



Global Infrastructure Fund Asset Safety Report

2023



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Q&A

The purpose of the report is to grant visibility to the significant progress made in the maturity of our respective safety programmes in recent years, and to highlight how we have collectively benefited from the mutual commitment and leveraging of expertise within IFM Investors.



\$10 million in facility and infrastructure improvements, creating a safer work experience. In the case of Aleatica, investments in safety (labor and infrastructure safety) in the last two years amounted to \$76 million (Investment in 19 assets, that is, \$4 million per asset).

Programs that allow employees to participate in the safety program's management have proven very effective. Safety committees and other working groups dedicated to safety have been responsible for proposing improvements in both equipment and procedures, significantly reducing the time employees are exposed to hazards in their operations, resulting in fewer injuries and/or a reduction in the severity of injuries. In the ITRCC employee opinion survey, 95% believe that adequate resources are available to maintain a safe work environment, while 93% of employees are confident that management places the utmost importance on employee safety.

Transparency with employees on key safety strategy objectives and progress is a vital component of safety man-

agement. All safety initiatives supported by management with the provision of performance metrics provide employees with the opportunity to interact with management to obtain clear and direct feedback.

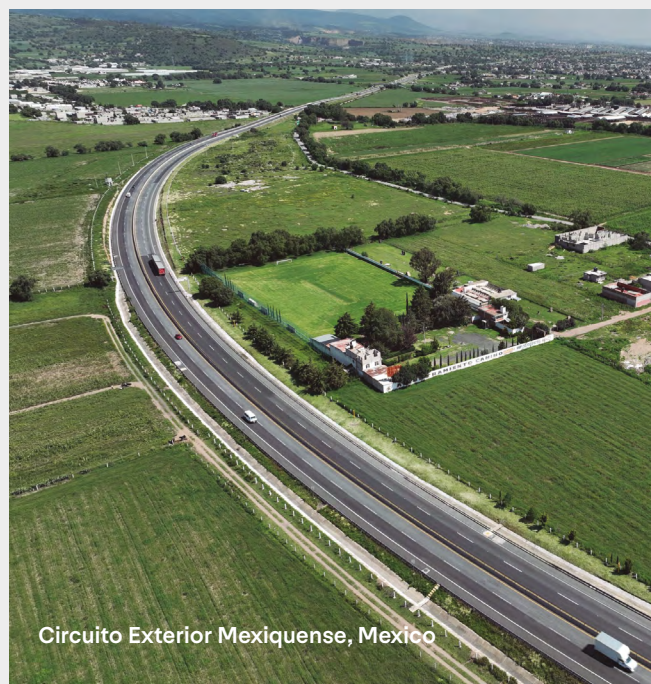
What have been the relevant milestones to achieve results and continue advancing on this path towards a more mature safety strategy?

In recent years, we have witnessed a remarkable advancement in the maturity of our safety strategies, evidenced by significant achievements and the continuous evolution of our Safety-First plans at both ITRCC and Aleatica assets. These plans, which have gone from mere blueprints to dynamic sets of initiatives and projects, have progressively adapted to our needs and evolved along with our level of safety maturity.

In terms of investment in employee safety, we have allocated a total of US\$21 million over the past three years, demonstrating our strong commitment to continuous

improvement. These investments have been directed to a variety of areas, ranging from near-miss programs and job hazard analysis/assessment to safety mentoring and leadership initiatives, as well as safety tours/walks, all designed to strengthen our safety culture.

Our efforts also extend to passenger safety, where we have invested more than US\$900 million in accident reduction programs and road safety infrastructure in recent years between the two assets. From a physical improvement perspective, these investments encompass a wide range of major and minor highway construction and maintenance initiatives, including: building new roadway interconnections, increasing the number of concrete barrier restraint systems and metal guardrails, installing rumble strips, upgrading control centers, updating horizontal and vertical signs, creating virtual accident reconstructions, and implementing video surveillance systems—all aimed at improving the safety of our highway customers. In addition, we have implemented employee training programs, drills, reversible lanes and a series of measurements to improve safety in various weather and operating conditions.



Circuito Exterior Mexiquense, Mexico

Our collaboration with contractors has also been instrumental in this process, working together to establish safety standards under the IFM umbrella and providing support to cultivate a strong safety culture throughout operations. This collaboration not only strengthens our relationships with existing contractors, but also helps to develop an important safety culture within these partners.

In addition, the commitment to sharing safety ideas and programs at both the regional and IFM asset network levels has been critical to our progress. The ongoing dialogue between the ITRCC, Aleatica and other colleagues has facilitated the identification of opportunities for improvement, while successfully sharing effective safety programs and approaches with our peers.

In summary, these milestones and strategies reflect our unwavering commitment to safety in all facets of our operations, laying a solid foundation for continuing to move toward even higher levels of maturity in our safety strategy.

Who have been the key allies in pursuing this path and who would you like to keep working with?

Broadening participation in peer groups

It is crucial to maintain strong ties with our established regional and global peer groups, but it is equally important to actively foster these relationships while seeking opportunities to forge new partnerships with influential organizations. In this way, we can foster the exchange of new ideas and best practices. Our successes with existing partners demonstrate the efficacy of our safety principles, and we will thus be able to attract new partners from diverse sectors who share our commitment to safety. This expansion of our network will further enrich our safety programs and initiatives.

Trust in Sector Experts

Our efforts towards continuous improvement benefit greatly from our accumulated experience, but collab-



A35 Brebemi, Italy

oration with experts in the respective industries is key to staying at the forefront of best practices and emerging technologies. Whether we are implementing intelligent systems, improving asset conditions or integrating telematics to promote safe driving behaviors among employees, consultants provide invaluable insight and guidance to manage programs and projects effectively. In addition, experts offer a unique perspective to ensure that assets meet safety standards.

In an iRAP¹ assessment of Indiana Toll Road, 100% of the roadway achieved a rating above 3 stars, and 93% above 4 stars. Similarly, in an audit conducted in 2023, ITRCC compared its Traffic Management Center with 50 similar operations across the country, ranking

among the top 10 in the comparison. For its part, Aleatica closed 2023 with 74% of its managed roadways achieving 3 stars or greater in an iRAP assessment. Aleatica is making preventive progress on the designs of the highways it has under construction, so that they can be put into service with 3, 4 and 5 stars on 100% of their length. Such is the case of the Atizapán-Atacomulco highway in Mexico (currently under construction) or the Américo Vespucio Oriente - AVO1 (already in service) in Chile, both above 3 stars. AVO1 was awarded in 2023 by the International Safety Media Awards (as part of the safe road award according to iRAP standards). The goal is for 100% of Aleatica's managed roads to meet the iRAP rating of 3 or more stars in the coming years.

¹ iRAP (International Road Assessment Programme) is an independent consulting firm that analyzes different issues related to the infrastructure sector such as Road Safety. This entity issues an assessment on the safety status of the roads it analyzes. They rate the roads between 1 and 5 stars (1 being the lowest value and 5 the highest). They analyze different issues such as containment systems, acoustic barriers, road design and operating speeds, among others. <https://irap.org>



Indiana Toll Road, US

Investing in Employees

Employees are the backbone of ITRCC and Aleatica and represent our most valuable asset. They play a crucial role in the success of our safety program and in fostering a positive corporate culture. Through mechanisms such as committees, near-miss reports and procedures feedback, we have implemented numerous improvements and achieved successes in both leading and lagging indicators. The collaborative spirit and commitment demonstrated during management safety visits / tours and routine interactions have become an integral part of our organizations, forging strong bonds at all levels.

Regional Associations

Our organizations are committed to collaborating with various regional stakeholders to improve safety and emergency response capabilities. These collaborations have been essential to raising safety standards across our operations, while benefiting employees, customers, contractors, and emergency responders.

One of the main objectives of these partnerships has been to strengthen our emergency response capabilities. Working closely with local responders and emergency management agencies, we have developed and imple-

mented comprehensive response plans. These plans ensure effective preparedness and efficient response in the event of incidents or emergencies.

In addition, we have actively participated in legislative efforts with policy makers aimed at improving the safety of customers of our infrastructures. By providing our testimony and expertise, we have contributed significantly to the creation of successful legislation that addresses critical safety issues such as speed management, distracted driving and work zone safety, all of which are designed to reduce the risk of accidents.

