring of goals aligned with stakeholder expectations, under a continuous improvement approach. This review was analysed in depth in the CEOC Committee meeting held on 24 November 2025, where no significant changes in the Metro Ligero Oeste context were identified.

The context matrix and its updates are published on the MLO Portal, available to the entire workforce, and are maintained as dynamic information subject to permanent revision.

This process also incorporates the risk analysis of our value chain and studies by the leading sector analysts.

The analysis results did not indicate any need to modify or refocus material issues.



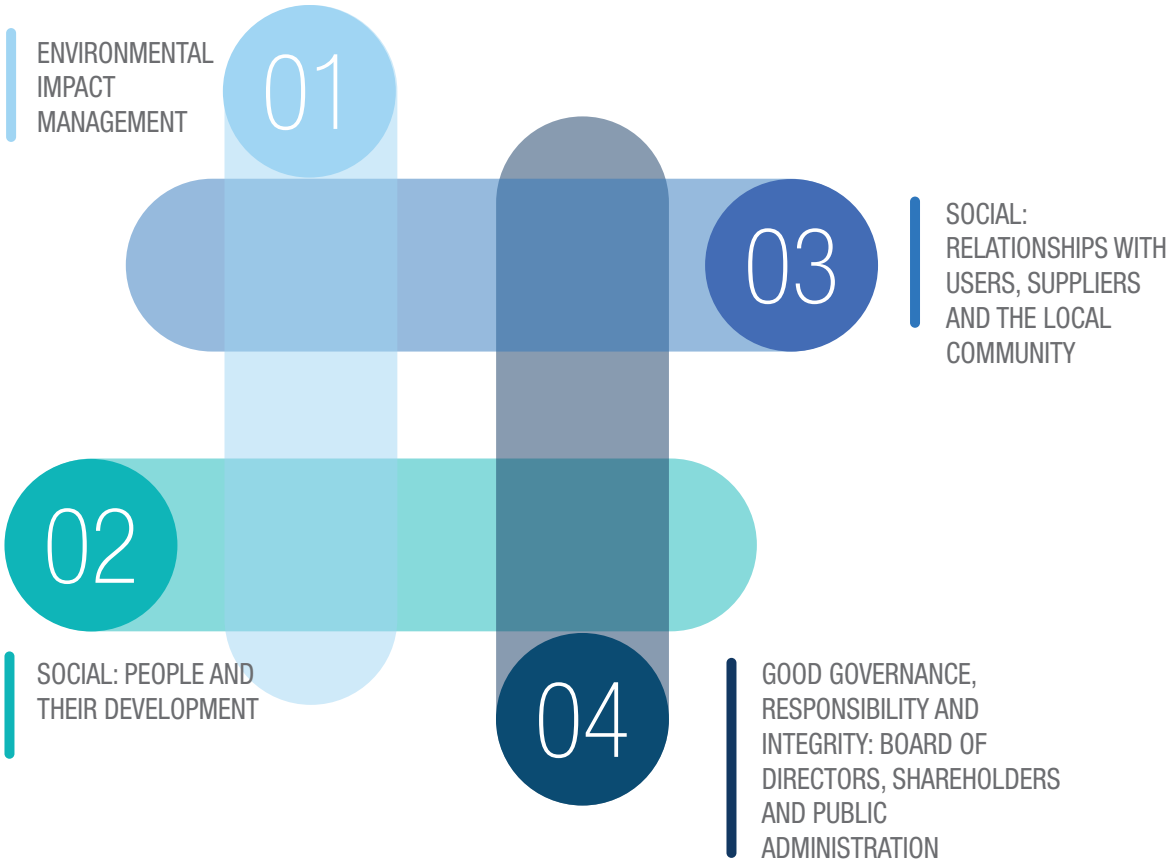
REVIEW PROCESS

STRATEGIC SUSTAINABILITY PLAN

ESG criteria go beyond the traditional approach to sustainability and are integrated as a strategic axis to generate long-term value, strengthen investor confidence, reinforce corporate reputation and minimize the activity's impacts.

In this context, Metro Ligero Oeste adopts a proactive approach in defining pillars, lines of action and ESG commitments, which are brought together in a Strategic Sustainability Plan that acts as a reference framework and systematization tool. This plan guides and coordinates the actions needed to advance consistently toward the objectives set and is structured in four pillars of action:

PILLARS



With this structure, we have organised the report in such a way that each pillar is examined in a specific chapter, grouping them according to the three ESG sustainability areas. The full list of relevant topics is now available in the report index for ease of reference.

The responsibility for implementation and for attaining the objectives outlined in this plan lies with our General Management and our Management Committee, responsible for driving and supervising the actions by means of the teams in their respective areas.

Likewise, we provide the information and resources necessary to ensure that our teams are properly trained and aligned with the ethical and sustainability principles established in this plan.

The methodology applied is explained below, in addition to a brief explanation of each of its elements:

Environmental, social and corporate governance factors that are taken into account when managing a company

ENVIRONMENTAL

The “E” for “Environmental” encompasses the effect that companies’ activity has on the environment, directly or indirectly, and the rational use of natural resources (e.g. carbon footprint, water use, waste management, etc.)

SOCIAL

The “S” for “Social” includes the impact on their social environment, community, customers or employees (e.g. diversity and equal opportunities, working conditions, safety and health, data protection, etc.)

GOVERNANCE

The “G” for “Governance” refers to a company’s corporate governance (e.g. transparency policies in its public information or its codes of conduct and anti-corruption programs, etc.)

PILLAR Internal classification of the concepts included in each *ESG* criterion.

LINE This aspect is considered a fundamental lever, to be used as a basis upon which to evaluate strategies, goals and actions.

STRATEGY The organisation's positioning. What is expected of the organisation in this area, determined by the General Management and established by CEOC. Based on policy, the SWOT risks and opportunities, and any other possible source.

TARGET Aimed at achieving an end, aligned with the strategy, measurable, achievable and limited in time.

ACTIONS Necessary to achieve a goal. Requires an owner, a deadline and the resources necessary (follow-up in CSPEI if needed).

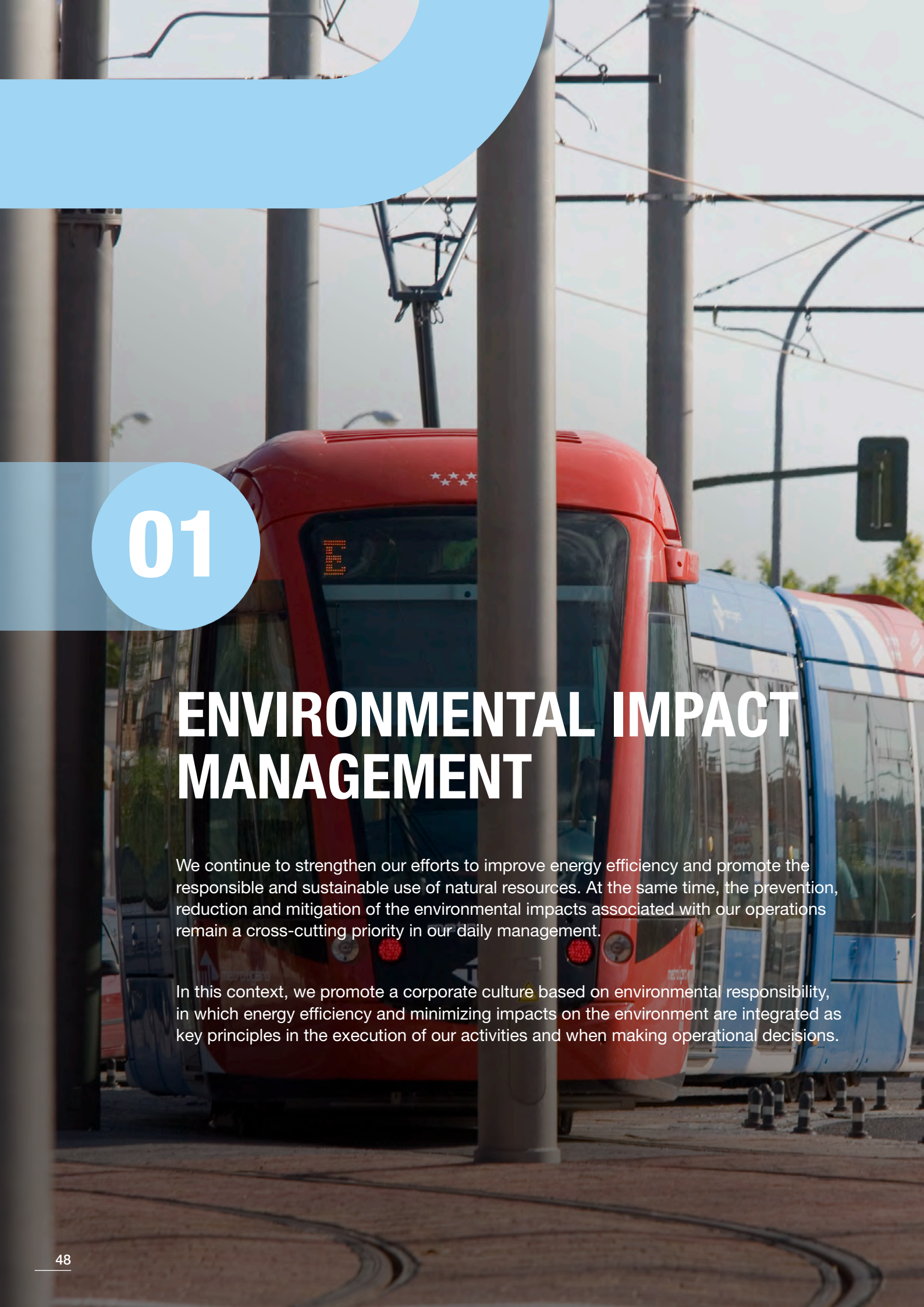
STRATEGIC OBJECTIVES (2024/2025)

ESG *Concept*	Pillar		Line	Scope of application	Strategy	Target
ENVIRONMENT	P1	Environment	L11	Efficient use of raw materials	Optimization of electrical energy consumption	A.- Verify / know electrical energy use in the greatest possible detail
						B.- Improvement actions on the current system: - Consume less electrical energy for the same production - Produce more, with the same electrical energy consumption - Reduce electrical energy consumption through reducing production - Increase own generation of electrical energy for self-consumption
						C.- Protect the system and react to unjustified consumption events
			L12	Impacts on the environment	Minimize the environmental impact of the carbon footprint caused by activity execution	A.- Monitor the impact of our activities on the carbon footprint
						B.- Investigate possible options for reducing the carbon footprint
						C.- Implement actions aimed at reducing the carbon footprint
SOCIAL	P2	Social: People and their development	L21	Promotion and development of internal human capital	Constant assessment of present and future training and agile, transparent communication needs, both vertically and horizontally, to achieve a close connection between the worker and the company	A.- Training: knowledge and tracking of the necessary or additional training received by and pending for each employee
						B.- Fluid two-way communication, both interdepartmental and between non-consecutive hierarchical levels
						C.- Recognition (monitoring and evaluation)
			L22	Family - work balance	To facilitate the reconciliation of employees' personal and work life, the basis for stable, good-quality employment	A.- Internally, enhancement and externally, recognition of current working conditions
						B.- Analysis and implementation of new measures
			L23	Occupational health and safety	Ensure that each worker thinks of occupational risk prevention (ORP) points as a fundamental part of carrying out their job	A.- Have a staff fully sensitized to ORP topics
						B.- Facilitate and humanise access to the preventive information that applies to each worker
			L24	Internal dialogue and labour practices	Maintain a transparent, constructive, sincere and collaborative relationship with the workers' legal representatives	A.- Regulated, clear relations with workers' legal representatives with a markedly temporary nature (medium term)
						B.- Facilitate the management/understanding of benefits and rights acquired in the company/worker relationship
	P3	Social: Relationships with users, suppliers and the local community	L31	The user and provision of the service offered	Focus on the user experience and operational excellence	A.- Connected, informed and satisfied user, whether in degraded mode or in normal mode
						B.- Demonstrable and controlled operational excellence and ability to react to breaches of the established limits
			L32	Responsible and sustainable transport in cities	Inform and raise social awareness through road safety and/or environmental education sessions, activities to promote sustainable transport, as well as close collaboration with entities and agencies aligned with our strategy	A.- Maximize our capacity to collaborate with different organisations in efforts to promote responsible and sustainable mobility
						B.- Promote actions to encourage responsible and sustainable transport mobility
			L33	Social actions with the local community (sport, culture, social exclusion, disability and bringing students closer to the world of work)	Participation in social action initiatives that respond to the needs identified in contacts with local interest groups. Promotion, to the extent possible, of employment opportunities and bringing students closer to the world of work (in collaboration with educational institutions)	A.- Thorough knowledge of social needs and the capacity to react agilely
						B.- Promote students' familiarisation with the MLO work experience
			L34	Responsible supplier relationship management	Improve the management and monitoring of supplier operations, including social and environmental requirements in selection and evaluation, the introduction of procurement policies that minimize the risks of bad practices, and the promotion of dialogue and collaboration	A.- Agile and efficient technical/administrative relationship with suppliers
						B.- Transparent company with an active dialogue channel

We are consolidating a sustainable transformation by redefining objectives, strategies and concrete actions that allow us to move toward a responsible and transparent future.

ESG Concept	Pillar		Line	Scope of application	Strategy	Target
GOVERNANCE	P4	Good governance, responsibility and integrity: Board of Directors, shareholders and public administration	L41	Good governance practices	Improve the governance and management processes established in the organisation, including its Board of Directors (shareholders). Internal operational excellence - tracking of indicator scorecards	A.- Response to internal (Board and shareholders) and external (administration) management requirements
						B.- Improvement of MLO's organisation and management processes
			L42	Ethics and integrity in business activities	Ensure that people carry out the organisation's activities in an ethical and responsible manner, observing the code of ethics, the criminal behaviour prevention system and control mechanisms	A.- Maintain an ethical behaviour message implanted internally and externally
			L43	Project strength and soundness and making the most of opportunities	Generate present and future value in MLO, through innovation, renewal and system growth. Monitoring of matters related to the organisation's income statement and economic viability.	A.- Major maintenance actions
						B.- Durability of the organisation beyond the concession period
						C.- Innovation and development
			L44	Management of operational and business risks	Control of risks in the operation, with people and due to equipment obsolescence. Ensure business continuity.	A.- Risks identified and assessed
						B.- Threats duly handled to minimize risks
						C.- Be a company prepared to control non-manageable risks
			L45	Promote dialogue and communication with stakeholders	Enhance transparency and communication with the media, press, social media, professional associations and others	A.- Familiarise our stakeholders with our Strategic Sustainability Plan, outstanding actions and future challenges.
						B.- Increase MLO's visibility (by increasing the number of corporate publications in local media and social media)

The details of the specific practices, policies and initiatives envisaged to achieve each of the objectives established are set out in the different report sections that explain the above pillars in greater detail.



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ENVIRONMENTAL IMPACT MANAGEMENT

We continue to strengthen our efforts to improve energy efficiency and promote the responsible and sustainable use of natural resources. At the same time, the prevention, reduction and mitigation of the environmental impacts associated with our operations remain a cross-cutting priority in our daily management.

In this context, we promote a corporate culture based on environmental responsibility, in which energy efficiency and minimizing impacts on the environment are integrated as key principles in the execution of our activities and when making operational decisions.

13.3 Improve education, awareness-raising and human and institutional capacity regarding climate change mitigation, adaptation, impact reduction and early warning

6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse policies

1.1 ENERGY EFFICIENCY AND CONSUMPTION OF NATURAL RESOURCES

We have reinforced our actions aimed at reducing emissions and improving energy efficiency, focusing on optimizing the consumption of natural resources such as energy, water and gas.

We are also intensifying our efforts to reduce our carbon footprint by incorporating the measurement and management of Scope 3 emissions into our climate strategy in 2025. To this end, we calculated the three scopes of our carbon footprint, and had it checked by an external entity for the period 2022-2025. The results show a reduction in absolute terms of Scopes 1 and 2, as well as a decrease in Scope 3 and the total footprint in terms relative to the total number of MLO users.

WATER CONSUMPTION

TOTAL **WATER** CONSUMPTION

3,528 m³
2024/2025 average (m³/Year)

+16%
compared to the previous period

IRRIGATION

648 m³
2024/2025 average (m³/Year)

+60%*
compared to the previous period

** The increase is due to the irrigation of new green areas around our depots.*

TRAIN-WASH TUNNEL

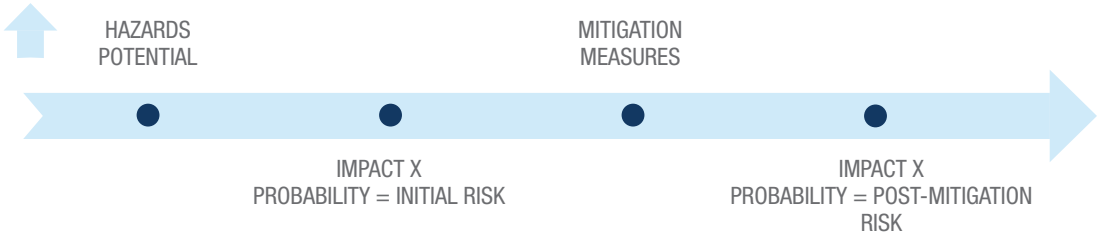
From now on, we will not include the data relating to the water consumption of our train-wash tunnel in our reports, since its relevance in the overall analysis is minimal. This is because most of the water used in this process is recycled in the facility itself.

MLO is committed to actively contributing to the fight against climate change by defining and implementing a decarbonisation strategy aligned with the principal international frameworks. In this context, our Scope 1 and 2 total emissions reduction target is 42.5% by 2030, taking 2025 as our base year. This objective is aligned with the global commitment to limit the increase in global average temperature to 1.5°C from pre-industrial levels, as recommended by the Intergovernmental Panel on Climate Change (IPCC).

In addition, in 2024 the Management Committee analysed the physical and transition risks associated with climate change, as well as the opportunities arising from its short, medium and long-term effects. This analysis was carried out in accordance with the guidelines of the Task Force on Climate-related Financial Disclosures (climate disclosure framework), assessing its impact on our stakeholders, with the aim of implementing the corresponding mitigation measures.

Regarding physical risks, we identify and evaluate the possible impact of weather events on the supply chain; operational, energy and resource costs; as well as the impact on employee health. There is a transition risk analysis done with regard to legal, technological, reputational and operating cost aspects.

The risk assessment is based on the following outline:



CONSUMPTION OF **GAS**

22,652 m³
2024/2025 average (m³/Year)

-16%*
compared to the previous period

** The data is due to the milder weather during this period, along with the efforts made in boiler maintenance.*

ENERGY EFFICIENCY

TOTAL ENERGY CONSUMPTION

8,005,802 KWh
2024/2025 average (KWh/year) of renewable origin since November 2024

100%
of consumption is renewable with a guarantee of origin or generated in our facilities.

TRACTION ENERGY

5.823.990 KWh
Energy used to move light rail trains

-1.36%
2024/2025 average (kWh/year) compared to the previous period

MAINTENANCE ENERGY

1,225,408 KWh
Energy used in maintenance tasks

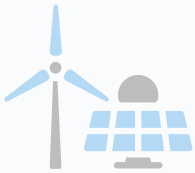
+10%
Average 2024/2025 (kWh/year) compared to the previous period

FACILITIES ENERGY

2,013,384 KWh
Energy used in the tramway system's service functions:
escalators and lifts, among other elements

-1%
Average 2024/2025 (kWh/year) compared to the previous period

SOLAR PANEL ENERGY



983,055 KWh
Period average. In our 1,600 photovoltaic panels installed on the roofs of the workshops and depots.

+13%
Self-generation of the energy consumed.

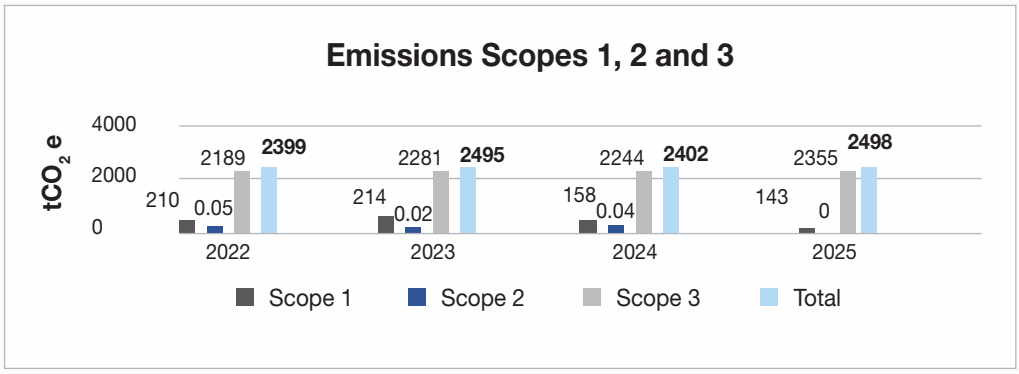
CARBON FOOTPRINT

The carbon footprint is a key tool to analyse and manage greenhouse gas (GHG) emissions, making it possible to identify their origin and advance in their reduction. Its calculation corresponds to compliance with Law 7/2021 on Climate Change and Royal Decree 214/2025, and includes the annual report to the Regional Transport Consortium of Madrid (CRTM) using the official MITECO methodology. During the period analysed, the calculation was expanded to incorporate Scope 3, and its external verification was carried out in March 2026.

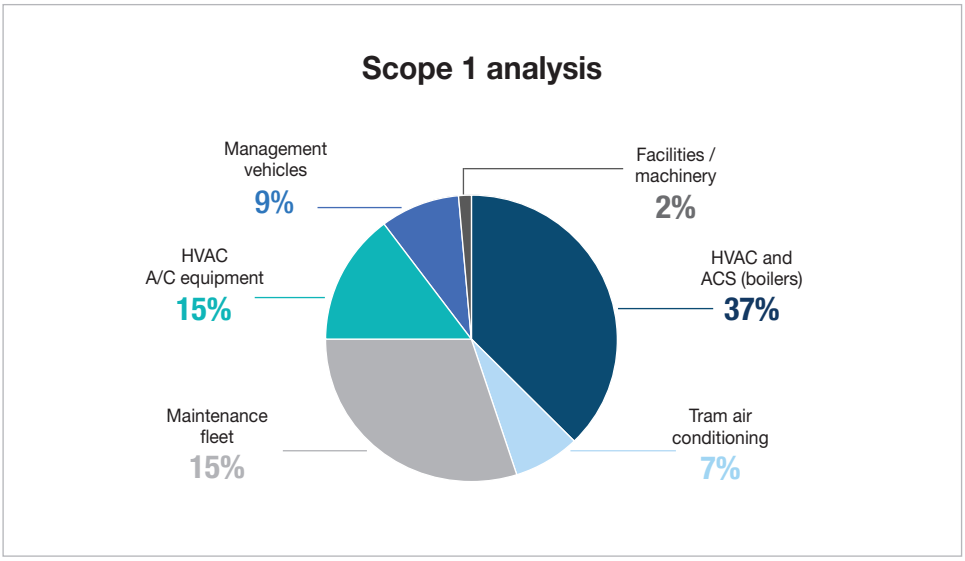
Scopes 1 and 2
150.16 t CO_2 e
Period average

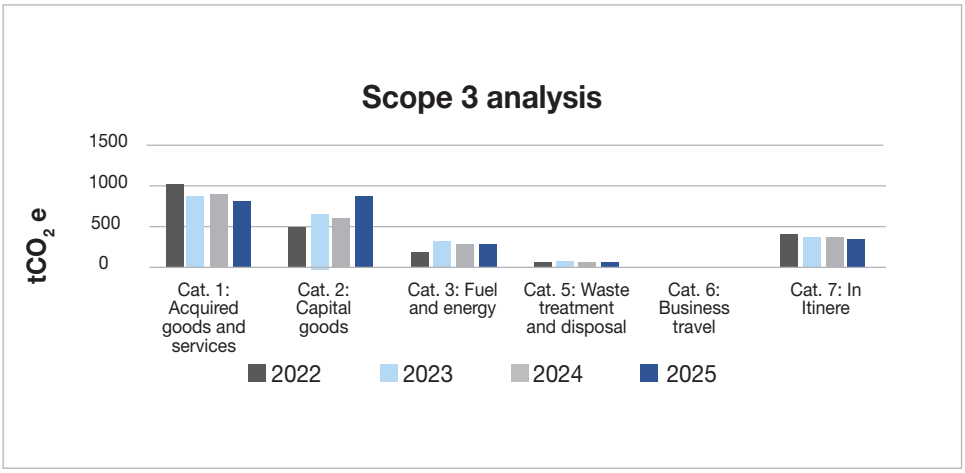
-24.32%
Compared to 2023

Scope 3
2,299.67
Period average



The results show a significant reduction in direct emissions (Scope 1), with an approximate decrease of 32% between 2022 and 2025, driven by improvements in energy efficiency. Indirect emissions (Scope 3) have a variable and slightly upward trend, being concentrated mainly in purchased goods and services, capital goods, energy and employee mobility. The Scope 2 range was 0 tCO_2e in 2025.



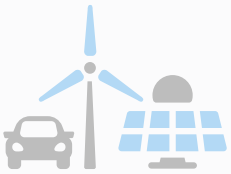


The positive impact of organisational measures in the reduction of the indirect carbon footprint can be seen, guiding the Scope 3 mitigation strategies toward supply chain management, planning investments with lower carbon footprints and promoting more sustainable working models.

There is also a progressive improvement in the carbon footprint per traveller transported, reflecting increased demand and operational optimization.

GREENHOUSE GAS EMISSION INTENSITY (GEI)

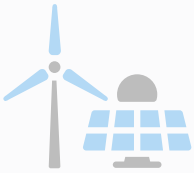
EMISSION INTENSITY (GEI)



0.078879 Kg CO_2e/user*km%
Period average.

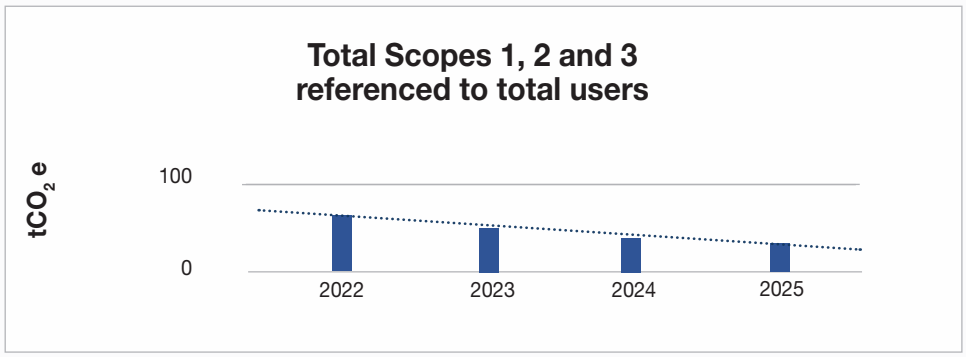
78 MLO gr of consumption **VS 121** gr consumed by **car**

ENERGY INTENSITY



0.26
***Currently MLO needs less power to provide the same service.**

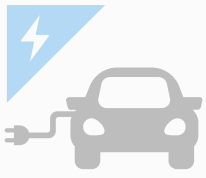
EMISSION INTENSITY (GHG) TCO_2e/users



2.30 TCO_2 e/M € (including scopes 1+2+3)

TRAFFIC-FREE CITIES 2024/2025:

EMISSIONS AVOIDED



3,758.62* t CO_2
Emissions avoided

*(*Taking into account a petrol-powered car with an average consumption of 6.9 litres per 100 km, an occupancy rate of 1.2 people and average trips of 4.65 kilometres)*

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- As part of the energy efficiency improvements, we renewed the electrical measurement management system and its integration into the Remote Power Control.
- The energy scorecard was integrated into the on-board Energy Measurement System (EMS) traction data report.
- Scope 3 was included in the carbon footprint calculation; it will have external verification in 2026.
- A document was prepared showing the possible locations for photovoltaic panels in the different MLO car parks or in their vicinity, including possible connection points. And the implementation and start-up project is going to be studied.
- The lighting control system on platforms has been implemented and is in operation, including modifications to tunnel and platform lighting levels to reduce energy consumption.

CHALLENGES FOR THE FUTURE

- Advance in carbon footprint management through the execution of the necessary actions to include it in the MITECO Carbon Footprint Registry, including the calculation, reduction and compensation of emissions in Scopes 1, 2 and 3.

  Obtaining the corresponding official certificates is proposed as a goal, reinforcing the organisation's commitment to decarbonisation and continuous improvement in environmental management.

- Follow the decarbonisation plan drawn up on the basis of science-based criteria.

- Develop and implement a system for measuring and communicating avoided emissions to users, which makes it possible to quantify and give visibility to the carbon footprint that is reduced by opting for light rail instead of using a private vehicle.

  This initiative will include the definition of a methodology for calculating avoided emissions and the deployment of communication actions (digital channels, signalling in stations and vehicles), in order to promote more sustainable mobility and enhance environmental awareness among users.

- Develop a conceptual framework for adaptation to climate change that makes it possible to identify, assess and manage environmental impacts arising from climate risks, promoting resource efficiency and system sustainability.

  This challenge, aimed at improving environmental performance, is addressed in a cross-cutting way and is also included in Pillar 4 in operational and business risk management, linked to the identification and management of climate risks in the operating environment.

1.2 IMPACTS ON THE ENVIRONMENT

This section presents the strategic lines aimed at preventing, mitigating and correcting the environmental impacts derived from our activity, reaffirming our commitment to sustainability and community well-being.

We also promote a culture of environmental awareness among our workers, encouraging responsible practices when carrying out our daily activities.

MLO has no locations in the vicinity of or in sensitive areas with regard to biodiversity. However, it applies the principle of precaution, with the adoption of protective measures against well-founded suspicions that certain products or technologies create a serious risk to biodiversity.

We significantly reduce and avoid emissions associated with transport through an efficient electric mobility system that is less dependent on fossil fuels and has a direct positive impact on the environment.

WASTE BY COMPOSITION, IN METRIC TONNES (t)

Waste composition	Waste generated	Waste not intended for disposal (recycling, reuse, valorisation)	Waste for disposal (landfill, incineration with and without energy recovery)
Hazardous	**35.7 t**	**30.4 t**	**5 t**
Non-hazardous	**364.4 t**	**357.5 t**	**6.9 t**
Total waste	**400.1 t**	**387.9 t**	**1.9 t**

WASTE NOT INTENDED FOR DISPOSAL DUE TO VALORISATION OPERATION, IN METRIC TONNES (T)

	On-premise*	Total
Hazardous waste		
Preparation for reuse	3.7 t	10.4%
Recycled	23.8 t	66.7%
Recovery of organic substances that are not used as solvents		
Mechanical treatment		
Other valorisation operations	2.8 t	7.8%
With energy recovery	2.8 t	
Total		
Non-hazardous waste		
Preparation for reuse		
Recycled	356.7 t	97.8%
Downcycling, upcycling, composting or anaerobic digestion		
Recycling or recovery of other inorganic materials		
Mechanical treatment		
Other valorisation operations	0.7 t	0.2%
Waste avoided		
Waste avoided		Waste avoided, by prevention and calculation method

WASTE DESTINED FOR DISPOSAL, BY DISPOSAL OPERATION, IN METRIC TONNES (T)

	On-premise*	Total
Hazardous waste		
Incineration (with energy recovery)		
Incineration (no energy recovery)		
Transfer to a landfill	4.9 t	13.7%
Other disposal operations	0.2 t	0.5%
Total		
Non-hazardous waste		
Incineration (with energy recovery)		
Incineration (no energy recovery)		
Transfer to a landfill	6.9 t	1.9%
Other disposal operations		

**No waste is generated outside our facilities.*

TOTAL VOLUME OF WASTE GENERATED IN KG (HAZARDOUS AND NON-HAZARDOUS), 2024-2025 AVERAGE:

NON-HAZARDOUS	2024/2025
Scrap metal	17,000
Copper	1,030
Paper and cardboard	3,680
Plastic	7,860
Textile	740
WEEE	1,366
Domestic LED lights	27
Domestic LCD screens	15
C&DW	67,560
Rubble	222,020
Pruning remains	34,940
Air filters	550
Toner waste	82.65
Mixed waste	2,400
Bulky waste	3,960
Glass	1,200
	364.4 t

HAZARDOUS	2024/2025
Oils, greases and lubricants	
Used oil	3,660
Mineral oils	100
Greases and lubricants	180
Waxes and greases	300
Batteries and accumulators	
Ni-Cd accumulators	5,427
Lead-acid batteries	4,976
Mix of dangerous batteries	106
Selectively collected battery and accumulator electrolytes	20
Chemical and hazardous products	
Adhesives and sealants	31
Liquid detergents	90
Non-halogenated solvents	5
Laboratory chemicals	1
Paint waste	180
Hydrocarbons and associated waste	
Water with hydrocarbons	5,800
Sludge with hydrocarbons	2,300
Contaminated absorbent material	2,880
Contaminated packaging	
Contaminated empty metal containers	1,010
Contaminated empty plastic containers	1,640
Empty aerosols	140
Refrigerant gases and associated equipment	
Chlorofluorocarbons, HCFCs, HFCs	24
Professional air conditioners	317
WEEE and special waste	
WEEE	6,194
Fluorescent tubes and other mercury waste	232
Other specific waste	
Brake hoses	60
	35.7 t

OTHER EMISSIONS (AIR QUALITY)

In terms of carbon monoxide and nitrogen oxides emissions, we make an air quality analysis, measuring the emissions of the heating boiler and ACS, obtaining the following results:

PARAMETER	UNITS	AVERAGE VALUE	LIMITING VALUE
CO concentration	mg/Nm^3	5.2 ± 1.5	1,806
NOx concentration	mg/Nm^3	50.3 ± 2.9	615

We do not produce emissions of ozone-depleting substances.