Addressing driving behaviors is certainly crucial, but getting employees to work safely is also a major challenge that requires continued attention and innovative approaches to safety.

What challenges lie ahead for the safety strategy, given the changes the world is experiencing?

Looking ahead, our safety strategy faces a number of challenges, especially in light of current global changes. Post-pandemic, both the ITRCC and Aleatica, like many of our counterparts, have noted a worrying increase in risky driving behaviors, evidenced by an increase in speeding, lack of vehicle maintenance and other unsafe practices, which significantly increases the risk of accidents and injuries.

The road safety strategy follows a “safe system” approach, which emphasizes prevention and minimizes the severity of accidents. This strategy encompasses infrastructure improvements to create “forgiving roads,” customer education campaigns, vehicle condition monitoring initiatives, and enhanced emergency response protocols.

The implementation of an Accident Reduction Program (ARP) in all business units is intended to incorporate initiatives aimed at reducing accident rates and their impact. Each business unit has a dedicated road safety team and an ARP which outlines investments and expected results over a five-year period, with detailed road safety audits conducted periodically to identify risks and underpin action plans.

In terms of employee safety, a key challenge is to foster interdependence among the organization’s workers. It is essential to establish a safety culture as a top priority in all workspaces, ensuring that key safety messages permeate the organization and contribute to a shared knowledge base.

Regular meetings are held between the ITRCC and Aleatica to discuss incidents, technology advancements and best practices, facilitating knowledge sharing and continuous improvement. In addition, efforts are underway to advance each organization’s safety maturity toward “interdependence” on the Bradley Curve™, based on successful closure of audit recommendations and ongoing initiatives to improve safety practices and behaviors.

Nic Barr
CEO Indiana Toll Road



David Díaz
CEO Aleatica



Our Safety Journey

Under IFM's ownership, there has been a strong commitment to safety and the implementation of a wide range of programs and policies aimed at improving safety in operations. In addition, there has been a clear trend towards the adoption of advanced technologies to improve road safety, as well as the implementation of dynamic risk assessment and job hazard analysis programs to proactively identify and address risks. At the same time, there has been a process of integration and expansion of operations, including the acquisition of new highways and the inclusion of M6toll in the Aleatica portfolio.

Indiana Toll Road, US

Our Safety Journey

2016

ITRCC

ITRCC prepares inaugural Safety First plan.

2018

IFM GIF

Establishes Aleatica (formerly OHL Concesiones), a diversified infrastructure portfolio.

Aleatica

Introduces its first Global Safety Director position

ITRCC

Deploys Intelligent Transportation System devices to improve customer safety on the road

2020

ITRCC

Implementation of new obstacle detection technologies and black ice warning systems.

Aleatica

A35 Brebemi freeway in Italy joins Aleatica portfolio

Implements near-miss program on all its infrastructure assets

2021

Aleatica, ITRCC, and M6toll

Completion of ARUP safety audit and implementation of Phase 1 recommendations.

Aleatica

Implementation of job hazard assessment program to increase workplace safety.

M6toll

Extends dynamic risk assessment to toll plazas for coworkers crossing lanes and interacting with customers.

ITRCC

Achieve zero lost-time injuries.



Circuito Exterior Mexiquense, Mexico

2017

ITRCC

Launches internal safety programs: near-miss and job hazard analysis.

2019

Aleatica

Creates Safety First Plan and other forward-thinking safety policies.

M6toll

Introduces “safety opportunities” system to go beyond standard notification with accident risk.

Begins using dynamic risk assessment, which allows roadside personnel to make immediate recommendations.

ITRCC

Chief Operating Officer joins Aleatica Safety Committee.

2020

M6toll

Zero lost-time contractor accidents for the third consecutive year.

Improved monitoring of improper vehicle maneuvers.

Aleatica

Safety management system extends Safety First approach to employees and partners.

2022

Aleatica, ITRCC, and M6toll

ARUP delivers the Safety Maturity Assessment Report for Aleatica Mexico, ITRCC and M6toll with suggestions. Status is between dependency and interdependency.

Aleatica

Safety Squad launched as part of communication efforts.

Safety projects related to employee empowerment are implemented: Stop Cards, Safety Team Leaders and Mentors.

55% of business units obtain ISO 45001 international Health and Safety certification.

The Aleatica Foundation for Road Safety is created to impact the customer and communities.



Indiana Toll Road, US



TMS Alicante, Spain

Our Safety Journey

2022

ITRCC

Implemented two new road rakes to eliminate hours of field work picking up debris. Implementation of a guardrail trailer to use a small excavator with attachments to remove and install guardrails, minimizing above-ground work.

The International Bridge, Tunnel and Turnpike Association (IBTTA) awarded the Road Safety Award for ITR's Wrong-Way Driver detection system.

2023

Aleatica

Aleatica completes Safety 360° study with Dupont in all business units, recognizing the organization's independent status.

Safety Business Plan for 2024 is approved based on recommendations provided by Dupont.

Aleatica receives a prestigious award from AMCO (Mexican Communications Association) for the creation of the Safety Squadron.

The Aleatica Foundation for Road Safety celebrates its first year of operation and presents the first road safety awards to participants.

2023

ITRCC

Signposts were equipped with SignDart (RamJack) to safely replace damaged signposts.

ITRCC Safety and Contractors Symposium.



Indiana Toll Road, US

2022

ITRCC

Testing of telematics devices installed in selected vehicles to improve employee driving behavior.

ITRCC joins the National Weather Service of Indiana's ambassador program, certifying that they are ready to adequately respond to weather emergencies and support communities.

ITRCC Symposium on Safety and Contractors

Implemented safety walk-throughs with executive and leadership teams.

2023

Aleatica

Including health care programs that promote physical activity and a balanced diet.

M6toll officially becomes part of the Aleatica portfolio, starting the integration process.

Aleatica and ITRCC

Cross audits are established between ITRCC and Aleatica to assess progress in incorporating ARUP's recommendations and share best practices.

2023

ITRCC

Introduction of near-miss QR code for contractors and community members.

Implementation of in-vehicle telematics into all Roadway, Toll Experience, Toll Maintenance, Liquidation, and Warehouse fleet vehicles.

Introduced second guardrail cutter to ITRCC's west end road maintenance fleet.

2023

ITRCC

Expansion of road raking equipment by 50%.

Expansion of in-vehicle telematics on all 42 snowplows to add live information and geolocation on TMC video wall.

Integration of HAAS network in in-vehicle telematics devices.



Indiana Toll Road, US

Our Assets

Our asset operations encompass 710 miles of toll road, more than 404 million annual trips and more than 3,100 employees in eight countries in North America, South America and Europe.

Our Assets

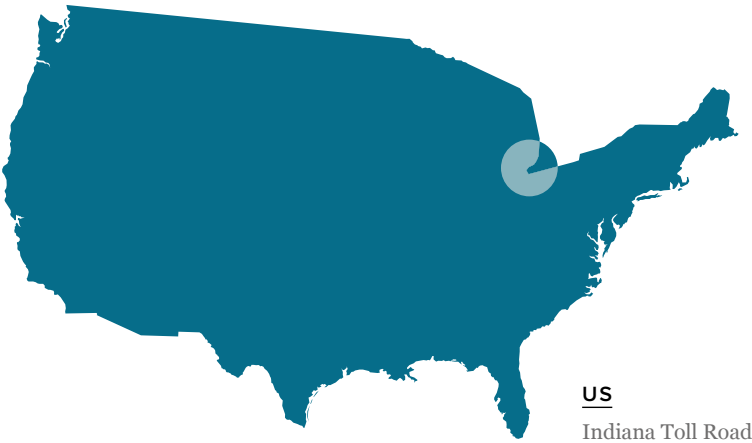
Indiana Toll Road

In operation since 1956, the Indiana Toll Road stretches 157 miles across the northernmost part of Indiana, from Ohio to the Illinois state line, linking Chicago to the largest cities on the East Coast. The Indiana Toll Road - operated by ITRCC since 2006 - serves thousands of customers each day, providing a safe and efficient roadway and an exceptional level of customer service.

157
Miles

40+
Million annual trips

300+
Employees



Aleatica

Aleatica is the first transport infrastructure operator with a global presence spanning Spain, Italy, the United Kingdom and key markets in Latin America. This unique regional approach fosters a deeper understanding of the needs of the customers and communities it serves.

553
Miles

364+
Million annual trips

2,800+
Employees

MÉXICO

Circuito Exterior Mexiquense (CEM)
Autopista Urbana Norte (AUN)
Viaducto Bicentenario (VB)
Amozoc-Perote (AP)
Libramiento Elevado de Puebla (LEP)
Supervía Poniente (SP)
Atizapán-Atlacomulco (AT-AT)
Aeropuerto Internacional de Toluca (AIT)
TeleVía

COLOMBIA

Autopista Río Magdalena (ARM)

PERU

Autopista del Norte (Aunor)

CHILE

Nogales-Puchuncaví (NP)
Puente Industrial (PI)
Autopista Vespucio Oriente 1 (AVO1)

UK

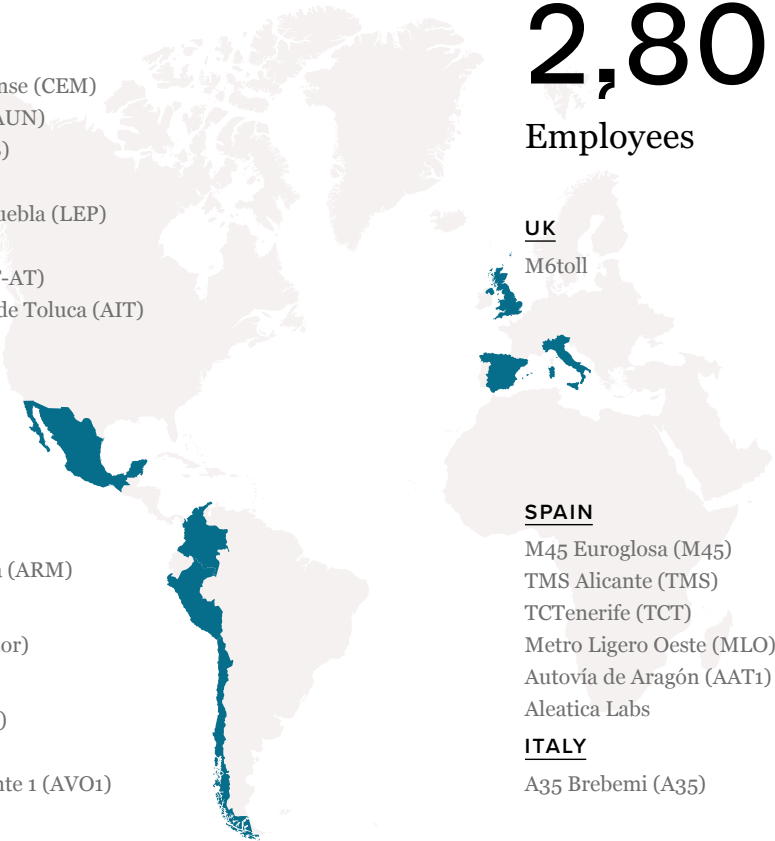
M6toll

SPAIN

M45 Euroglosa (M45)
TMS Alicante (TMS)
TCTenerife (TCT)
Metro Ligero Oeste (MLO)
Autovía de Aragón (AAT1)
Aleatica Labs

ITALY

A35 Brebemi (A35)



IFM Participation and Portfolio Collaboration

IFM Investors actively promotes a unified view of safety across its diverse asset portfolio, recognizing the importance of global cohesion in safety programs. Transparency and ongoing dialogue have reinforced a universal safety culture. IFM's Infrastructure team plays a key role in ensuring consistency across assets, aligning safety strategies and sharing knowledge to facilitate collaboration and learning. In addition, executive leaders foster peer-to-peer networks among safety representatives from different assets, encouraging regular sharing of lessons and best practices.

A35 Brebemi, Italy

Unified Vision and Teamwork in Safety

Our assets operate in unique environments with diverse regulations and cultures. However, IFM has been a strong advocate for the formation of a unified view of safety. This shift toward a global perspective has been reinforced in recent years, promoting greater cohesion in safety programs.

Transparency and frequent dialogue have reinforced the universal safety culture, valued employee contributions and adopted a preventive approach, creating a safer environment for all involved.

In this effort, IFM's Infrastructure team plays a crucial role in ensuring consistency across assets, aligning safety strategies, investments and tactics with IFM's overall safety vision. It provides trusted guidance to toll road assets, sharing expert opinions and safety-related knowledge across the portfolio. This transparency and visibility-based approach leverages best practices from diverse industries, identifying opportunities for improvement through the collection and sharing of safety metrics across different asset classes.

Since 2020, highlights of this unified, team-oriented approach include:

Annual Safety First Plans

The annual preparation of these plans, which outline the overall vision and tactical actions to meet the organization's objectives, is noteworthy. These plans address safety measures for employees, customers and other stakeholders in the asset infrastructure, considering various aspects of safety.

Near-miss Reporting

This program provides employees with a confidential channel to raise concerns about safety, hazards or risks. This approach has enabled management to quickly identify and rectify potentially hazardous conditions.



A total of

2,244

near misses were identified in 2023, an increase of 22% compared to the previous year.

Analysis / Evaluation of Occupational Hazards

This involves the implementation of a job hazard analysis methodology to assess specific risks and controls in the company's job functions. This analysis is updated annually and reviewed by employees prior to undertaking specific tasks.



A total of

60,777

hours of specialized safety training were conducted in 2023, a 119% increase over 2022.



Indiana Toll Road, US

Employee-led safety committees

The creation of these employee-led committees allows employees to openly discuss opportunities to improve business performance and safety culture. These committees provide direct feedback to management.



Safety data, reporting and performance indicators

The use of leading and lagging safety indicators has proven effective in monitoring historical performance and charting a course for future successes.



Safety visits / tours are actions carried out by middle management and executives in various workplaces to discuss safety issues with employees and address their safety needs. Topics discussed include the use of personal protective equipment (PPE), unsafe conditions that need correction and near-miss incidents, among others. Across ITRCC and Aleatica, a total of 207 tours were conducted in 2023, which represents an increase of 14% over the 182 tours conducted in 2022.

Peer Networking

With strong commitment from executive leadership, peer asset safety representatives are encouraged to collaborate regularly, both formally and informally, to share lessons and best practices. This approach has been enormously successful in integrating new ideas and independent perspectives into each of the assets.

Guiding mutual growth



- ITRCC's Chief Operating Officer actively contributes to Aleatica's Safety Steering Committee, encouraging the development of effective strategies that have a positive impact on employees, contractors, customers and the communities Aleatica serves. This collaboration extends to the sharing of experiences and best practices between ITRCC and Aleatica.
- Monthly meetings are held, involving the safety teams of both companies, to discuss incidents, technological advances and share best practices.
- In addition, experiences, projects and initiatives are shared not only internally between ITRCC and Aleatica, but also externally with MIP (Mersin International Port in Turkey), aligning efforts to improve safety across IFM assets.

Leveraging Best Practices



- The implementation of mobile barriers designed and manufactured internally for the Circuito Exterior Mexiquense (CEM) is being extended to other business units as a best practice to allow the automatic opening of lanes and the rapid return of emergency units, which reduces congestion at toll booths and reduces accidents.
- ITRCC has recently implemented a system of in-vehicle telematics devices to detect speed, impacts, driving styles, routes and seat belt usage. In addition to this, ITRCC has partnered with HAAS technology systems to alert customers through its on-board infotainment center and GPS of snowplow locations, vehicle incidents, construction zones, and debris removal tasks. ITRCC has further developed the in-vehicle telematics system by incorporating geo-location and status into the TMC video wall for 24/7 tracking of snowplow locations and activities.

Safety Peer Groups



- Safety Peer Groups have been consistently maintained, and participation has been expanded to encompass operational managers from both Aleatica and ITRCC. Groups from both assets meet monthly to discuss incidents, technological advances and best practices. Safety teams from the United States, Mexico, Great Britain, Spain and Italy participate in this meeting.
- During these sessions, crucial safety ideas are exchanged, covering topics such as optimizing winter maintenance (snow removal) procedures, Guardian Angel lighting, signaling best practices, Maintenance of Traffic (MOT) designs, roadway lighting, incident management, Personal Protective Equipment (PPE), integration of geolocation systems with safety functionality, and building/testing new equipment for debris and vehicle removal. In particular, ITRCC and all Aleatica assets actively participate in IFM safety roundtables, contributing to the promotion and improvement of international safety standards across the IFM portfolio. In addition, there is an intensive exchange of information and best practices between the ITRCC and nearby assets, in particular those in 80/90 corridor located in Ohio, Pennsylvania and New Jersey.