Minimizing the impact caused by process water discharges in our facilities is guaranteed by the existence of hydrocarbon decanters and separators in different areas of the facilities. The effectiveness of this equipment is checked periodically by analysing the discharges in the last catch basin.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- We reduced the global warming potential (GWP) load from cab air conditioning equipment by replacing R-134a gas with the lowest global warming potential gas, R-513a. With this measure, we achieve a lower carbon footprint from possible gas leaks from the equipment.

OTHER INITIATIVES

- There were internal environmental awareness events.

CHALLENGES FOR THE FUTURE

- Looking ahead to the coming years, we are committed to intensifying our actions to move toward a management model based on the “zero waste” principle. This challenge involves progressively transforming our processes to minimize waste generation, encouraging the reuse of materials and maximizing recycling and recovery rates.

02

SOCIAL: PEOPLE AND THEIR DEVELOPMENT

At Metro Ligero Oeste we promote the development of our human capital, which we consider our main asset and a fundamental pillar in our business strategy.

We encourage the reconciliation of employees' personal and professional life, aware that this balance is key to ensuring stable, good-quality employment. We also continuously monitor occupational health and safety, making the well-being of our workers a priority in all our activities.

We strive to continually improve our labour practices, fostering innovation and promoting open, transparent and constructive internal dialogue. We believe that idea exchanges and collaboration are essential for strengthening the organisation and improving our employees' experience.

In short, we are committed to the integral development of our team, prioritizing their well-being, work-life balance and safety, in order to consolidate a work culture based on excellence and collaboration.

3.4 To halve the number of global deaths and injuries from road traffic accidents

5.5 To ensure women's full and effective participation and equal opportunities for leadership

8.8 To protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

2.1. MANAGEMENT OF OUR TALENT

Our policy is based on the continuous assessment of current and future needs, promoting constant training and agile and transparent communication, both vertical and horizontal, in order to strengthen the link between people and the organisation.

We strive to strengthen engagement through employees' active participation at all levels, recognising and valuing the diverse experiences and skills that each individual contributes. We also take a proactive approach to attracting and retaining talent, convinced that a diverse and highly qualified team is key to fostering innovation and sustainable growth.

While implementing policies and practices that promote an inclusive, collaborative and wellness-focused work environment, we encourage our team's growth and fulfilment through training and professional development programs. Our mission is to create a space in which talent can develop fully and where people feel valued, motivated and committed to the organisation's success and sustainability.

We use on-going training, performance assessment and the integration of talent at all levels to promote the development of our team and strengthen an organisation that is more prepared, committed and able to respond to operational and strategic challenges.

HOURS OF TRAINING

In 2024:

3,955 HOURS OF TRAINING

17.5 hours/worker

In 2025:

2,987 HOURS OF TRAINING

10.37 hours/worker

3,471 HOURS OF TRAINING

Average for the 2024/2025 period

+7% compared to the previous period

TRAINING COURSES

In 2024:

51 COURSES

In 2025:

56 COURSES

54 COURSES

Average for the 2024/2025 period

+12.5% compared to the previous period

TRAINING RATING

8 OUT OF 10

Average score:

+4% compared to the previous period

Each year, we offer an employee the opportunity to pursue specialized training or a master's degree program that contributes to the development of their skills and competencies.

PERFORMANCE REVIEWS: 77%

In 2024: **168**

In 2025: **182**

PERFORMANCE REVIEWS

77% of our total workforce receives periodic performance reviews.

By category and gender:		Men	Women
Information Assistant		12.50%	87.50%
Driver		89.71%	10.29%
Inspector		62.50%	37.50%
Auth. Inspector		85.71%	14.29%
Team Leader		100.00%	0.00%
PCC Operator		85.71%	14.29%
A Operator	Mgmt. - Permanent facilities (IF)	100.00%	0.00%
A Operator	Mgmt. - Rolling Stock	100.00%	0.00%
A Operator	Mgmt. - Systems	100.00%	0.00%
B Operator	Mgmt. - Permanent facilities (IF)	100.00%	0.00%
B Operator	Mgmt. - Rolling Stock	100.00%	0.00%
B Operator	Mgmt. - Systems	100.00%	0.00%

**The category of A and B Operators and Team Leaders consists of men only and we did 100% of performance reviews.*

NOTEWORTHY ACTIVITIES 2024/2025

- The creation of a common tool for evaluating the professional development of the office staff is still in an analysis phase.
- During this period, we advanced in the design of a training itinerary aimed at enhancing the soft skills of the people who manage teams within the organisation.

OTHER INITIATIVES

- In line with our culture of continuous improvement, we continued to analyse training needs, including those related to innovation, technology and leadership.
- Consistent with this approach, MLO's social policy has been updated by incorporating a new line of action in the area of Human Capital Management, which includes the following commitments:
  - Promote a culture of continuous improvement in worker knowledge, skills and experience, and recognise their contribution to the organisation.
  - Establish strategies to attract, develop and retain talent, fostering a productive and committed work environment and ensuring fair and effective personnel management.
- During this period, we continued to promote joint knowledge management sessions.

CHALLENGES FOR THE FUTURE

- We will continue to consolidate the initiatives underway, so no specific new challenges are envisaged in this area for the coming period.

2.2 FAMILY - WORK BALANCE

The reconciliation of employees' personal, family and professional life is key to ensuring stable, good-quality employment. Therefore, we actively promote this balance, offering support and flexibility to our professionals so that they can meet their personal and work responsibilities with equilibrium.

In 2023, the Másfamilia Foundation renewed our efr certificate, maintaining the C+ Committed Company rating, which endorses our commitment to reconciliation. In this spirit, we continue to implement policies and practices aimed at facilitating the balance between work, family and personal life, ensuring that our employees can carry out their professional activity without sacrificing their well-being.

In 2024 we also made significant progress with the incorporation of new measures resulting from the adoption of the Equality Plan, reinforcing our commitment to a more equitable and sustainable working environment.

Our experience shows that encouraging reconciliation not only improves the well-being and satisfaction of our employees, but also strengthens their commitment to the organisation and contributes to a more productive, positive and collaborative work environment.

All the reconciliation benefits and measures are available to the entire workforce, irrespective of their type of employment relationship, thus guaranteeing equitable and universal access.

In 2024 and 2025 only one worker took paternity leave. All employees who applied for parental leave, regardless of gender, were able to take it, and the return-to-work rate was 100%.

About 80% of the workforce is familiar with the reconciliation measures that the organisation makes available to them, and 100% of the people who use them rates them as good and/or very good.

HIGH QUALITY EMPLOYMENT

2025

94% Permanent contracts (212 people)

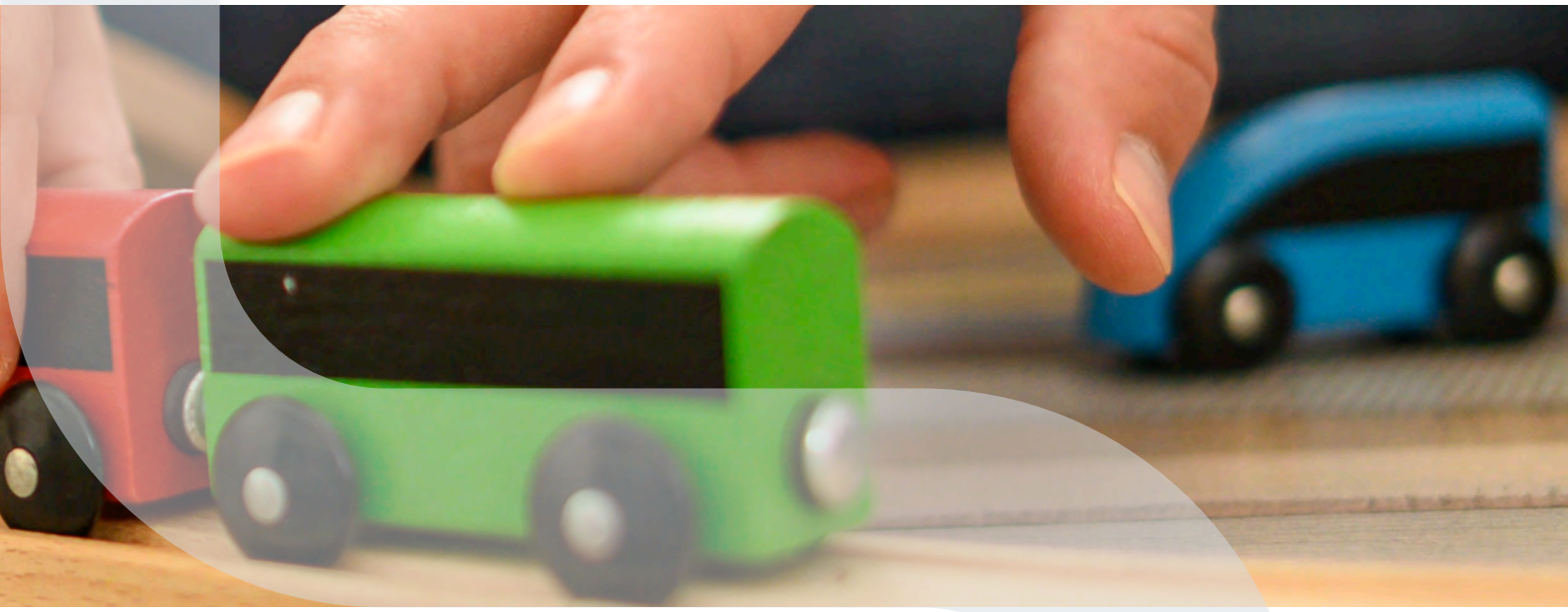
6% Temporary contracts (14 people)

36 PEOPLE HIRED
Average for the 2024/2025 period

9.08%
Average rotation index 2024/2025

	2024	2025
Workers	225	226
Hires*	46	25
Contract terminations*	19	22
Turnover rate	8.44%	9.73%

(*) The hiring and contract termination data are accumulated annually and are not averages.



STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- Although the goal of improving the efr certification score did not materialize in this cycle, the organisation maintained the level achieved in previous evaluations, reflecting the consolidation of policies and practices in the area of reconciliation and responsible people management. We will continue working to drive new areas of improvement.

- Work reconciliation and co-responsibility measures were shared with the entire workforce, as well as the results of the April 2025 survey on knowledge of efr measures.

OTHER INITIATIVES

- An online training action, now finished, was offered to all MLO workers on gender equality and LGBTQI+ inclusion. Furthermore, the Protocol on Prevention and Response to Situations of Harassment was updated and activities to raise awareness of this issue were carried out throughout the entire organisation.

- Equality training and awareness-raising activities were provided for persons involved in the hiring process, with the aim of ensuring objectivity and preventing possible discriminatory attitudes. These actions will be continued in order to further strengthen awareness in this area.

CHALLENGES FOR THE FUTURE

- Advance in the responsible people management model, consolidating reconciliation policies and developing new lines of improvement that contribute to increasing the level of excellence within the framework of EFR certification.

2.3 OCCUPATIONAL HEALTH AND SAFETY

We are certified in accordance with the international standard ISO 45001, which reflects our firm commitment to the protection and comprehensive well-being of our employees, beyond simple compliance with legal obligations regarding occupational health and safety.

Ensuring a safe and healthy work environment is a priority, so we work continuously to improve our processes and preventive measures, in order to reinforce the protection and well-being of our team.

In this context, we foster a strong preventive culture through participatory awareness talks, geared toward strengthening the roles and competencies of key figures in prevention, such as the safety manager. We also develop on-going training programs, including theoretical and practical refreshment training in those areas that we consider critical to our daily activity.

Our policy is aimed at ensuring that each worker sees Occupational Risk Prevention as a fundamental component of doing their job, promoting a proactive, responsible attitude with regard to health and safety.

During this period, we went a step further, as set out in paragraph 2.1, updating Metro Ligero Oeste's social policy and incorporating a commitment to extend the guarantee of safe and healthy working conditions to contractor companies and the entire supply chain, oriented to preventing injuries and worker health deterioration.

We ensure a safe and healthy work environment and foster a strong preventive culture that protects people, reduces workplace accidents, and strengthens the operational reliability of our services.

ACCIDENT RATE

17* ACCIDENTS WITH MEDICAL LEAVE IN 2024

12* ACCIDENTS WITH MEDICAL LEAVE IN 2025

15 Average for the 2024/2025 period

2 Accidents less than the previous period

9* ACCIDENTS WITH NO MEDICAL LEAVE IN 2024

12* ACCIDENTS WITH NO MEDICAL LEAVE IN 2025

10.5 Average for the 2024/2025 period

1 Accidents less than the previous period.

** All logged accidents were minor in nature.*

226 EMPLOYEES

Total no. of workers in 2025

ACCIDENT RATE TABLE

No. of work-related accidents (with and without leave)	24
Hours worked by a full-time employee	1,661
Total annual hours worked by employees	375,421
Accident ratio	4.61
No. of deaths	0

*Accident rate a/c*200000 (a = no. of occupational accidents recorded in the period; b = Hours worked by a full-time employee in the period and c = b*no. of employees).*

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- We established a participatory culture that involves the Health and Safety Committee, as well as middle management and occupational risk prevention agents, with the aim of raising awareness about hazard prevention in the workplace.
- We offered awareness-raising actions about the prevention of workplace harassment, as well as the effects of alcohol and psychotropic substance consumption in the professional environment.

- A tool that makes it possible to improve and facilitate authorisations remotely was developed, for prevention matters and the Railway Safety Management System. It is currently in the implementation phase, in accordance with the planned design, with a deadline in April 2026.

OTHER INITIATIVES

- In accordance with section 2.1, Metro Ligero Oeste's social policy has been updated, incorporating a commitment to extend the guarantee of safe and healthy working conditions to contractors and the entire supply chain, oriented toward preventing injuries and worker health deterioration.