Audit Joint Review (ARUP)



- During the second quarter of 2022, ARUP delivered the results of a safety culture assessment study, based on the Bradley Curve². Phase I of the study began in 2021 and Phase II concluded in 2022.
- As part of the process of implementing ARUP's recommendations, cross reviews were conducted among the business units. In June 2023, Aleatica was with the Indiana Toll Road team verifying the implementation and in late July, ITRCC and M6toll were in Mexico to verify the recommendations and share experiences. This was a positive and useful practice that will be continued in the future.



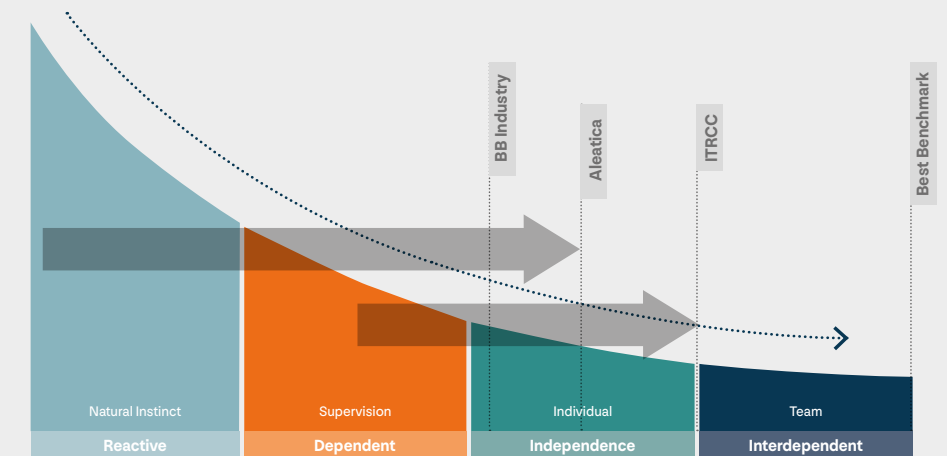
Aleatica

² DuPont™ has introduced a tool called Bradley Curve™, designed to help companies or projects assess the maturity of their personnel and health and safety management systems. This analysis allows organizations to track the evolution of maturity through different stages, with special emphasis on later (independent and interdependent) stages. These stages are crucial to focus on unsafe employee behaviors, which account for 80% of occupational accidents, compared to 20% resulting from hazardous conditions in operations.

ARUP³ Status



- The total number of recommendations in the Mexico business units was 123. In 2023, 108 (88%) were closed and the remaining 15 (12%) will be closed during 2024.
- The recommendations were grouped into 13 major blocks, which were: Leadership, Safety management system, Roles and responsibilities, Training and competency management, Engagement and communication, Performance management, Risk assessment and operational controls, Asset integrity and safety equipment, Change management, planning and workshops, Contractors and suppliers, Organizational learning, including incident investigation, Emergency plans, and Audits and inspections.
- At ITRCC, management successfully closed out the remaining items from the 2021-2022 ARUP Safety Audit, with a peer audit conducted by Aleatica management to validate the closure of each audit item. While these have been successfully closed, efforts are underway to advance the organization's safety maturity towards the "Interdependency" phase on the Bradley Curve™.



Aleatica position in DuPont study finished in 2023

³ Aleatica's final position on the Bradley Curve corresponds to DuPont's 2023 study.



TCTenerife, Spain

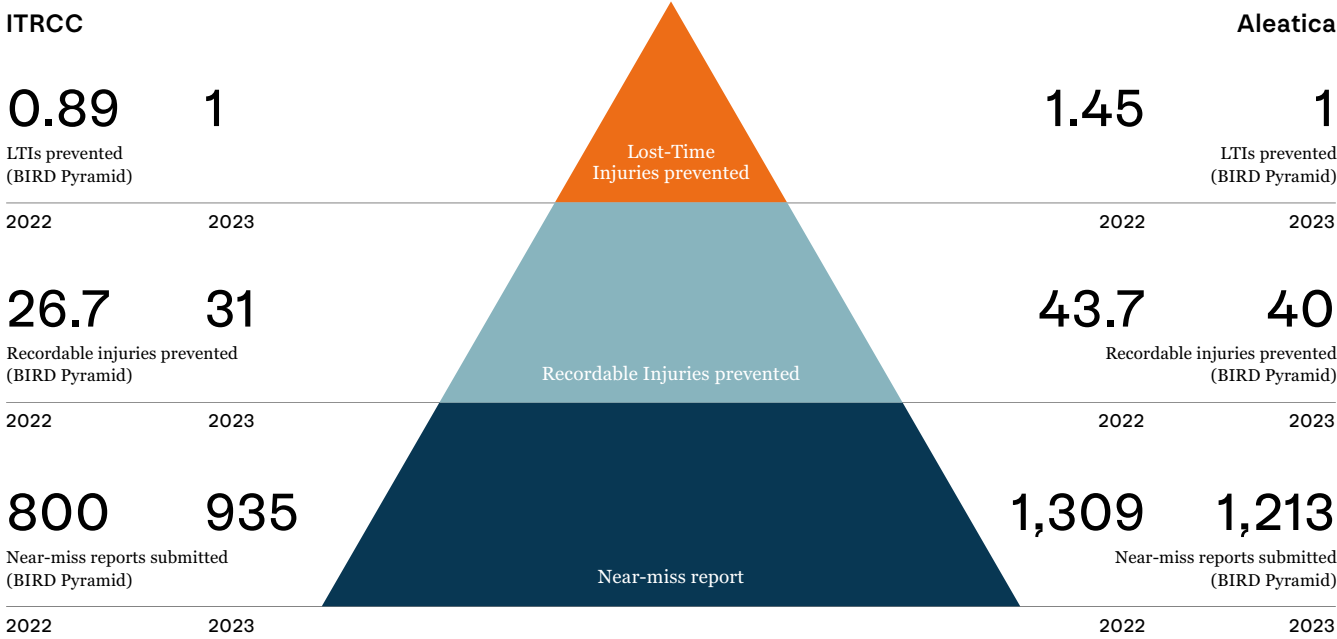
Employee Safety

A strong safety program is built on a foundation of a healthy culture and engaged employees. The challenge is to create a safe and reliable environment in all workplaces, whether at the operational level or head office.

To achieve this, a two-way approach is taken, reinforcing workplaces with the necessary tools, equipment and policies, while fostering open and timely communication with senior management and our employee base. Improvements in employee safety indicators and positive survey responses indicate that the frameworks in place have delivered the expected results.

Employee Safety

The accident triangle, also known as the Heinrich or Bird triangle or pyramid, **is a theory of industrial accident prevention that illustrates the relationship between major accidents, minor accidents and near misses.** According to this theory, a reduction in minor accidents should lead to a corresponding reduction in major accidents. Therefore, the following shows prevented accidents and injuries attributable to near-miss reporting.



Safety impact of near-miss reporting⁴

⁴ There is strength in numbers. Together, between ITRCC and Aleatica, 4,257 near misses were reported between 2022 and 2023. 141 recordable injuries and 14 lost-time injuries have been prevented. The unification of strategies, guided by IFM, is creating safe workplaces.

Employee Safety Strategy

Safety culture is the priority and extends to the entire workforce and all workspaces. The aim is for key safety messages to permeate the entire organization, contributing to a shared knowledge base.

On a monthly basis, ITRCC and Aleatica hold a meeting to discuss incidents, developing technology and best practices. Safety teams from the United States, Mexico, United Kingdom, Spain and Italy participate in this meeting.

Our Integrated Safety and Health Management System contributes to improving our corporate culture and the behavior of our employees.



Indiana Toll Road, US

Main Programs



ITRCC has implemented a number of key initiatives focused on increasing employee safety awareness, contributing to the achievement of zero lost-time injuries in 2021, a milestone reached for the first time in the asset’s history.