CHALLENGES FOR THE FUTURE

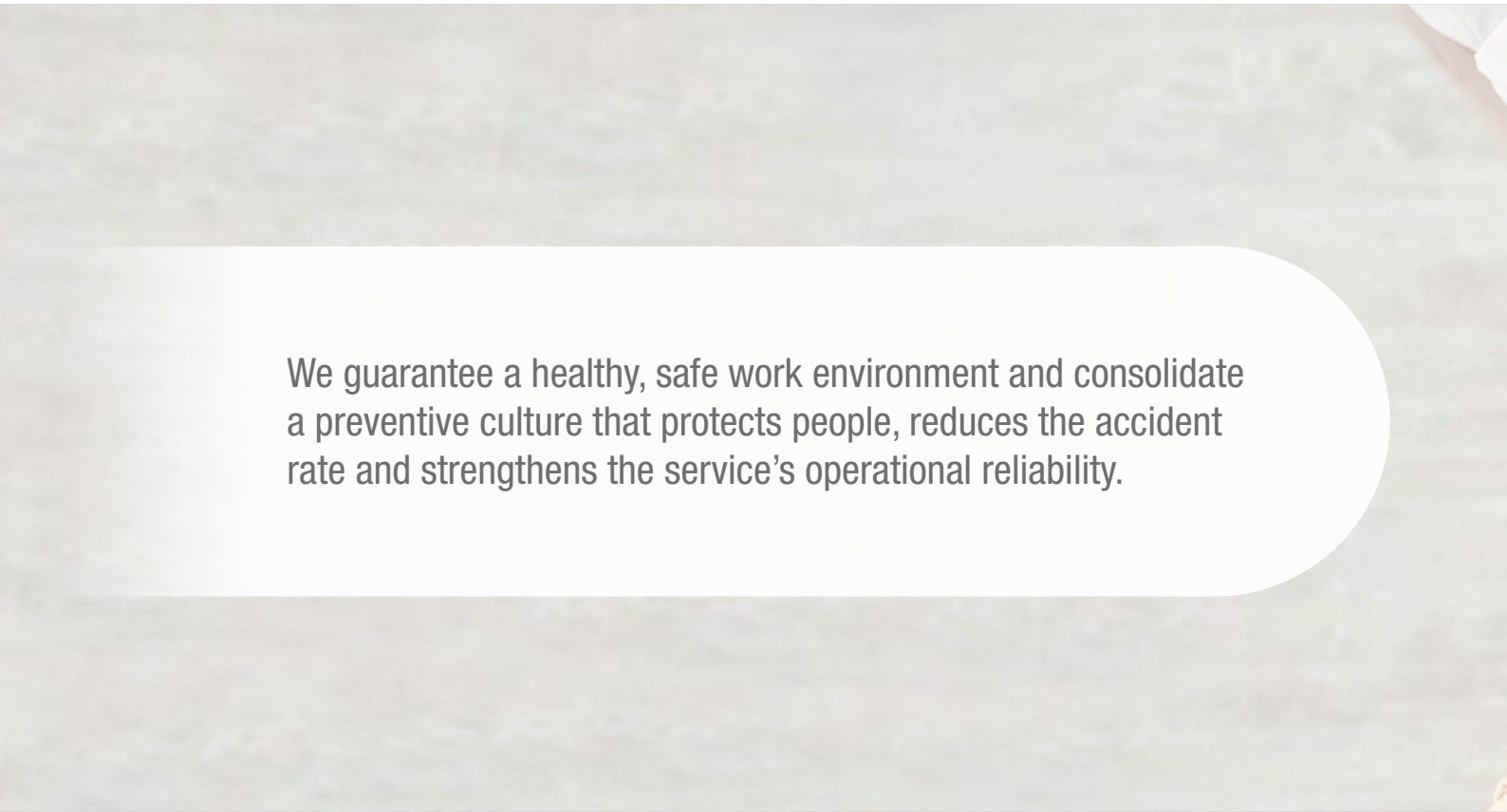
- Implement a systematic analysis program for serious occupational accidents occurring at MLO, identifying root causes and recurring factors.
- Review and strengthen existing preventive measures based on the results of the analysis, ensuring their effectiveness and continuous updating.
- Develop and consolidate a system for collecting and disseminating good practices within the PRL area.
- Extend the communication of these good practices to all of the affected staff, promoting preventive culture and continuous improvement in occupational health and safety.

2.4. INTERNAL DIALOGUE AND LABOUR PRACTICES

Within the framework of our commitment to sustainability, we promote internal dialogue and the constant improvement of our work practices, as fundamental pillars of our management.

We encourage open, transparent and constructive communication with the whole workforce, including the workers' legal representatives, and we promote spaces for dialogue and participation through various internal committees and commissions, such as the Equality Commission, the Commission against Harassment and the Drug Dependence Commission. This approach encourages participation and constant feedback, allows us to effectively address the needs of the people who make up the organisation and strengthens an environment of trust and collaboration.

We also prioritize work climate management, promoting initiatives that encourage respect, equity, diversity and inclusion. This is all done in order to consolidate a positive, fair and productive work environment, based on sincere and collaborative relationships.



We guarantee a healthy, safe work environment and consolidate a preventive culture that protects people, reduces the accident rate and strengthens the service's operational reliability.

2025 (DATA AS OF 31 DECEMBER 2025)

34 PEOPLE
Women

192 PEOPLE
Men

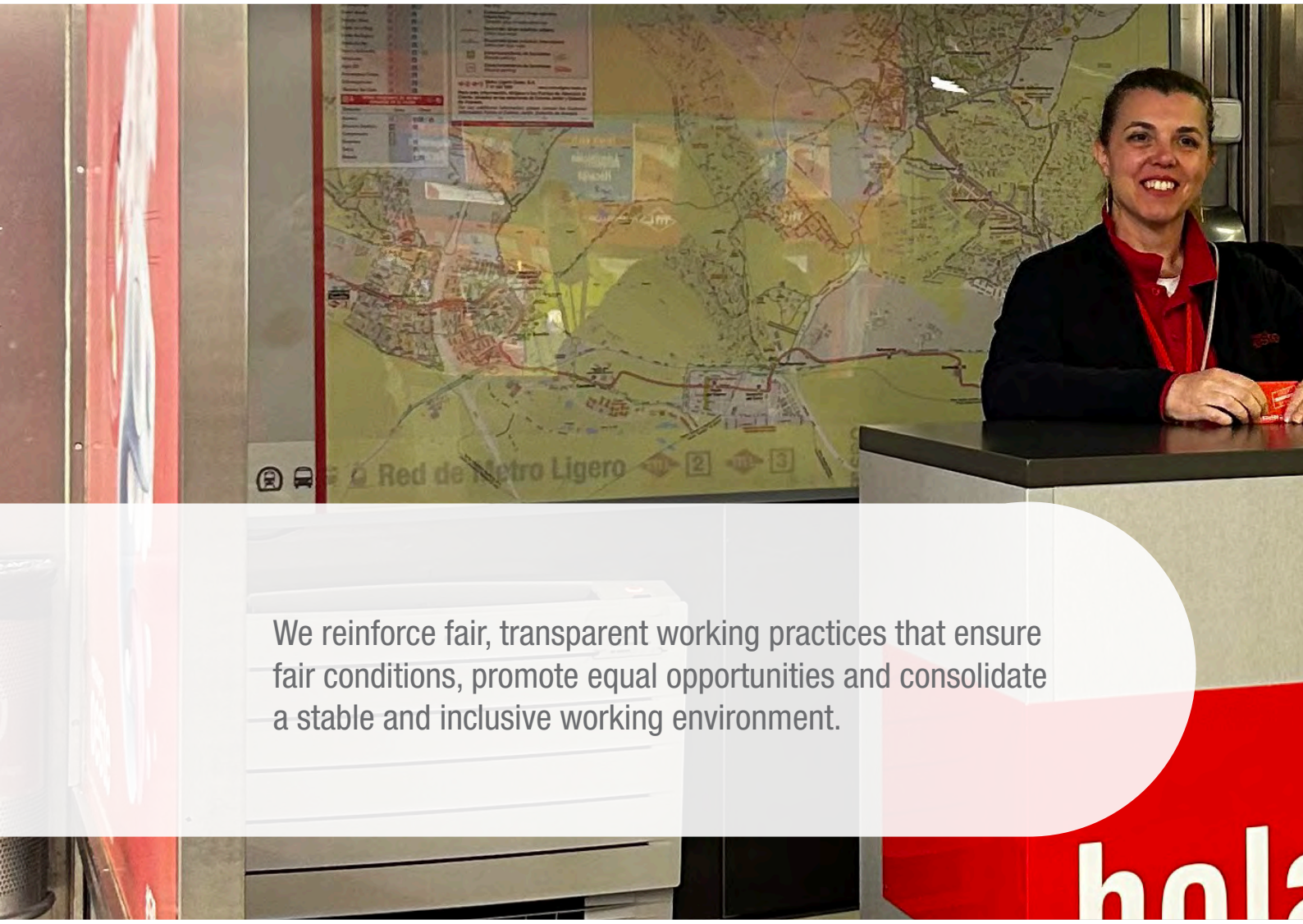
	2025
% women in top management	**25%**
Male employees with disabilities %	**1.33%**
Female employees with disabilities %	**0.89%**
Employees < 30	**13** people
Employees 30-50	**118** people
Employees > 50	**95** people

PAY EQUITY

In 2024, the Interprofessional Minimum Wage (SMI in its Spanish initials) was set at €15,876. On the other hand, our lowest salary per the collective agreement, corresponding to the category of C Operator, was €18,750.60. In 2025 this salary increased to €19,406.85 (compared to an SMI of €16,576), which represents an increase of 17.07% and is 20.88% higher than the SMI.

The wage-setting policy is based on the tables included in the current collective agreement, which establishes remuneration levels by professional category, regardless of the personal characteristics of the person doing the job.

We recognise the importance of open and constructive dialogue with the workers' legal representatives, as well as with the workforce overall, as a means to promote a fair, collaborative and productive work environment. 100% of the employees, with the exception of the Management Committee, are covered by the Metro Ligero Oeste, S.A. collective agreement (Code number 28100100012014).



We reinforce fair, transparent working practices that ensure fair conditions, promote equal opportunities and consolidate a stable and inclusive working environment.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- The actions identified in the "Employee Experience" project carried out with office staff in 2023 have been implemented. The project ended with the definition and communication of the final proposal of actions, timelines and associated costs.

- We launched Equality Plan actions, extending reconciliation leaves and making them more flexible; they include infant care, adoptions or attending prenatal examinations, facilitating the adaptation of holidays and family leave, and promoting shared responsibility and the balance between personal and professional life.

OTHER INITIATIVES

- The Works Committee, Human Resources and Occupational Risk Prevention participated in the evaluation of the protocol on action and protection against harassment.

CHALLENGES FOR THE FUTURE

- This area is currently in a consolidation phase, without identifying new specific challenges in the short term, beyond continuity in the improvement of the practices already implemented.

03

RELATIONSHIPS WITH USERS, SUPPLIERS AND THE LOCAL COMMUNITY

We are committed to offering our users the best possible experience, raising the quality of our services and always promoting operational excellence.

Our actions in the local community are designed with a dual focus: educational and social. In the field of education, we encourage and facilitate opportunities that enable students to more closely experience and integrate into the world of work. In the social sphere, we focus our efforts on responding to the needs of vulnerable people and contributing to improving their quality of life.

Meanwhile, we collaborate closely with our suppliers to ensure that working conditions in our supply chain are safe, decent and respectful, and that our operations are conducted in an ethical and sustainable manner. In addition, we promote the continuous improvement of our professional relationships, establishing guidelines and commitments aimed at optimizing performance as well as the quality of the service we receive.

Our commitment goes beyond operational excellence: we work to improve the quality of life not only of our users, but also of our community, by promoting educational and social initiatives in addition to promoting sustainable mobility. We also take care to guarantee safe, dignified and respectful working conditions throughout our whole supply chain.

3.6 To halve the number of global deaths and injuries from road traffic accidents

4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

4.7 To ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and nonviolence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

11.2 To provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.4 To strengthen efforts to protect and safeguard the world's cultural and natural heritage

12.8 To ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

3.1 QUALITY AND TRANSPARENCY IN SERVICE DELIVERY. WE SEEK OPERATIONAL EXCELLENCE

Our aim has always been to offer the inhabitants of the Community of Madrid a safe, accessible, punctual, efficient mobility service that respects economic, social and environmental needs.

To this end, we remain committed to continuously improving the user experience, service quality and overall performance of our operations.

During this period, we went further, taking a proactive approach focused on the well-being of the people who use our service.

USER PROFILE

GENDER

44% MEN

56% WOMEN

AGE (YEARS)

< 24	34%
25-44	32%
45 - 64	29%
+ 64	6%

AVERAGE AGES **37** YEARS

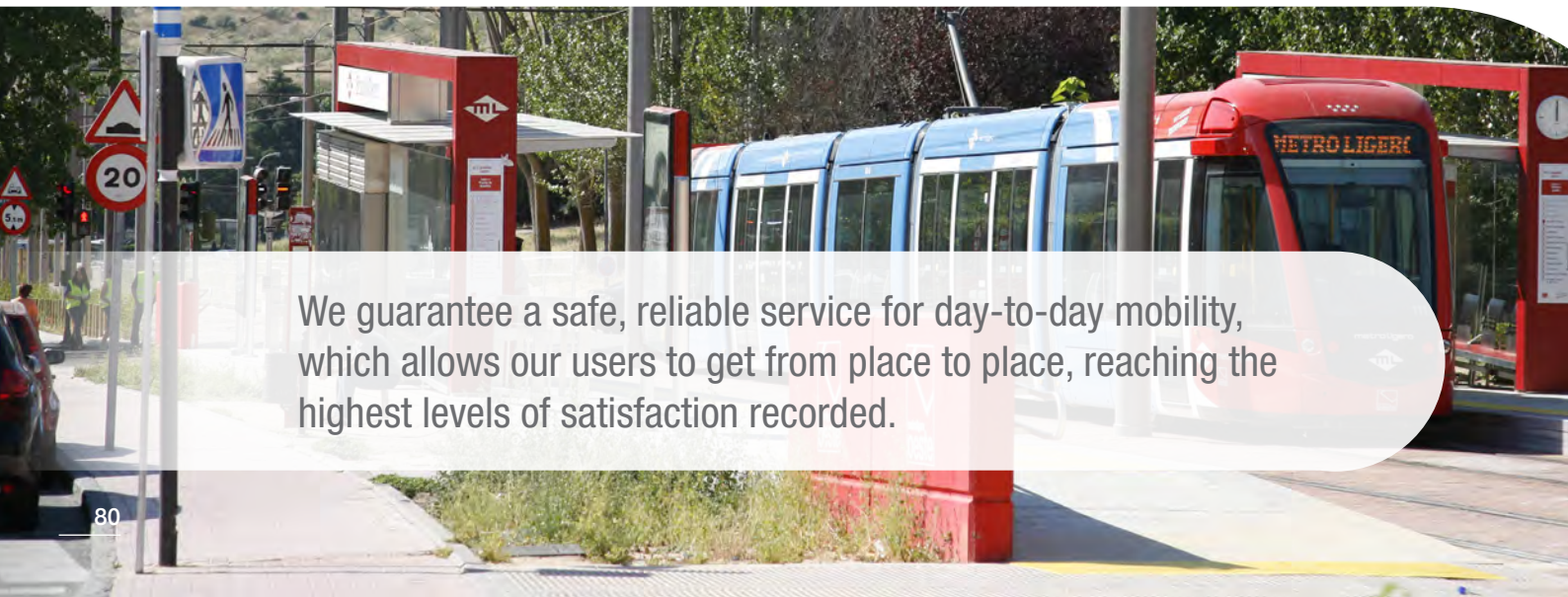
"TOP" REASON FOR THE TRIP

57% Work

27% Studies

8% Leisure

8% Personal/Family



We guarantee a safe, reliable service for day-to-day mobility, which allows our users to get from place to place, reaching the highest levels of satisfaction recorded.

USER SATISFACTION

8.4/10
Average for the 2025 period

- The global rating continues to develop positively and reached its all-time high in 2025, in a context where additional increases are becoming less and less likely.

PERCENTAGE OF SATISFIED USERS

- In 2025, satisfaction almost reached its record best: 93% (very close to the 95% figure of 2021) gave the service more than 7 points and 50% gave scores of 9 or 10.

CUSTOMER **SERVICE** DATA 2024/2025

3 DAYS
Maximum response time in the period

Average **3 days**
equal to the previous period*

55
Average number of official complaints

-25%
compared to the previous period*

REASONS FOR COMPLAINTS IN **2024/2025**

	%	TOTAL
Surcharge (*)	29%	32
Frequencies / Excessively crowded	16%	17
Ticketing	12%	13
Driving mode / Door incidents	10%	11
Lack of information / Computer system failures	7%	8
Treatment received	6%	7
Lack of staff	5%	5
Noise	5%	5
Incidents	4%	4
Tariff policy / CRTM regulation	3%	3
Civility	2%	2
Facility deficiencies	1%	1
Purchase errors	1%	1
	100%	109

PROPERTY LOST AND DELIVERED IN 2024/2025

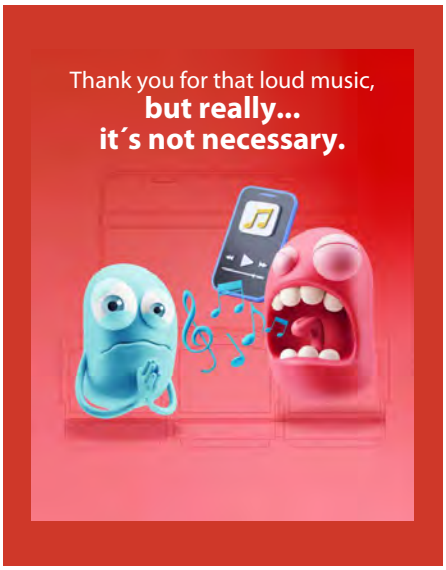
1,062
Average lost items

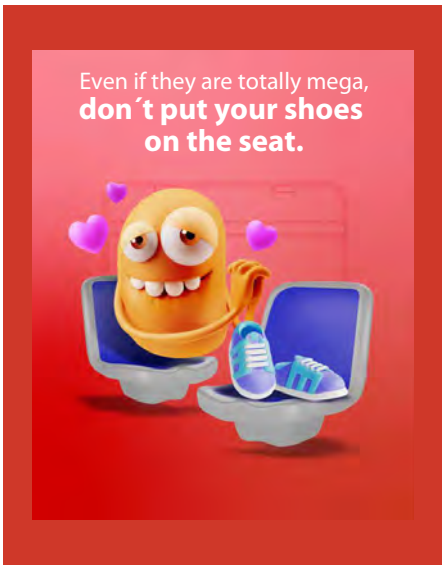
+5%
compared to the previous period*

29,316
Average requests for information

-34%
compared to the previous period*

** This decrease is due to a specific reduction in the number of customer service agents.*





STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

During this period, several actions were carried out to improve service quality, safety and user experience:

- The comprehensive redesign of our Web and App assets, initially seen as a strategic challenge, was postponed pending a more mature definition of the technology that should support the project, linked to the incorporation of AI-based solutions. The rapid advancement of these technologies and the emergence of more efficient alternatives aligned with sustainability, scalability and security criteria have led us to adopt a prudent, responsible approach. In this context, the project remains temporarily paused, while we analyse different options to maximize its positive impact and ensure optimal long-term implementation.

- The civic campaign developed in 2023 was deployed throughout the network, as well as on our digital channels, reinforcing its reach and visibility.

- Lean Manufacturing methodologies have been implemented to optimize maintenance processes in the areas of Permanent Installations/track infrastructure and Rolling Stock, achieving greater operational agility, resource efficiency and quality improvement.

- Additionally, we launched the RCM (Reliability-Centred Maintenance), to reduce point motor system and railway signal incidents, optimizing the preventive maintenance performed in each area.

OTHER INITIATIVES:

- In response to a long-time user demand, acoustic alerts on light rail doors have been replaced, improving their clarity and efficiency and reducing irritation from the noise. This action reinforces accessibility, safety and comfort, contributing to a better travel experience.

- Maximum circulation speeds have been optimized in certain sections of Line ML3 in order to improve service regularity and punctuality. This measure makes it possible to manage operations more efficiently, reducing travel times and improving user-perceived reliability.

- Our safety, quality and comfort standards have been further strengthened through the implementation of preventive maintenance programs. They include periodic mileage checks and daily unit inspections to ensure proper operation and immediate incident resolution.

- The cleaning plan has been reinforced with more comprehensive actions on a bi-weekly and monthly basis, as well as semi-annual insecticide treatments, guaranteeing optimal conditions of hygiene, safety and well-being for users.

- We continued boosting awareness campaigns on road safety and risk prevention aimed at different audiences, through talks, posters, vinyl banners and digital materials promoted on our website, social media and news media. And in order to ensure safety during service provision, we facilitate information to users by means of different channels, such as signage in facilities and vehicles.

- During this period, studies were done on service satisfaction and quality (ICS), origin-destination (O/D) and capacity, to obtain objective, detailed information on users' mobility habits, needs and expectations, facilitating more efficient service planning that is adjusted to real demand.

PUNCTUALITY 2024/2025

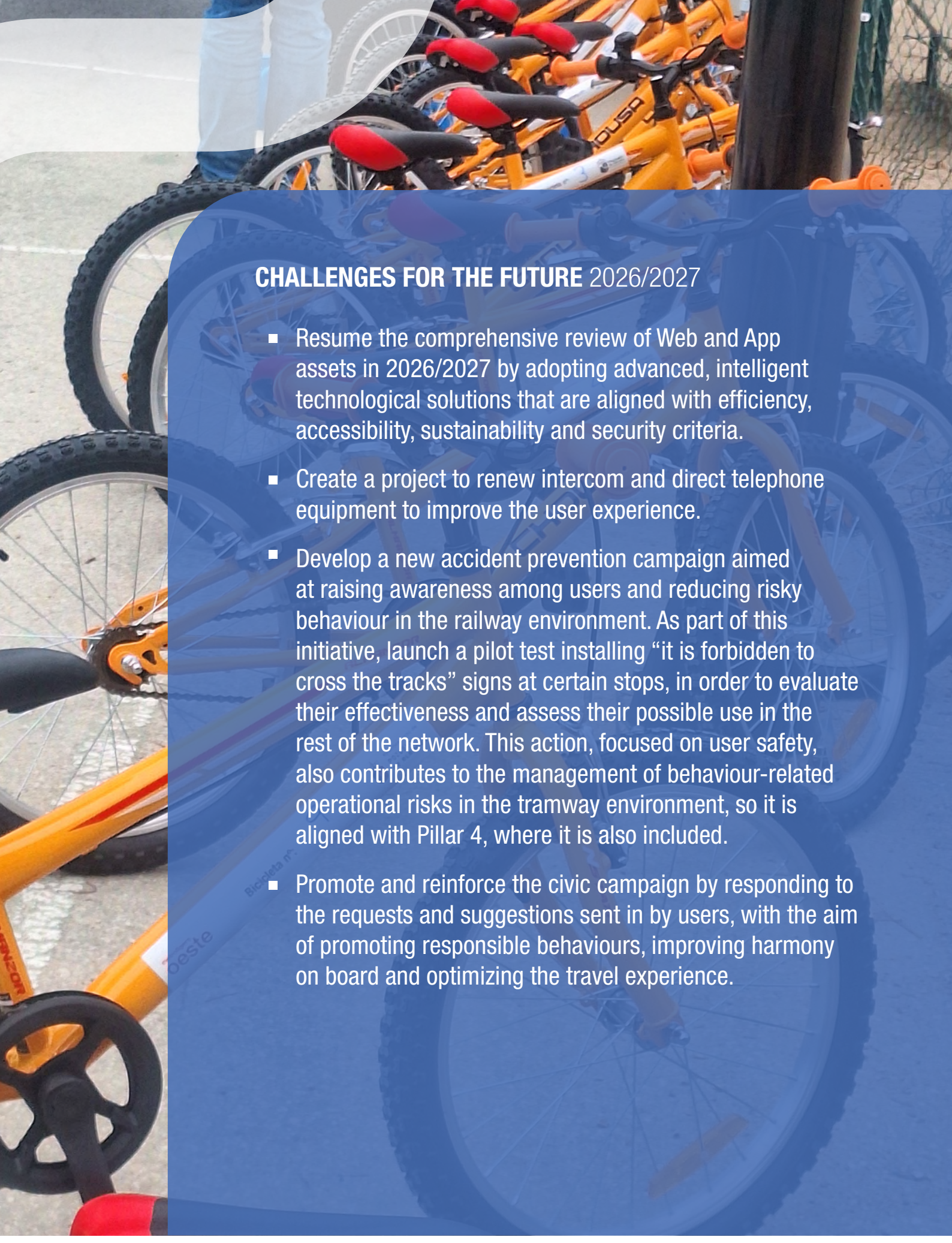
99.97% Service punctuality and availability levels were maintained at 99.97%, even when affected by high demand and external factors.

ACCIDENT RATE 2025

3.48 Accidents per million kilometres travelled in 2025, with only minor consequences and causes unrelated to MLO.

SERVICE AVAILABILITY 2024/2025

99.6% Of kilometres travelled with respect to those planned.



CHALLENGES FOR THE FUTURE 2026/2027

- Resume the comprehensive review of Web and App assets in 2026/2027 by adopting advanced, intelligent technological solutions that are aligned with efficiency, accessibility, sustainability and security criteria.
- Create a project to renew intercom and direct telephone equipment to improve the user experience.
- Develop a new accident prevention campaign aimed at raising awareness among users and reducing risky behaviour in the railway environment. As part of this initiative, launch a pilot test installing “it is forbidden to cross the tracks” signs at certain stops, in order to evaluate their effectiveness and assess their possible use in the rest of the network. This action, focused on user safety, also contributes to the management of behaviour-related operational risks in the tramway environment, so it is aligned with Pillar 4, where it is also included.
- Promote and reinforce the civic campaign by responding to the requests and suggestions sent in by users, with the aim of promoting responsible behaviours, improving harmony on board and optimizing the travel experience.

3.2 SUSTAINABLE MOBILITY IN CITIES (ROAD SAFETY AND ENVIRONMENTAL EDUCATION, AND PROMOTION OF SUSTAINABLE TRANSPORT)

TRANSFORMING CITIES

Based on the good results obtained, we continue to prioritize our actions in the field of education in order to continue expanding its reach and impact among schoolchildren, families and professionals in our area of influence.

Working in partnership with public administrations and local collaborators, we continue to advance in encouraging responsible mobility, promoting practices that generate a positive impact on our environment.

These initiatives contribute directly to the achievement of the UN Sustainable Development Goal target 11.2 by 2030, aimed at improving mobility and accessibility in cities.

EDUCATION 2024/2025

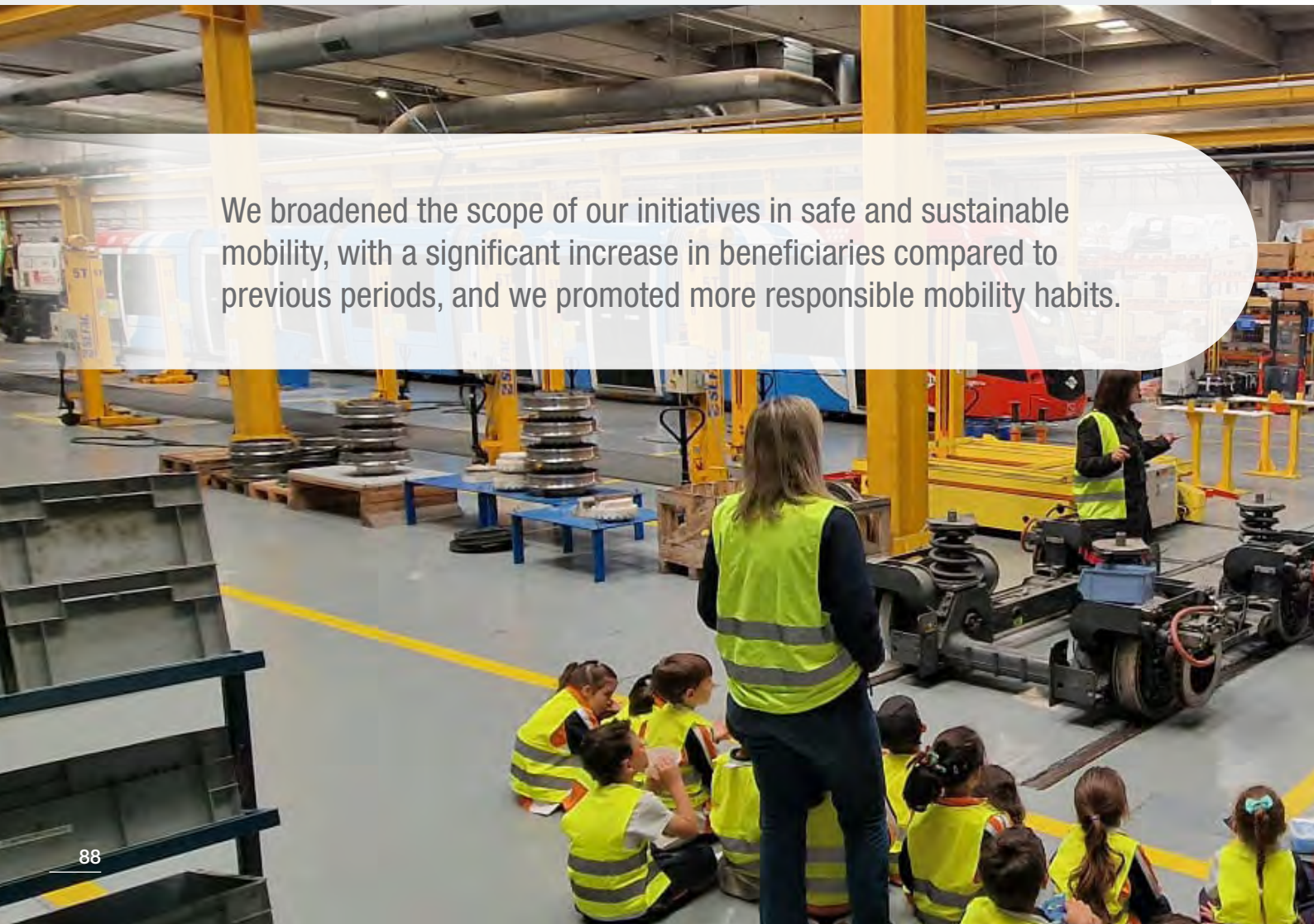
75% of our social investment in the local community during this period was allocated to projects related to education.

94,430
Average number of students benefited

+100%*
compared to the previous period

**During this period, the number of direct beneficiaries increased significantly, due to the incorporation of the Safe and Sustainable Mobility concept in all Environmental Education Classroom activities. This meant that it was possible to broaden the scope of the initiatives and reach a greater number of people.*

33	5	6	5	2
Schools	**Universities**	**Special education schools**	**Care homes for the elderly**	**Town halls**



We broadened the scope of our initiatives in safe and sustainable mobility, with a significant increase in beneficiaries compared to previous periods, and we promoted more responsible mobility habits.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- We maintained our collaboration with the municipalities of Pozuelo de Alarcón and Boadilla del Monte, continuing with our line of work designed to promote Safe and Sustainable Mobility.

- The initiative aimed at strengthening the Road Safety Education project included collaborations with experts and the creation of a teaching microsite aimed at students aged 6 to 18 as a complementary resource for educators. It was reviewed and, for the time being, was not offered in the 2024/2025 period.

- However, we continued to strengthen Road Safety Education in collaboration with the road safety educators, through the development of activities such as Sustainable Cycling Routes and the path circuit located in the Pozuelo de Alarcón Forest Reserve. These professionals gave talks in schools using materials prepared previously.

CHALLENGES FOR THE FUTURE

- Expand and consolidate the dissemination of the campaign to prevent accidents, previously defined as a challenge for the future in paragraph 3.1, extending its reach to educational centres and local entities committed to education and road safety.

OTHER INITIATIVES:

We have renewed the collaboration agreement in Pozuelo de Alarcón for the Environmental Education Classroom, where **34 activities** focused on sustainability, safe mobility, biodiversity, renewable energies and the fight against climate change are offered.

These initiatives are developed in collaboration with the municipality's schools and cover all the formative stages, from early childhood education to high school:

- **Little Guardians of the Planet (early childhood education)**
  Introduction to care of the environment through play, the school garden, the forest and nearby nature.

- **Environment Explorers and the Sustainable City (primary education)**
  Programs on recycling, biodiversity, renewable energies, sustainable mobility and understanding the urban and natural environment.

- **Environmental Laboratory and Climate Action (secondary and baccalaureate)**
  Itineraries, STEM projects, bioconstruction, renewable energies, environmental impact and solutions to climate change.

- **Safe and Sustainable Mobility**
  Specific programs linked to road safety education, Metro Ligero, "Ecovial" circuits and cycling routes.

- **Regenerative Gardens and Urban Biodiversity**
  Specific programs linked to road safety education, Metro Ligero, "Ecovial" circuits and cycling routes.

- **Environmental Innovation and Circular Economy**
  Pioneering projects such as the liquid tree, biogas production, carbon sequestration research and air purification.

- **Training and Educational Community**
  Teacher training, preparatory sessions and coordination with schools.

- **European Mobility Week, "Ecovial" Circuit, inter-university route and special activities.**

3.3 SOCIAL ACTIONS WITH THE LOCAL COMMUNITY (SPORT, CULTURE, SOCIAL EXCLUSION, DISABILITY AND BRINGING STUDENTS CLOSER TO THE WORLD OF WORK)

DEVELOPMENT OF **INITIATIVES IN COLLABORATION** WITH THE LOCAL COMMUNITY

As in previous years, we continued to respond to the needs of our community and contribute to the improvement of their quality of life through collaborations in strategic areas such as education, disability and sport.

During this period, we consolidated and strengthened our line of action together with the main actors involved, including agencies, associations and foundations in the local area.

In addition, we are improving the management of these initiatives by incorporating methodologies that allow more systematic project monitoring and recording the results achieved.