Building a safety framework

Near Miss & Job Hazard Analysis (JHA)

Conducting analyses of job hazards and hazardous situations since IFM’s acquisition and the subsequent implementation of the **Safety First Plan** brought the concept of ITRCC’s five stakeholders⁵ to life. ITRCC made the decision to increase **near-miss**⁶ reporting through the **VUEWorks® asset management portal** designed specifically for ITRCC requirements. ITRCC implemented the **Job Hazard Analysis**⁷ (**JHA**) program, ensuring that all jobs had a hazard assessment for employees to review before starting a new task or assignment.

To increase employee safety, a hazardous situation detection system was put in place. **Since its inception, ITRCC team members have submitted 3,585 reports**, identifying potential hazards and risks in all departments. In 2023, ITRCC expanded the hazardous situation system to include **High Potential Incident**⁸

(HPI) reports. This designation refers to situations that could cause serious injury with long-term consequences if not corrected.

If a hazardous situation is reported and determined to be an HPI, a thorough investigation and review of the incident will be conducted, just as if the hazardous situation had resulted in an actual injury. The results of the investigation and recommendations of the Employee Injury Safety Committee are presented to the executive team for final closure and discussion of possible budgetary implications.



⁵ The ITRCC’s five stakeholders are employees, customers, first responders, communities and governmental regulatory agencies.
⁶ The National Safety Council, a nonprofit public service organization that promotes health and safety in the United States, defines a near miss as an unplanned event that did not result in injury, illness or damage, but had the potential to cause it.
⁷ The analysis or evaluation of occupational hazards is mainly based on safety training regarding risks and daily activities.
⁸ Exceptional incident involving workers and no injuries, but where the outcome could have resulted in very serious or fatal injuries. Aleatica refers to these reports as High Potential Incidents (HPI).

Safety Management System

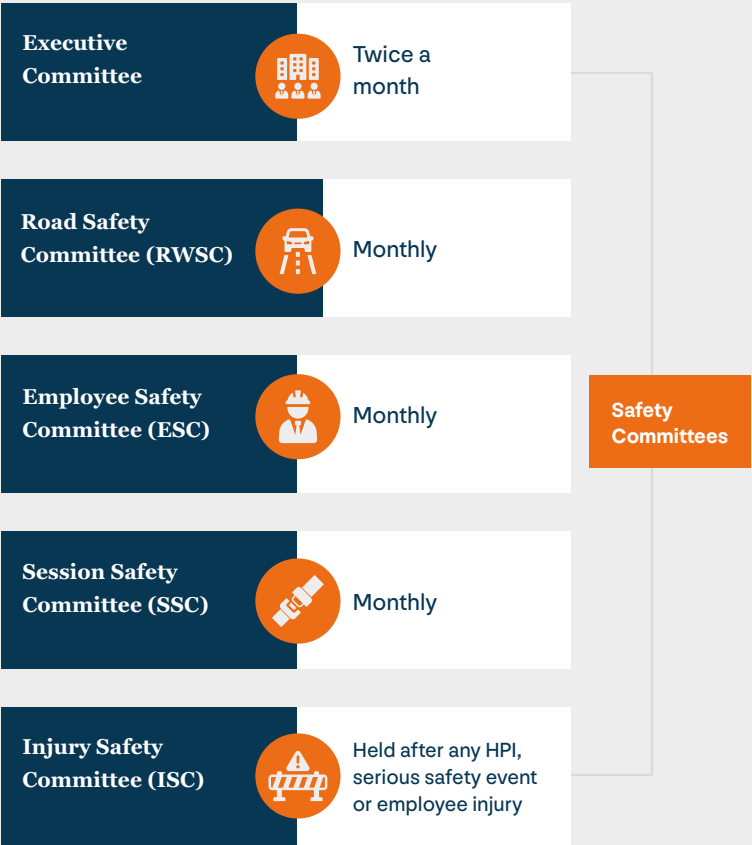
In 2023, ITRCC implemented a **Safety Change Management (SCM) process**. With the implementation of this process, all projects or changes will include a comprehensive safety management review in order to reduce risks. This process consists of eight SCM scenarios and can result in three events:

- 1. Approval:** All aspects are approved as written.
- 2. Modified Approval:** Allows most or some of the changes to be implemented, eliminating or strengthening some.
- 3. Denial:** The requested change does not meet ITRCC safety standards or is deemed to increase the risk to the five safety stakeholders.

In 2023, four SCM applications were approved: Three had modified approvals or changes were made to reduce risk or meet regulatory requirements. One was denied.

Safety Committees

ITRCC maintains several committees that provide guidance for safety modifications, implementations and follow-ups:



Emergency Management

In 2023, ITRCC's Emergency Management Coordinator (EMC) assumed an expanded role, overseeing both emergency management and physical safety. The EMC conducts thorough inspections during day and night shifts to ensure facility safety, checking factors such as locked buildings and vehicles, adequate perimeter lighting, secure fencing, and operational cameras. In addition, the EMC liaises with various agencies, fostering relationships that assist in resource allocation and incident management during large-scale events

This collaborative approach streamlines incident response, minimizing employee exposure to traffic and adverse conditions. EMC audits contribute to improved safety, reducing the risk of criminal activity directed at ITRCC facilities.

Leadership Visibility

ITRCC's executive and senior leadership teams maintain strong visibility on the ground through formal and informal methods.

Informal meetings through "Coffee Chats," impromptu site visits, and an open office design allow for back-and-forth dialogue with leadership teams.

Formal meetings through quarterly CEO roadshow, safety committee attendance, EXCO facility safety walks, and bi-monthly business update meetings.



Consistency and Transparency

Open and transparent dialogue is welcomed among all team members at all levels. A comprehensive EXCO Monthly Safety Report (MSR) is prepared and presented to the executive team. This report covers all aspects of safety from all departments and all stakeholders in a single source. The MSR drives the dialogue at EXCO for strategic planning and budgetary impact of recommended changes. After submission to EXCO, the report is posted on the ITRCC Intranet Payroll System (ADP) for full transparency to all employees.

ITRCC offers two types of hard hats so that employees can choose their preferred fit. Both styles provide ANSI-approved protection.

Employee injuries and accident-risk situations with HPI ratings are tracked through multiple review points and are reviewed by EXCO. The summary of any injury and details of any HPI are included in the MSR.

PPE (Personal Protective Equipment)

New PPE, Guardians Angels have been required day or evening at all plaza lanes and bunkers for all ITRCC safety stakeholders. ITRCC upgraded the Class II clothing options in the plazas to Class III clothing. All clothing provided by the company is ANSI Class III rated. New caps and soft hats now have ANSI stripes located on the brim. Gloves, balaclavas and winter hats have been expanded. Employees at risk of prolonged exposure to winter weather conditions receive thermal gloves with rechargeable batteries to prevent extremity frostbite.



Leveraging technologies / Employee-driven technologies.

- **In-vehicle telematics:** In 2022, ITRCC initiated the implementation of an in-vehicle driver behavior telematics system to improve road safety and operational efficiency. This technology monitors and analyzes driver behavior in real time, providing information on speed, braking habits, and compliance with traffic laws. **The system has significantly improved driver safety, reducing by 87% the instances of drivers forgetting to fasten their seat belts and by 62% the time a driver spends driving a vehicle (Q3-4 2022 vs. Q3-4 2023).**

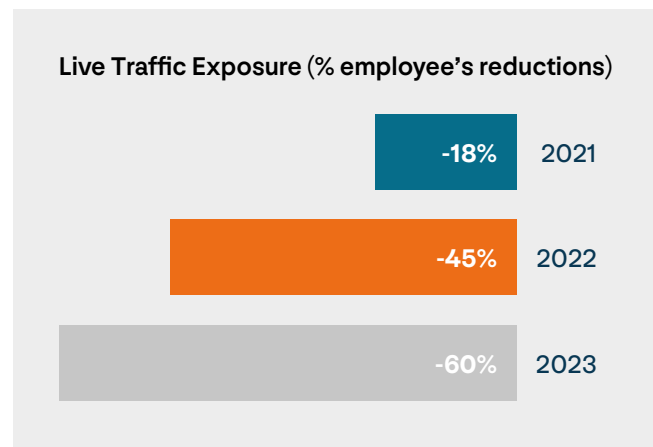


The onboard telematics system facilitates targeted interventions, including driver training programs, to improve overall driving habits and reduce accident risks. It also contributes to operational efficiency by optimizing route-planning and vehicle maintenance based on the data collected. In advance of the 2023-2024 winter season, all snowplows were equipped with this technology, enabling real-time monitoring of snow operations and road conditions at the Traffic Management Center (TMC).

In addition, the technology paved the way for the integration of the HAAS warning system. HAAS integrates seamlessly into the vehicle's telematics framework, sending real-time messages to drivers via

their on-board GPS units, providing thirty-second advance warning in the event of lane closures, vehicle incidents, road works or other hazards. Although still in the pilot phase, this technology is expected to improve overall road safety and awareness.

- **Road Rake:** Launched as a pilot initiative in 2022 and fully implemented in 2023, the Barber road rake stands as a towable, automated solution for trash and debris removal. **This innovative device efficiently collects and retains road debris, depositing it autonomously into a container without requiring any manual intervention by road maintenance personnel.** The deliberate design of the removal of this hazardous task not only minimizes the time road maintenance employees spend in physically demanding conditions, but also mitigates the risk of strain injuries and eliminates exposure to live traffic hazards.



- **Guardrail Cutter:** Following a vehicle incident that damaged guardrails, this tool springs into action by cutting the damaged sections into manageable sizes. It also efficiently extracts poles from the ground and safely maneuvers scrap metal onto a trailer, all done from the safe confines of an excavator. **This tool plays a crucial role in reducing the need for on-site manpower, minimizing exposure to live traffic while protecting workers from potential injuries such as cuts, sprains and burns that can occur during manual removal of damaged guardrail.**

- **Attenuated Maintenance of Traffic (MOT) Truck:** Inside each maintenance hall, there is a fully equipped MOT truck designed and manufactured by Royal Truck and Equipment. The decision to purchase these state-of-the-art MOT trucks from Royal Truck was driven by a commitment to prioritizing safety. These state-of-the-art vehicles feature a truck-mounted attenuator supplied by Verdegro. **The Verdegro Blade attenuator features a 4-piece design, which facilitates repairs in the event of minor damage.** In addition, the attenuator is augmented with speed radar, a variable message board, and front, side and rear mounted cameras with DVR capability.
- **Cushion Trucks:** The ITRCC maintains a fleet of sixteen cushion trucks, along with the aforementioned MOT trucks, distributed over five maintenance facilities. Each cushion truck is equipped with a bright intensity flashing arrow board and additional warning lights to enhance visibility. **All Traffic Management Attenuators (TMAs) meet the Mash TL-3 rating, ensuring robust impact protection.**

Safety Acknowledgements

ITRCC upholds the guiding principles outlined in CREST, which serve as core values that guide our decision-making processes. These principles - Customer Service, Respect, Excellence, Stewardship and Teamwork - with a core emphasis on Safety, are meticulously considered from initial interviews to annual performance reviews of all employees.

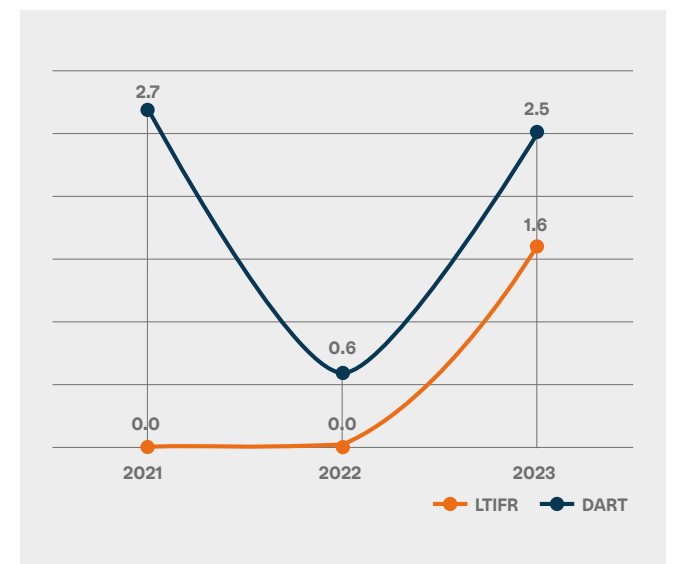
A structured framework is in place to recognize and celebrate individuals who consistently embody the CREST values. Employees can nominate their peers for the CREST award, and quarterly reviews culminate with recognition of the winners during the CEO's visit. Annual awards are presented at the company Christmas party, highlighting outstanding contributions in each category.

Special attention is given to those who foster safety improvements in the organization throughout the review and nomination process within each CREST category. This holistic approach ensures that our commitment to these values is deeply embedded in our organizational culture, creating a workplace that prioritizes excellence, collaboration and safety.

Key performance indicators

Our approach to safety is world-class, and our results exceed those of our regional peers and U.S. national averages on a variety of safety metrics.

Our annual strategies meticulously integrate lessons learned from previous years, incorporating emerging technologies and equipment aimed at protecting our employees and stakeholders. However, it is essential to recognize that occasional mishaps may arise due to external factors, such as customers' driving behavior or isolated errors in employee judgment. The increases between 2022 and 2023 are primarily due to these occasional customer-derived events. ITRCC is committed to further improving safety measures as part of continuous improvement to further mitigate risks to workers.





Building a safety framework

Near-miss & Job Hazard Assessment (JHA)

The projects and initiatives implemented and aimed at employees have one main objective: to move towards the interdependence stage of the Bradley Curve, generating a change in the safety culture within the organization. In addition, the Operations and Technical areas have been heavily involved during 2023 to improve their work procedures and link them to the risks identified in the JHA processes.

In 2023, JHA reached 1,689 employees globally, carried out 63 JHA training sessions and 2,279 hours of related training.

Empowerment programs

Projects related to employee empowerment are crucial to building a safety-first culture and breaking down hierarchical reporting barriers. Three programs were implemented simultaneously, each associated with specialized training:

- **Stop Cards Program:** consists of the issuance of cards that allow work to be stopped to address situations before any damage occurs.
- **Safety Mentoring and Leaders Project:** The first project offers individualized support to new employees through mentors who accompany them during their first week to explain the safety programs at the site. *The Líderes en Seguridad* project consists of integrating a safety leader into a team without sending a supervisor. Both programs are constantly improving, with a volunteer recruitment process underway.



TCTenerife, Spain



Safety Squad

Launched in 2022, the Safety Squad serves as a powerful communication tool to reach operational partners. This program creates and broadcasts safety training materials in a more customer-friendly and easy-to-understand format, including videos, comics and various graphic materials.

In 2023, the safety training material received the prestigious award from the Mexican Association of Communicators as the most innovative initiative for communicating workplace safety.

Wellness Programs

In 2023, the Kiloton program was activated as part of the Balance campaigns launched jointly by the Medical Service and People & Culture. The aim was to reward weight loss in the workforce by encouraging healthy eating, taught by nutritionists and university physiotherapy trainers with whom we had collaboration agreements.

A total of 195 employees from different teams participated in 2023.

Safety Management System

Aleatica's **Safety Management System (SMS)** is a comprehensive system that encompasses the entire framework required by the international standard ISO 45001:2018, exceeding these requirements in pursuit of excellence.

Our commitment to excellence drives continuous updates and improvements to our SMS:

- Since the start of **SMS standardization in 2020**, we have continuously updated procedures and expanded the number of processes. As of the end of 2023, the SMS consists of 19 procedures.
- **The Aleatica change management procedure** has been shared with ITRCC as part of ongoing synergies. At the close of 2023, the organization recorded 62

changes, covering procedures, physical modifications and engineering changes that impact employee safety.

- During 2022 and 2023, **the internal auditor training and certification strategy** was implemented in order to be able to perform cross audits between business units and to be able to endorse internal audits for external certifications. Nineteen internal auditors were certified.

In 2023, Aleatica achieved ISO 45001 certification for 88% of its Brownfield operations. The goal is to achieve 100% certification for all by 2024.



Safety Committees

Aleatica's committee structure is designed to ensure a Top-Down and Bottom-Up information flow.



Leadership Visibility

Effective leadership plays a key role in driving cultural change in safety. A major communication effort is required to achieve this, marked by impactful messages delivered by the CEO, COO and managers to employees via the Workplace platform. These messages take the form of webinars and recorded updates on various aspects, such as results, progress on KPIs and achievement of objectives.

Recognition programs have also contributed to changing the perception of leadership. These initiatives not only improve interaction between management and employees, but also foster a greater sense of belonging and closeness among employees.