SOCIAL AND CULTURAL

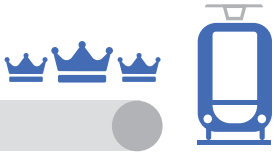
36,239
Beneficiaries (average for the 2024/2025 period)

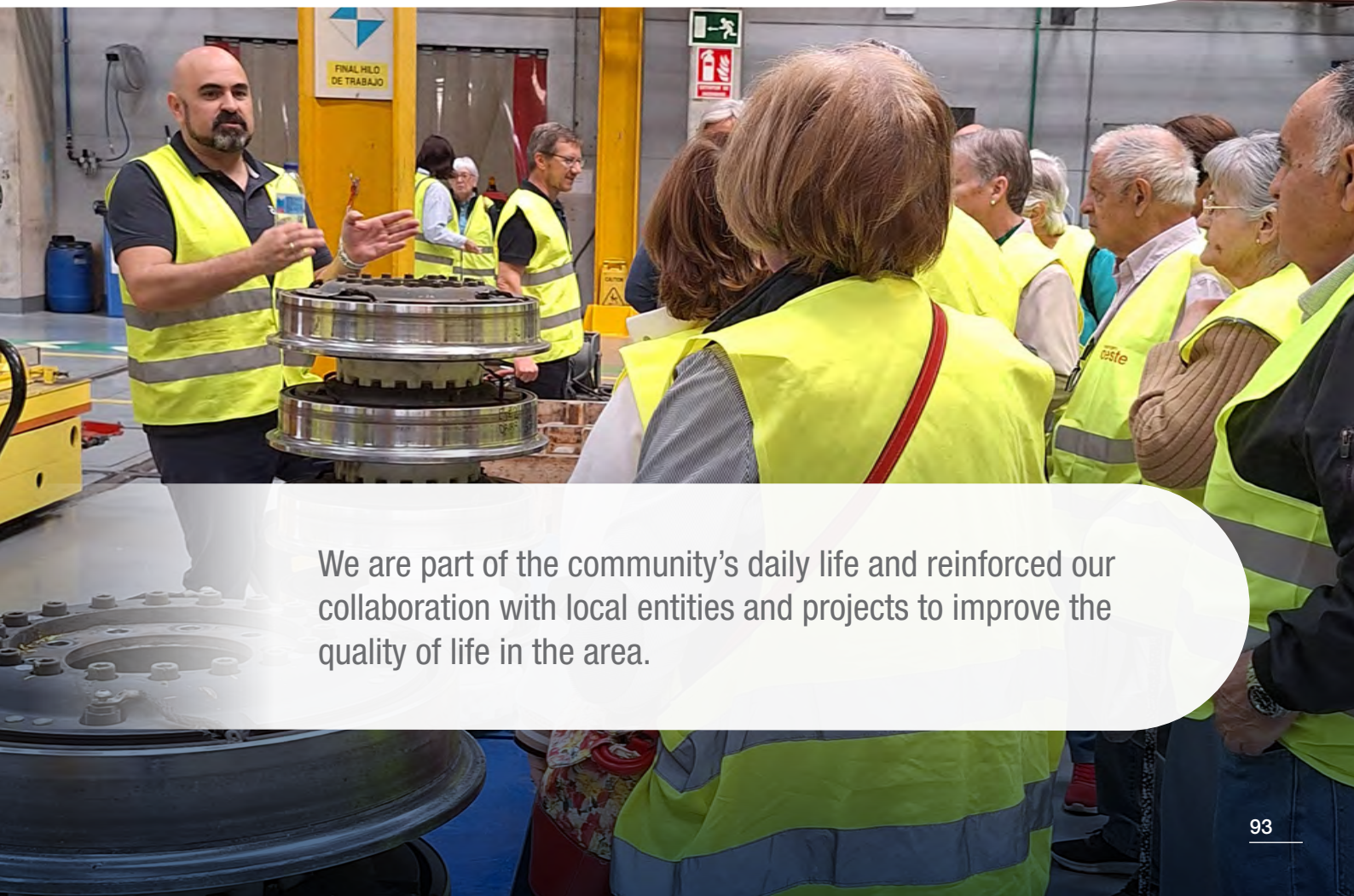
+100%*

**In this edition, the resident population was taken into account, unlike previous years in which it was not included in the calculation.*

With visitors to the depots (schools and elder care facilities).
These actions include visits to depots for schools and senior centres, as well as collaboration in community initiatives.

18 **YEARS**
taking part in the Boadilla del Monte Three Kings Parade





We are part of the community's daily life and reinforced our collaboration with local entities and projects to improve the quality of life in the area.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- During this period, existing social collaboration projects were strengthened and maintained, ensuring continuity and a positive impact on our community.

SOCIAL COMMITMENT:

With the **Hogar Don Orione Foundation.**
With **Afanias**
With **ONCE-FOPG**
With the **Boadilla Town Hall**
With the **Pozuelo Town Hall**
With **Aesleme, Red Cross**
With the **Cal Pau Foundation**

- A proposal was developed for the implementation of a corporate volunteering policy, as a preliminary step to its evaluation and possible implementation.

- The publication of a series of annual articles was begun in the internal newsletter (*News de MLO*), aimed at disseminating and enhancing the relationship and joint projects with the collaborating entities.

HOGAR DON ORIONE

During this period, we addressed the home's needs, focusing on renewing machinery and improving facilities to ensure the provision of higher quality services to the residents. Plus, we provided users with experiences on the light rail, thus promoting social inclusion.

CHALLENGES FOR THE FUTURE

- Launch a pilot test of a corporate volunteering program where it's possible to evaluate its scope, participation and social impact, in order to define a stable model aligned with the organisation's values.
- Advance in the definition, systematization and measurement of social indicators that enable objective evaluation of the impact of our actions on the local community, strengthening transparency, accountability and continuous improvement.

FOPG

We renewed our collaboration with the ONCE Guide Dog Foundation (FOPG), sponsoring another litter of puppies in the hope that they will become future guide dogs.

This renewed collaboration plays a crucial role in enabling the ONCE Guide Dog Foundation to deliver more than 140 guide dogs annually to people with visual impairments. Currently, in Spain, there are already more than 1,000 guide dogs that have positively transformed the lives of their users, significantly improving their mobility and promoting their autonomy. We are proud to contribute to this noble cause, which has such a significant impact on the lives of people with visual impairments.

AFANIAS

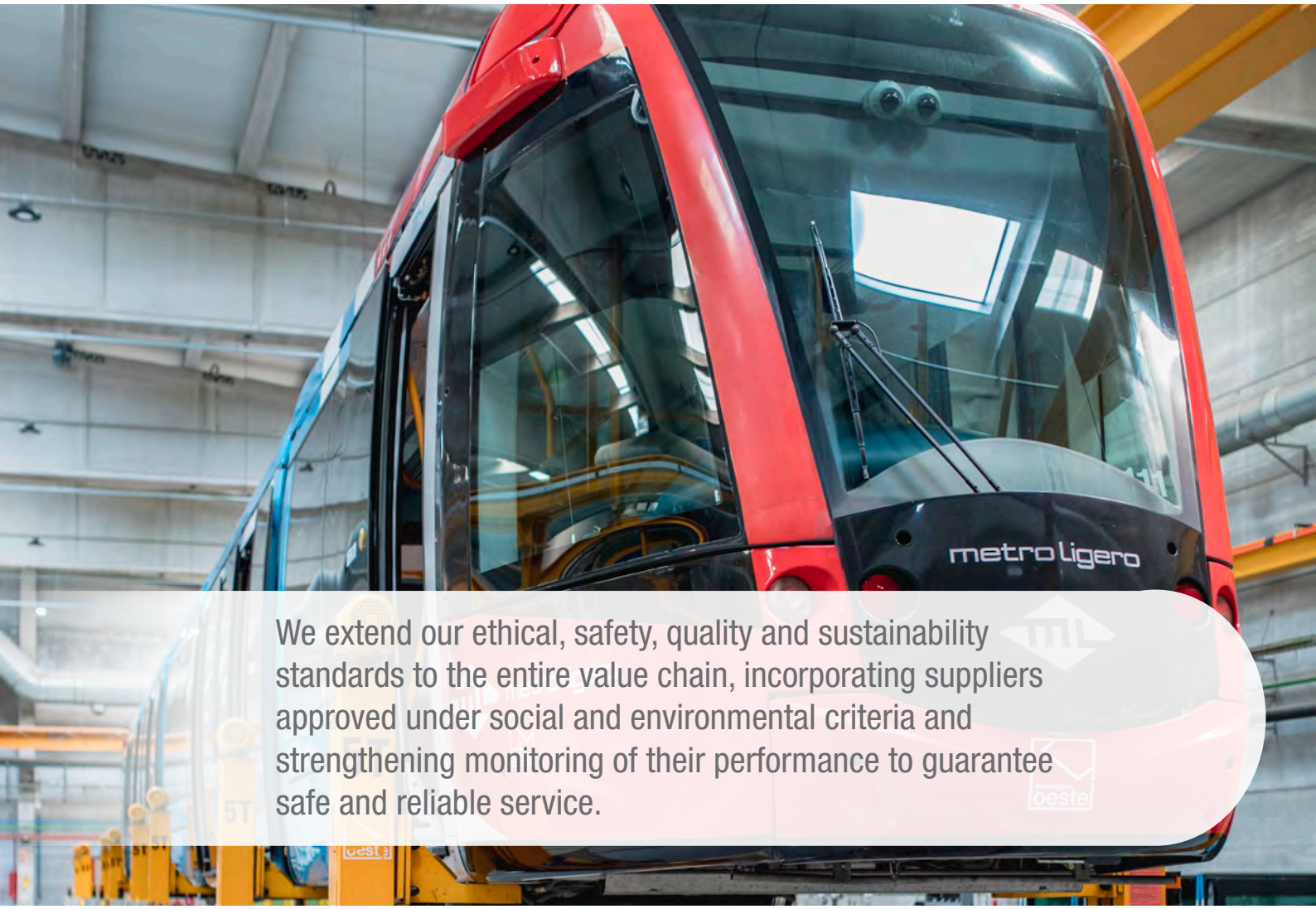
We renewed our collaboration with the Afanias Pozuelo community in order to improve the quality of the Occupational Centre, an essential space in the daily routine of 143 people with intellectual disabilities. In the last two years, this collaboration has enabled significant improvements, improving energy efficiency through the installation of efficient radiators.

3.4 RESPONSIBLE MANAGEMENT OF SUPPLIER RELATIONS

In accordance with our Integrated Management System, certified per the standards ISO 9001, ISO 14001, ISO 45001 and EFR 1000-2; the AENOR SFO (Operational Railway Safety) reference and Royal Decree 311/2022, which regulates the National Safety Scheme (ENS), the organisation is committed to on-going improvement.

Within this framework, behaviour consistent with ethical, social and environmental principles is promoted throughout the supply chain, ensuring that each supplier is part of a system aligned with sustainability and corporate integrity. Suppliers are considered key actors in generating value and for achieving organisational objectives, so it is essential for them to comply with the applicable ethical and legal standards.

In this regard, no practices contrary to human rights are permitted, such as child or forced labour, discrimination or corruption, and equal opportunity is promoted. This also means ensuring decent working conditions throughout the whole supply chain, promoting safety at work and people's well-being.



We extend our ethical, safety, quality and sustainability standards to the entire value chain, incorporating suppliers approved under social and environmental criteria and strengthening monitoring of their performance to guarantee safe and reliable service.

Likewise, environmental sustainability criteria are incorporated in supplier management, promoting practices aimed at reducing emissions, correct waste management, efficient use of resources and minimizing environmental impacts. To do this, suppliers' environmental performance is periodically evaluated, among other aspects, and we work together on continuous improvement.

We also promote the circular economy through collaboration with local suppliers, which contributes to reducing the carbon footprint associated with transport, minimizing operational and logistical risks and promoting greater alignment with regulatory requirements.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- Progress continued in the design process for our Supplier Portal, conceived as a key communication channel with that stakeholder. Its aim is to facilitate the exchange of information and strengthen the relationship with our supply chain. Currently, its feasibility and scope are being assessed from the standpoint of information security, to ensure that its future implementation is carried out efficiently, with every guarantee.

- In order to ensure the quality, traceability and reliability of the data provided by our suppliers for the calculation of Scope 3 emissions, they are asked to provide verified and/or certified carbon footprint calculations during their approval process, as well as information regarding the compensation measures implemented.

OTHER INITIATIVES

- During the year, we held meetings with our trusted suppliers to learn about their expectations first-hand and assess possible improvements in the collaboration relationship. As a result of this dialogue, vendors expressed satisfaction with the current model, indicating that they have not identified any additional new needs beyond maintaining the working criteria applied to date. They also welcomed the reduction in payment terms implemented by the organisation, a measure that contributes to strengthening financial stability and efficiency in the professional relationship.

- At the same time, a new supplier approval procedure was implemented that integrates social and sustainability criteria, reinforcing the commitment to a responsible supply chain and aligned with corporate principles.

CHALLENGES FOR THE FUTURE

- We will continue to consolidate the initiatives underway, so no specific new challenges are envisaged in this area for the coming period.

OUR **SUPPLIERS**

94.04%
National

69.63%
Community of Madrid

5.67%
European Union (EU)

0.25%
Outside the EU

Outside the EU

Quality		99.6%
Deadlines		31.2%
Delivery method		96.1%

**In the criteria subject to evaluation, "price" was replaced by "delivery method", since the price is already considered at the initial stage of the procurement process.*

91.15% **Purchases made from approved suppliers****

+1% compared to the previous period

***All approved suppliers meet the environmental and social criteria required by MLO.*

We incorporated 108 new suppliers during the 2024/2025 period, all of them approved under social and environmental criteria**. Moreover, a total of 158 operational control inspections on occupational health and were carried out on service providers.

***MLO suppliers and contractors must comply with ethical, social and environmental principles, ensuring transparent processes, respect for human rights, safe working conditions and data confidentiality. Likewise, they must comply with environmental regulations, properly manage waste, minimize impacts and reduce their carbon footprint, assuming responsibility for possible environmental damage.*

04

GOOD GOVERNANCE, RESPONSIBILITY AND INTEGRITY:

BOARD OF DIRECTORS, SHAREHOLDERS AND MANAGEMENT

GOOD GOVERNANCE FOLLOWING ESG CRITERIA

Metro Ligero Oeste works continuously to consolidate the project's strength and soundness, taking advantage of the opportunities in the area and promoting sustainable growth that enables us to anticipate change, innovate, and maximize the value generated for the organisation as a whole.

At the same time, we maintain a rigorous approach in the management of operational and business risks, by implementing mechanisms that allow us to identify, evaluate and mitigate potential threats, thus ensuring the continuity and resilience of our activities.

We recognise that our evolution depends on open and constructive dialogue with our environment. Therefore, we actively promote communication with stakeholders, fostering trust-based relationships, active listening and permanent collaboration.

9.4 To upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes

12.6 To encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

16.5 Substantially reduce corruption and bribery in all their forms

4.1 GOOD GOVERNANCE PRACTICES

Metro Ligero Oeste maintains a firm commitment to good corporate governance and internal management practices. Thus, we implement the monitoring and systematic analysis of key performance indicators (KPIs) to optimize the reporting mechanisms intended for the General Management, the Board of Directors and shareholders. This way, we ensure the availability of accurate and timely information that facilitates responsible, transparent and data-driven decision-making.

We also work continuously to strengthen our internal capabilities focused on operational excellence, promoting the standardization of procedures and the on-going improvement of internal control systems. This approach is supported by a systematic process of key performance indicator monitoring, which makes it possible to evaluate organisational performance, anticipate needs and ensure alignment with strategic objectives.

Furthermore, MLO began to participate in the GRESB sustainability assessment (Global Real Estate Sustainability Benchmark) in 2018, to compare its sustainability performance with that of other companies, reinforcing transparency and adopting best practices in governance and asset management. This decision responded to a strategic vision aimed at evolving toward a more structured, measurable sustainability model integrated into decision-making.

Over time, participation in GRESB evolved from an annual reporting exercise to a planning and governance tool, integrating its results into management cycles for KPI definition and the planning for capital expenditure and maintenance.

According to the 2025 GRESB Index, MLO was one of the urban transport companies that excelled in sustainability, both in terms of management and transparency, attaining 100 points and 5 stars in this index, the highest possible ratings.

GRESB
INFRASTRUCTURE
★ ★ ★ ★ ★ 2025

METRO LIGERO OESTE

HIGHEST SUSTAINABILITY SCORE according to **#GRESB2025**

RANKED FIRST WORLDWIDE IN

PERFORMANCE SCORE EXCELLENCE IN

KPI management and compliance

We turned our governance model into a competitive advantage, positioning ourselves as the most sustainable urban transport company in the world after reaching the top position in the GRESB 2025 index (100 points and 5 stars), and thus consolidating a management model based on anticipation, transparency and informed decision-making.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- During this period, we did an analysis of the organisation and its internal committee functioning, in order to identify opportunities for improvement. This process included an assessment of the current situation, the communication of results and the implementation of actions, making it possible to optimize agendas and dynamics and favouring greater organisational agility.
- The organisation's new cultural elements (Mission, Vision and Values) were defined and communicated, promoted by the General Management, aligning them with the new context of sustainable urban mobility that is emerging in the cities of the future.
- We undertook an initial analysis for the preparation of the Sustainability Report in accordance with the CSRD. However, the process was postponed following the modification of the application thresholds under the directive.