In 2022, a total of 179 Safety Tours were registered, and this number increased to 283 in 2023, reflecting a significant increase of 58%.



Amozoc-Perote, Mexico

Consistency and Transparency

Here at Aleatica transparency is ingrained in our identity, and ensuring consistency in the messages conveyed to employees is essential for us to build trust. Dashboards have been created to disseminate results, the achievement of KPIs and targets, and the company's plans for progress and continuous improvement. Externally, Aleatica publishes Annual Non-Financial Reports, which include an extensive chapter on Safety.

The introduction of “Safety Time” exemplifies our commitment, incorporating safety capsules into daily procedures at the beginning of Board, Committee and other relevant meetings. This initiative emphasizes the prioritization of safety in all aspects of our operations.

PPE (Personal Protective Equipment)

“Guardian Angel” PPE are personal lighting devices for employees to be easily visible to customers during night work. ITRCC started using them and they are even given to visitors as gifts. Thanks to the collaborative work between ITRCC and Aleatica, the latter has managed to get most of its business units to acquire them and they have proven their usefulness.

Aleatica is currently testing the ENGIDI system in Spain and a business unit in Mexico. This system has a multifunctional device that encompasses geolocation, geofencing and the measurement of vital parameters

to detect potential problems such as falls or excessive ambient temperature. It is designed specifically for people who work alone.

At Aleatica’s port facilities, the “White Noise” system has been implemented in the machinery to reduce the sound levels of the reversing alarms. Similarly, in the Mexico offices, this system is used to reduce environmental noise.

Leveraging technologies / Employee-led technologies

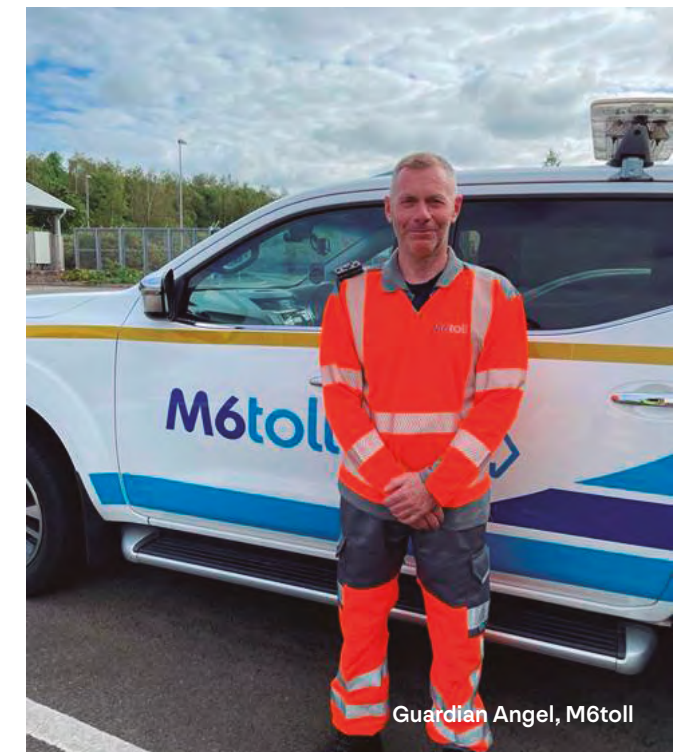
Aleatica continues to modernize equipment and be at the forefront in implementing systems that improve employee safety. Thus, it has invested in cutting-edge technologies and in the creation of proprietary systems that are realized in lanes with traffic exposure.

Investment in employee-led safety initiatives



In order to have a system that monitors and tracks the performance of safety programs, the ASR (Aleatica Safety Report) software has been implemented. These initiatives are a way to ensure the safety and safety of employees in different work environments.

- **JAWS:** A system designed for the efficient removal of objects such as nails and screws from the road without the need for employees to leave the vehicle. **The system boasts an impressive average effectiveness rate of 97%.** An interior camera is integrated into the system to facilitate viewing of the collected items.
- **Sweeper:** Several of the business units have sweeping machines available. The use of these machines helps mitigate employee exposure to road traffic. These machines come in different sizes, and the possible acquisition of automatic metal guardrail cleaning machines and guardrail cutters is currently being evaluated (both solutions are also used by ITRCC).



Guardian Angel, M6toll



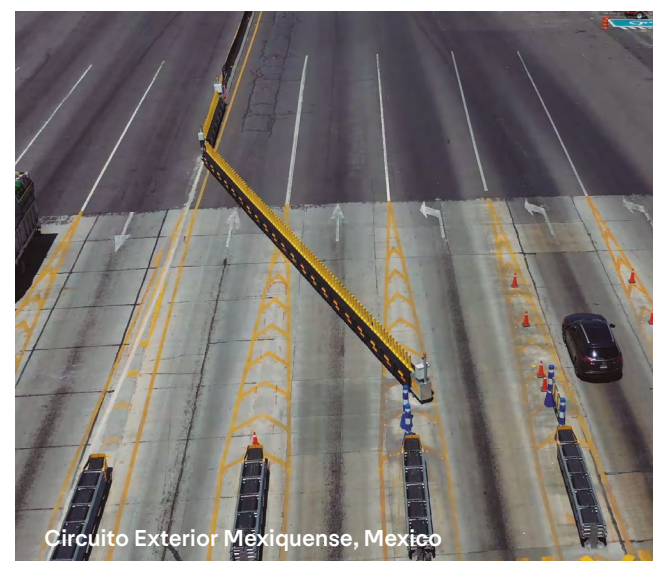
• **Vehicles for Material and Personnel Transport:**

In 2021, Aleatica acquired nine vehicles designed for material transport and with built-in chemical toilets. **This innovative approach to employee care, initially implemented at Circuito Exterior Mexiquense - CEM in Mexico, has attracted the interest of other business units, including colleagues at ITRCC.** The versatility of these vehicles makes them especially suitable for remote roads.

• **Lane-Intrusion Alarm System:** Developed to detect lane intrusions by uncontrolled customers, **the lane intrusion alarm system is currently used in 30 units across 12 business units.**

• **Mobile Barriers:** Automatic mobile barriers contribute to the safety of employees and customers by improving the mobility of first responders. These barriers facilitate opening curves and adjusting lane widths in toll booth areas, all controlled remotely.

• **Automatic Pothole Machine:** Aleatica has acquired equipment for automated pavement repair using a pothole machine. This equipment is used in both Aleatica and ITRCC operations.



• **Cushion Trucks:** Implemented since 2020 at Aleatica, cushion trucks have been introduced to every one of Aleatica's business units and are intended to withstand uncontrolled customer impacts while employees are performing road-side works. The equipment has protected employees from being hit or run over.

• **Cone Attenuator Truck:** During 2023 new machinery has been added to the business units, **including A2 trucks in Spain and at the M6toll in the UK.** These trucks have side adapters to safely place traffic cones in an automated manner, reducing employee exposure to potential accidents.