CHALLENGES FOR THE FUTURE

- Preparation of the Non-Financial Information Statement (NFIS) in accordance with VSME standards.
- Continue advancing the Operational Excellence model within the Systems area, leveraging Lean Manufacturing principles. Extend its application to maintenance management to further embed a culture of continuous improvement, optimize resource utilization, enhance process performance, and elevate service quality standards for end users.

4.2 ETHICS AND INTEGRITY IN BUSINESS ACTIVITIES

Metro Ligero Oeste continues to advance our commitment to ethics and integrity by updating our governance policy, including a new line of action regarding the Whistleblowing Policy, focusing on the internal information system so that employees and citizens can report irregularities, illegal or unethical and dangerous practices, promoting transparency and regulatory compliance.

This system is based on secure communication channels that guarantee confidentiality, investigative procedures conducted by impartial personnel with a commitment to responding and protecting the complainant against possible retaliation.

In January 2025, Metro Ligero Oeste updated and formalized the Protocol for Prevention and Response to Situations of Harassment as a standalone document. It was previously included in the Code of Ethics.

This protocol reinforces the values, principles and behavioural guidelines that should govern the professional behaviour of everyone in the organisation, guaranteeing respect for human and labour rights and promoting an inclusive and safe environment.

Likewise, Metro Ligero Oeste reaffirmed its commitment to the ten principles of the United Nations Global Compact on human and labour rights, environmental protection and the fight against corruption.

MLO has **a human rights policy** for its own workers.

MLO has **a code of conduct** covering child labour, forced labour, discrimination and accident prevention.

MLO has a **complaint processing mechanism** for its own workers.

MLO **has no confirmed incidents in its own workforce** related to child labour, forced labour, human trafficking, discrimination or others.

In the absence of any incidents, **no action has been necessary.**

During the period explored in this report, there were no incidents of corruption recorded.

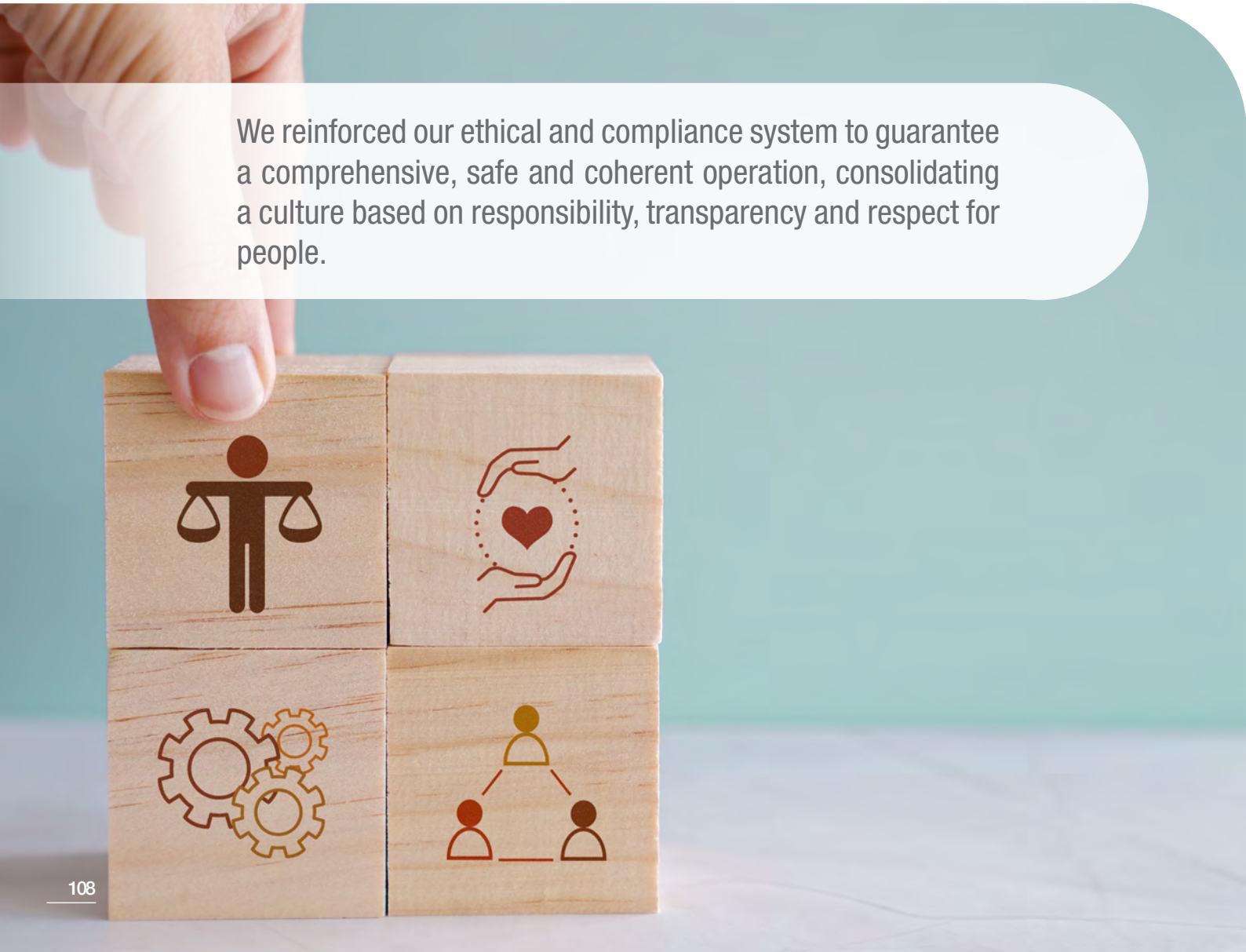
STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- The definition of the process for monitoring the Code of Ethics implementation was concluded. This involves the development of control and monitoring mechanisms and integration into our Integrated Management System and the sustainability scorecard.

- The Protocol for Prevention and Response to Situations of Harassment was adapted to current legislation on equality plans and LGBTI+ protocol.

- As part of our commitment to regulatory compliance, training sessions on Compliance were organised by a reputable criminal lawyer and geared to all office staff and maintenance team leaders. These sessions were designed to reinforce knowledge and the correct application of internal policies, and the legal obligations that govern our activity. This way, we ensure the active promotion of responsible behaviours, risk mitigation and the strengthening of our organisational integrity.

We reinforced our ethical and compliance system to guarantee a comprehensive, safe and coherent operation, consolidating a culture based on responsibility, transparency and respect for people.



OTHER INITIATIVES

- A specific analysis of corruption risks was carried out, without identifying significant risks.
- The review of the risk map associated with the Code of Ethics and the crime prevention model was initiated. In parallel, the development of a training and awareness plan for employees, as outlined above, is currently in progress.

CHALLENGES FOR THE FUTURE

- We will continue to consolidate the initiatives underway, so no specific new challenges are envisaged in this area for the coming period.

4.3 PROJECT STRENGTH AND SOUNDNESS AND MAKING THE MOST OF OPPORTUNITIES

Metro Ligero Oeste focuses its strategy on the consolidation of a solid and sustainable project, relying on its internal strengths and its ability to identify opportunities in the area and a close relationship with its stakeholders.

Context analysis confirms the organisation's ability to generate social value, promote responsible practices and contribute positively to the area.

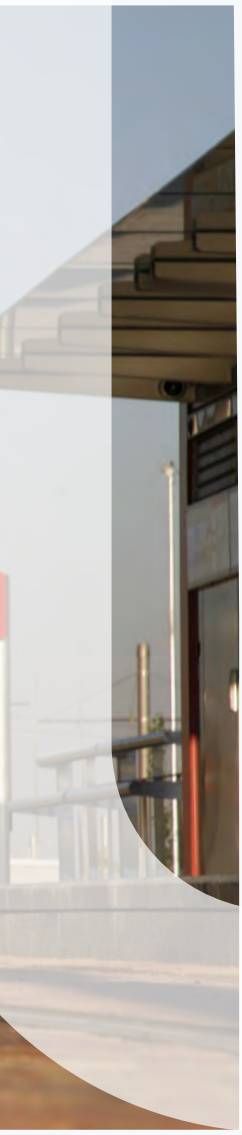
At the same time, MLO reinforces its business model by actively managing its weaknesses and threats, through investments, operational improvements and risk management plans, measures that significantly increase the project's resilience.

We consolidate a solid and resilient economic model that allows us to sustain the service, invest in its constant improvement, and adapt to an increasingly demanding environment with solvency.

EBITDA 2024 / 2025

70.08%
over sales

Economic highlights	2024		2025	
Turnover	€75.8 M	**100%**	€78.2 M	**100%**
Net operating profit	€53.30 M	**70.32%**	€54.8 M	**70.08%**
Pre-tax profit	€24.4 M	**32.19%**	€26.9 M	**34.40%**
Applicable net profit	€18.3 M	**24.14%**	€20.2 M	**25.83%**
Aggregate investment in improvements	**€46.9 M**		**€51.4 M**	



Value generated, distributed and retained	2024	2025
Direct economic value generated	€75.8 M	€78.2 M
Economic value distributed	€51.9 M	€51.9 M
Economic value retained	€23.9 M	€26.3 M
Financial assistance received from the government (subsidies)	-	-
Investments in supported infrastructure and services	€3.8 M	€4.5 M

FISCAL APPROACH

The Board of Directors is the governing body responsible for reviewing and approving the tax strategy, while the Financial Management leads its implementation through control systems and prevention of fiscal risks. Our commitment is a strict compliance with current tax regulations.

- Corporate tax: the company paid €6,110,173 in 2024; €6,727,545 in 2025.
- Local fees and taxes: €4,010 in 2024, and in 2025, € 39,014.
- Value added tax: revenues/refund requests (€7,854,225 in 2024 and €8,289,370 in 2025) filed with the AEAT (National Tax Administration Agency) as the VAT collector.
- Tax deductions for IRPF (personal income tax): the company managed the collection of deductions taken from employees and independent professionals in the amount of €1,741,667 in 2024 and € 1,879,159 in 2025 for the AEAT.

CHALLENGES FOR THE FUTURE

- Under the current Plan, no new specific avenues are envisaged in this area for the next period. We will continue to work and consolidate the initiatives highlighted above.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- Within the framework of the commitment to continuous improvement and sustainable mobility, and based on the results of the Service Quality Index (SQI) 2025, we have defined a strategic plan for service improvement. This plan prioritizes frequency and schedule optimization, comfort improvement analysis of network extensions and new stations, to respond to recurring user needs.

- The possible opportunities for generating and/or supplying energy to third parties were analysed and we want to continue in the next period.

OTHER INITIATIVES

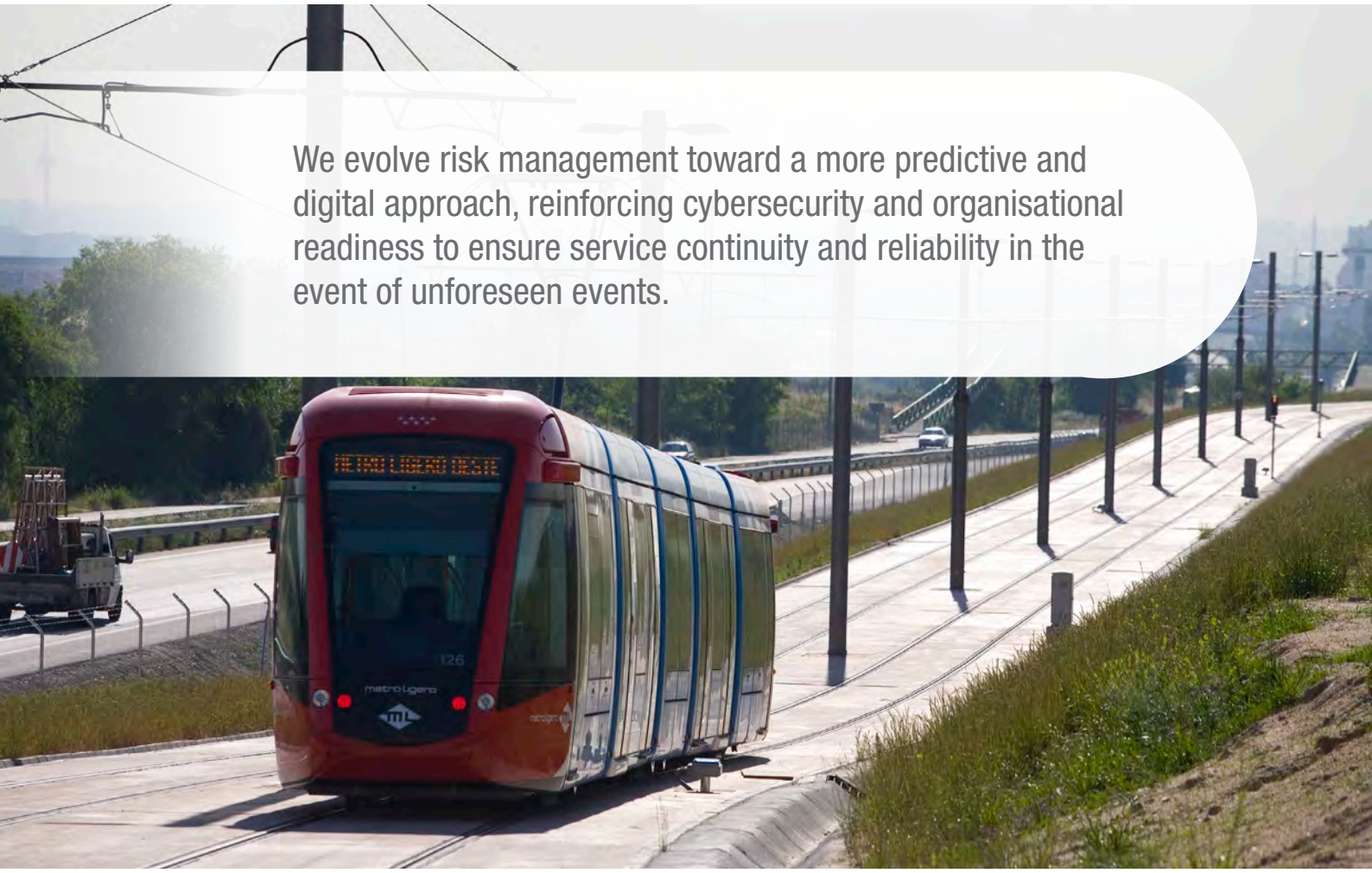
- In order to advance further in the improvement of sustainable mobility planning in the Metro Ligero Oeste area, we continued studying the transport corridor, deepening its analysis and developing optimization proposals involving routes as well as efficiency in the use of public resources. These proposals were submitted to the CRTM in the context of the new concession map.

4.4 MANAGEMENT OF OPERATIONAL AND BUSINESS RISKS

Business and operational risk management is a central element of MLO's corporate strategy. This approach integrates systematic methodologies for identifying, evaluating, controlling and monitoring risks that can affect both internal processes and business development and competitiveness.

In the operational field, we implemented standardized procedures, monitoring tools and continuous verification mechanisms that make it possible to minimize the risks associated with processes, technology, people, suppliers and the regulatory environment. Additionally, we do regular reviews of critical procedures, incident analysis and preventive controls that strengthen operational reliability and contingency response capacity.

At the same time, business risk management focuses on anticipating and mitigating impacts derived from changes in the economic, regulatory, competitive or technological environment. MLO analyses different strategic scenarios that allow us to evaluate market trends, identify emerging threats and define action plans aimed at preserving competitiveness and value creation.



In 2025 we did a methodical risk analysis in the field of cybersecurity that made it possible to identify relevant assets, their interrelation and their value, as well as which threats they are exposed to and what safeguards are available, plus their effectiveness in the face of risk. This way we can estimate the impact and risk, to organise a conscientious and prudent defence.

Another key part of the risk management process is training. In 2025 we launched an awareness and training program for our workers as the first line of defence against possible cyber attacks. The human factor has a significant impact on cyber security incidents, responsible for approximately 95% of security breaches due to errors such as phishing, weak passwords, and lack of training.

The result of the process was as follows:

PARTICIPANTS IN THE TOPICS
65% (78%)*

TOPICS COVERED
56% (69%)*

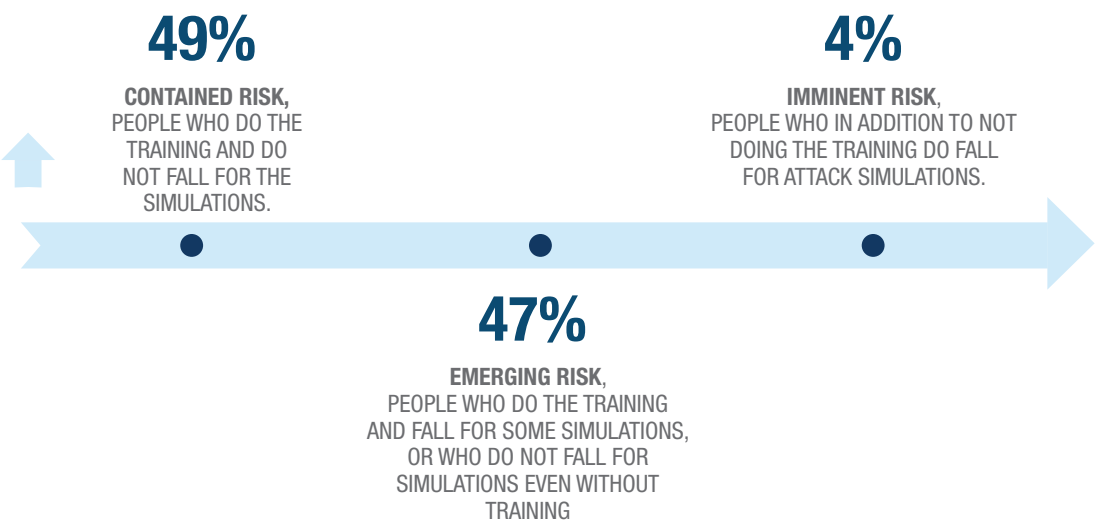
FAILURE RATE IN SIMULATIONS
5.0% (7.2%)*

PEOPLE WHO FAILED SIMULATIONS
18% (17%)*

AVERAGE MARK ON INITIAL QUESTIONNAIRE 86%

**Data in parentheses are the average of the programs managed by Nextpand in other organisations between 2022 and 2025.*

Therefore, the distribution according to risk profiles is shown below:



More of this training, focused on people in the imminent risk and emerging risk categories, is proposed for next year.

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- The company's investment plan for the 2025– 2036 period is still under study, taking into account different service provision scenarios and equipment obsolescence.
- The National Security Framework (ENS) was implemented and the corresponding certification was obtained, at the MEDIUM level, after being evaluated in accordance with the requirements established in Royal Decree 311/2022, of 3 May, which regulates the ENS.

CHALLENGES FOR THE FUTURE

- Promote the evaluation and incorporation of advanced driving assistance systems (ADAS) that contribute to reinforcing operational safety, through the comparative analysis of solutions aimed at detecting sleepiness and distractions, ensuring their adaptation to operational standards and their feasibility for possible implementation.
- Advance maintenance digitalisation through the implementation of advanced measurement systems (Wheel Pro 3D). This makes it possible to optimize the control of wheel and elastomer parameters, making it easier to obtain data to improve operational safety and predictive management of component life.
- Strengthen the Safety Management System (SGS) by progressively integrating the human factor into operational processes, coming into alignment with best practices and regulatory frameworks in advance, in order to consolidate a more robust and proactive safety culture.
- Develop a conceptual framework for adaptation to climate change that enables us to identify and evaluate specific risks in the operating environment, facilitating decision-making and the strengthening of system resilience. This challenge, focused on anticipating and managing climate risks, is addressed in a cross-cutting way and is also included as a challenge for the future in Pillar 1: Environmental impact management, in relation to energy efficiency and the consumption of natural resources.
- Develop a new accident prevention campaign aimed at raising awareness among users and reducing risky behaviour in the railway environment. This action, focused on user safety, also contributes to the management of behaviour-related operational risks in the tramway environment, so it is aligned with Pillar 3, where it is also included.

  This challenge is addressed in a cross-cutting way, integrating a user focus with risk management.

We promote more accessible and transparent communication to strengthen the relationship with our stakeholders and reinforce long-term trust in the project.

4.5 PROMOTING STAKEHOLDER DIALOGUE AND COMMUNICATION

The organisation promotes transparent, clear and coherent communication, integrating the inputs received into its planning and evaluation processes. Listening systematically to employees, users, suppliers, administrations and investors helps to strengthen trust and consolidate stable relationships in the long term.

We are committed to the veracity, integrity and traceability of the information disseminated. The data and results reported are based on internal control and monitoring systems, avoiding significant omissions or messages that may be misleading. This commitment strengthens the report's credibility and ensures that stakeholders have rigorous and comparable information to assess our economic, social and environmental performance.

During the period covered by the report, we did not receive any substantiated claims concerning breaches of customer privacy or loss of customer data.

MLO APP*

8,269 DOWNLOADS
Average for the 2024/2025 period

+39%
compared to the previous period

MLO WEBSITE*

284,466 VISITS
Average for the 2024/2025 period

+2.4%
compared to the previous period

2024 PERIOD
283,226 VISITS

2025 PERIOD
285,706 VISITS

**During this period we used a different tool to record the number of MLO app downloads. It provided us with more accurate and reliable data, improving the quality of the information for tracking our digital activity.*

MLO PROFILES ON OUR **SOCIAL MEDIA** THROUGH DECEMBER 2025

FACEBOOK
11,028
FOLLOWERS

X
3,812
FOLLOWERS

INSTAGRAM
3,505
FOLLOWERS

LINKEDIN
1,801
FOLLOWERS

TIKTOK
2,711
FOLLOWERS

STRATEGIC ACTIONS AND HIGHLIGHTS 2024/2025

- During this period, a pilot test of customer service using WhatsApp instant messaging was initiated on our website, improving accessibility and speed in communication with users. This initiative was disseminated through MLO channels.

OTHER INITIATIVES

- In order to further advance our commitment to transparency and align ourselves with the European initiative, the 2024 Sustainability Report was published in accordance with the requirements of the Voluntary Sustainability Reporting Standard for SMEs (VSME).

CHALLENGES FOR THE FUTURE

- Consolidate a sustainability *reporting* model aligned with GRI and VSME standards that reinforces transparency, accountability and stakeholder trust.

GRI INDEX

Declaration of use	Metro Ligero Oeste, S.A has prepared the report in accordance with GRI standards for the period between January 2024 and December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standards	Non-existent as of the date of publication

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	OMISSION			REF. NO. FROM THE GRI SECTOR STANDARD
			REQUIREMENTS	REASON	EXPLANATION	
General contents						
GRI 2: General Contents 2021	2-1 Organisational details	MLO Profile				
	2-2 entities included in the preparation of the organisation's sustainability reports	MLO Profile				
	2-3 Period covered in the report, frequency and contact point	Report Profile				
	2-4 Restatements of information	-		No corrections have been made to previously published information		
	2-5 External assurance	Report Profile				
	2-6 Activities, value chain and other business relationships	MLO Profile				
	2-7 Employees	MLO Profile				
	2-8 workers who are not employees	MLO Profile				
	2-9 Governance structure and composition	MLO profile / Governance model				
	2-10 Designation and selection of the top management body	MLO profile / Governance model				
	2-11 Chairperson of the top management body	MLO profile / Governance model				
	2-12 Role of the top management body in overseeing impact management	MLO profile / Governance model				
	2-13 Delegation of responsibility for impact management	MLO profile / Governance model				
	2-14 Role of the top management body in presenting sustainability reports	MLO profile / Governance model				
	2-15 Conflicts of interest	MLO profile / Governance model				
	2-16 Communication of critical concerns	MLO profile / Governance model				
	2-17 Collective knowledge of the top management body	MLO profile / Governance model				
	2-18 Evaluation of the top management body's performance	MLO profile / Governance model				
	2-19 Remuneration policies	MLO profile / Governance model				
	2-20 Process for determining remuneration	MLO profile / Governance model				
	2-21 Total annual compensation ratio	MLO profile / Governance model				
	2-22 Declaration on the Sustainable Development Strategy	Letter from the President				
	2-23 Commitments and policies	About us				
	2-24 Incorporation of commitments and policies	About us				
	2-25 Processes to remedy negative impacts	About us				
	2-26 Mechanisms for seeking advice and raising concerns	About us				
	2-27 Compliance with legislation and regulations	About us				
	2-28 Membership in associations	About us				
	2-29 Approach to stakeholder engagement	Management approach				
	2-30 Collective bargaining agreements	MLO Profile				
Material topics						
GRI 3: Material issues 2021	3-1 Process for identifying material topics	Management approach				
	3-2 List of material issues Management approach	Management Approach / Contents				

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	OMISSION			REF. NO.FROM THE GRI SECTOR STANDARD
			REQUIREMENTS	REASON	EXPLANATION	
Economic performance						
GRI 3: Material issues 2021	3-3 Managing the material topics	4.3. Project strength and soundness and making the most of opportunities				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	4.3. Project strength and soundness and making the most of opportunities				
	201-4 Financial assistance received from the government	4.3. Project strength and soundness and making the most of opportunities				
Market presence						
GRI 3: Material issues 2021	3-3 Managing the material topics	2.4. Internal dialogue and labour practices/ Wage equity				
GRI 202: Market presence 2016	202-1 Ratios between the standard initial grade salary by gender and the local minimum wage	2.4. Internal dialogue and labour practices/ Wage equity				
Indirect Economic Impacts						
GRI 3: Material issues 2021	3-3 Managing the material topics	3. Relationships with users, suppliers and the local community				
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	4.3. Project strength and soundness and making the most of opportunities				
	203-2 Significant indirect economic impacts	3. Relationships with users, suppliers and the local community				
Sourcing practices						
GRI 3: Material issues 2021	3-3 Managing the material topics	3.4. Responsible supplier relationship management				
GRI 204: Sourcing practices 2016	204-1 Proportion of spending on local suppliers	3.4. Responsible supplier relationship management				
Anticorruption						
GRI 3: Material issues 2021	3-3 Managing the material topics	4.2. Ethics and integrity in business activities				
GRI 205: Anticorruption 2016	205-1 Operations assessed on the basis of corruption-related risks	4.2. Ethics and integrity in business activities				
	205-2 Communications and training about anticorruption policies and procedures	4.2. Ethics and integrity in business activities				
	205-3 Confirmed incidents of corruption and actions taken	4.2. Ethics and integrity in business activities				
Taxation						
GRI 3: Material issues 2021	3-3 Managing the material topics	4.3. Project strength and soundness and making the most of opportunities/ Tax system				
GRI 207: Taxation 2019	207-1 Tax system	4.3. Project strength and soundness and making the most of opportunities/ Tax system				
	207-2 Fiscal governance, control and risk management	4.3. Project strength and soundness and making the most of opportunities/ Tax system				
Materials						
GRI 3: Material issues 2021	3-3 Managing the material topics	-		This issue is not considered relevant		
Energy						
GRI 3: Material issues 2021	3-3 Managing the material topics	1.1. Energy efficiency and consumption of natural resources				
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	1.1. Energy efficiency and consumption of natural resources				
	302-3 Energy intensity	1.1. Energy efficiency and consumption of natural resources				
	302-4 Reduction of energy consumption	1.1. Energy efficiency and consumption of natural resources				
	302-5 Reduction of energy requirements for products and services	1.1. Energy efficiency and consumption of natural resources				

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	OMISSION			REF. NO. FROM THE GRI SECTOR STANDARD
			REQUIREMENTS	REASON	EXPLANATION	
Water and effluents						
GRI 3: Material issues 2021	3-3 Managing the material topics	1.1. Energy efficiency and consumption of natural resources				
GRI 303: Water and effluents 2018	303-4 Water discharge	1.1. Energy efficiency and consumption of natural resources				
	303-5 Water consumption	1.1. Energy efficiency and consumption of natural resources				
Emissions						
GRI 3: Material issues 2021	3-3 Managing the material topics	1.1. Energy efficiency and consumption of natural resources				
GRI 305: Emissions 2016	305-1 Direct GHG emissions (scope 1)	1.1. Energy efficiency and consumption of natural resources				
	305-2 Indirect energy-associated GHG emissions (scope 2)	1.1. Energy efficiency and consumption of natural resources				
	305-3 Other indirect GHG emissions (Scope 3)	1.1 Energy efficiency and consumption of natural resources				
	305-4 GHG emission intensity	1.1. Energy efficiency and consumption of natural resources				
	305-5 Reduction of GHG emissions	1.1. Energy efficiency and consumption of natural resources				
	305-6 Emissions of ozone-depleting substances (ODS)	1.2 Impacts on the environment				
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions into the air	1.2. Impacts on the environment				
Waste						
GRI 3: Material issues 2021	3-3 Managing the material topics	1.2. Impacts on the environment				
GRI 306: Waste 2020	306-3 Waste generated	1.2. Impacts on the environment				
	306-4 Waste not intended for disposal	1.2. Impacts on the environment				
	306-5 Waste intended for disposal	1.2. Impacts on the environment				
Environmental assessment of suppliers						
GRI 3: Material issues 2021	3-3 Managing the material topics	3.4. Responsible supplier relationship management				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	3.4. Responsible supplier relationship management				
Employment						
GRI 3: Material issues 2021	3-3 Managing the material topics	2. Social: People and their development				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2.2. Family - work balance				
	401-2 Benefits for full-time employees that are not given to part-time or temporary employees	2.2. Family - work balance				
	401-3 Parental leave	2.2. Family - work balance				
Health and safety at work						
GRI 3: Material issues 2021	3-3 Managing the material topics	2.3. Occupational health and safety				
GRI 403: Health and safety at work 2018	403-1 Occupational health and safety management system	2.3. Occupational health and safety				
	403-2 Hazard identification, risk assessment and incident investigation	2.3. Occupational health and safety				
	403-3 Workplace health services	2.3. Occupational health and safety				
	403-4 Workers' participation, consultation and communication on health and safety at work	2.3. Occupational health and safety				
	403-5 Worker training on health and safety at work	2.3. Occupational health and safety				
	403-6 Promotion of employee health	2.3. Occupational health and safety				

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	OMISSION			REF. NO. FROM THE GRI SECTOR STANDARD
			REQUIREMENTS	REASON	EXPLANATION	
	403-7 Prevention and mitigation of impacts on health and safety at work with a direct link through business relationships	3.4. Responsible supplier relationship management				
	403-8 Occupational health and safety management system coverage	2.3. Occupational health and safety				
	403-9 Injuries due to work accidents	2.3. Occupational health and safety				
	403-10 Occupational ailments and diseases	2.3. Occupational health and safety				
Training and education						
GRI 3: Material issues 2021	3-3 Managing the material topics	2.1. Management of our talent				
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	2.1. Management of our talent				
	404-2 Employee skills development programs and transition assistance programs	2.1. Management of our talent				
	404-3 Percentage of employees who receive periodic evaluations of their performance and career development	2.1. Management of our talent				
Diversity and equal opportunity						
GRI 3: Material issues 2021	3-3 Managing the material topics	2.4. Internal dialogue and labour practices				
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	2.4. Internal dialogue and labour practices				
	405-2 Ratio between the basic salary and the remuneration of women and men	2.4. Internal dialogue and labour practices/ Wage equity				
Non-discrimination						
GRI 3: Material issues 2021	3-3 Managing the material topics	2.4. Internal dialogue and labour practices				
GRI 406: Non-discrimination 2016	406-1 Cases of discrimination and corrective actions taken	2.4. Internal dialogue and labour practices				
Local communities						
GRI 3: Material issues 2021	3-3 Managing the material topics	3.3. Social actions with the local community				
GRI 413: Local communities 2016	413-1 Operations with local community participation programs, impact assessments and development	3.3. Social actions with the local community				
Social assessment of suppliers						
GRI 3: Material issues 2021	3-3 Managing the material topics	3.4. Responsible supplier relationship management				
GRI 414: Social assessment of suppliers 2016	414-1 New suppliers that were screened and approved using social criteria	3.4. Responsible supplier relationship management				
Customer health and safety						
GRI 3: Material issues 2021	3-3 Managing the material topics	3.1. Quality and transparency in service delivery				
	416-2 Non-compliance cases relating to the impacts of product and service categories on health and safety	3.1. Quality and transparency in service delivery				
Marketing and labelling						
GRI 3: Material issues 2021	3-3 Managing the material topics	3.1. Quality and transparency in service delivery				
GRI 417: Marketing and labelling 2016	417-1 Requirements for information and labelling of products and services	3.1. Quality and transparency in service delivery				
Customer privacy						
GRI 3: Material issues 2021	3-3 Managing the material topics	4.5. Promoting dialogue and communication with stakeholders				
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and loss of customer data	4.5. Promoting dialogue and communication with stakeholders				

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