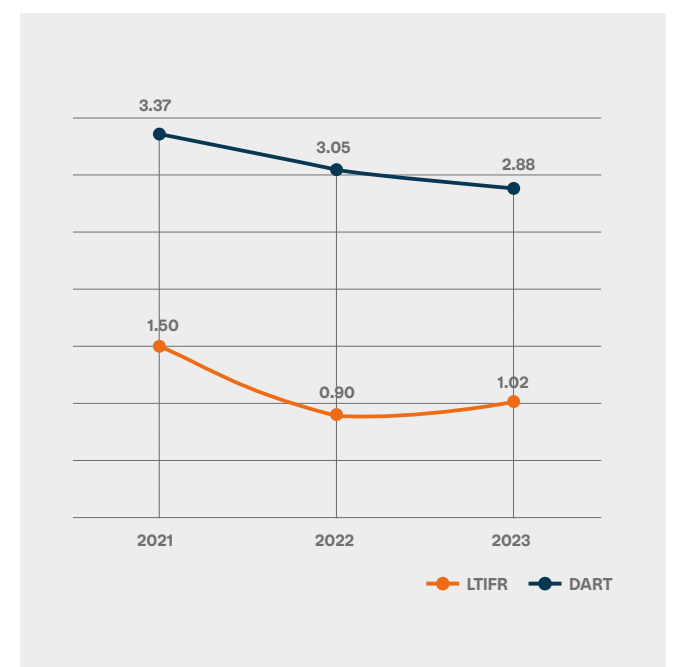
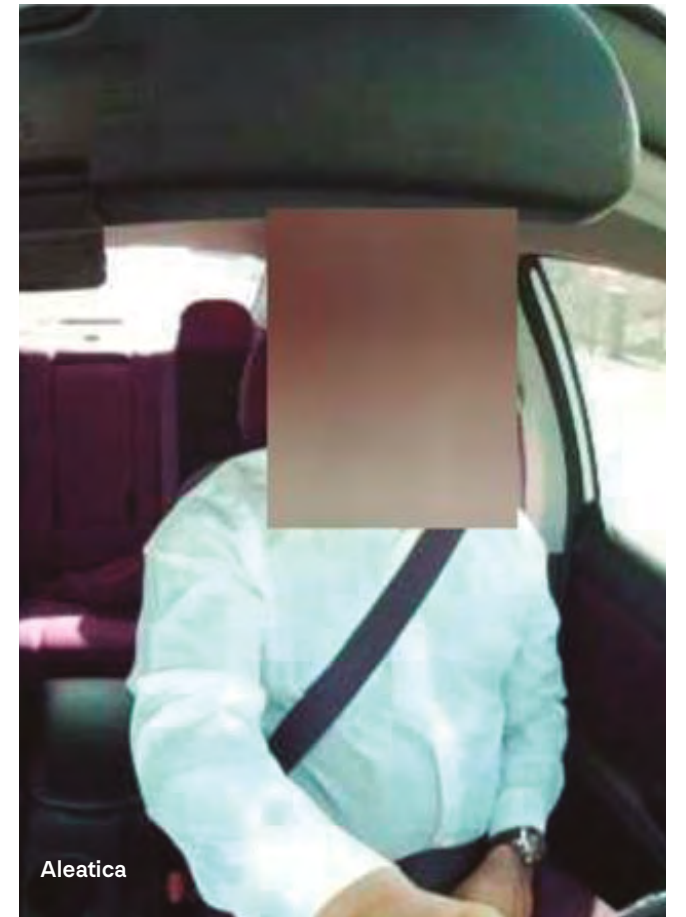
• **Intelligent Safe Driving System (SICS project in Spanish):** Aleatica is in the process of implementing an Intelligent Safe Driving System (SICS) linked to a recognition and sanctioning program. Cameras inside and outside vehicles detect unsafe or unauthorized movements by drivers, such as phone use, distractions, and speeding. The project aims to install more than 230 devices to cover the entire operational fleet.

Safety Recognitions

Recognition programs have also generated a change in the perception of leadership. The awarding of diplomas, certificates or electronic wallets - among others - for good safety performance has improved interaction between management and employees and has generated a greater sense of belonging.

Key Performance Indicators

Aleatica results indicate that the company's safety strategies showed an improvement in terms of frequency and severity of occupational injuries between 2021 and 2022, with a decrease in both LTIFR and DART. Although LTIFR increased slightly in 2023, DART continued to decrease, suggesting that, overall, safety strategies may have maintained a positive trend in reducing serious injuries.



Looking Ahead



Indiana Toll Road, US



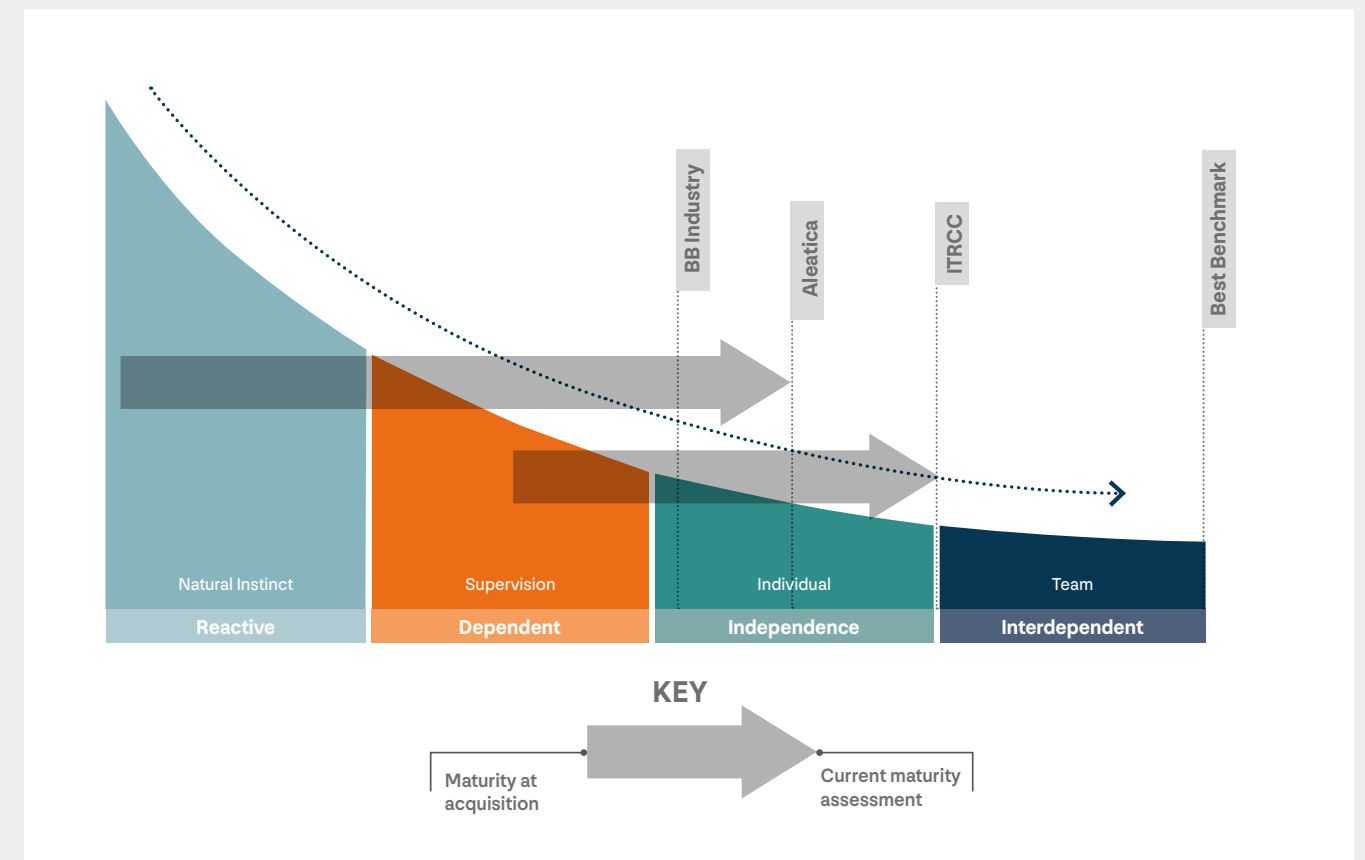
Through the shared Audit approach between ITRCC and Aleatica, both virtually and face-to-face, ITRCC gained valuable insights to advance safety towards the Bradley Curve™ level of interdependence. Topics and concepts that ITRCC reviewed for possible future deployment included:

- A new product capable of monitoring employees as they enter high-risk areas. The system can detect employee slips, trips and falls, has a panic button capable of requesting assistance from first responders, and indicates its location.
- Expand the EH&S team with an additional field resource for an expanded safety monitoring and compliance resource.
- Launch New Employee Mentoring Program to better monitor safety performance and acceptance of strict safety standards.
- Focus on improving cross-functional safety while maintaining functionality.
- Updated employee recognition for safety improvements.
- Concepts for an all-in-one safety management system to streamline reporting.
- Truck-specific function attenuated for low speeds within plazas.



In 2023, Aleatica conducted a comprehensive 360° Safety survey in collaboration with DuPont™ to assess employee perceptions of safety in its operations in Mexico, Colombia, Peru, Chile, Spain and Italy. The overall result of the survey yielded a Bradley Curve™ score of 2.8, placing Aleatica in the Independence phase, signifying progress towards a strong safety position. While Aleatica Mexico previously ranked between Dependent and Independent statuses in a 2021 study with ARUP Consultant, the current assessment places the company above industry standards based on Dupont's safety culture perceptions.

However, Aleatica aspires to reach the Interdependence stage, emphasizing a deeply embedded safety culture across all teams and striving to achieve the goal of zero accidents through prevention efforts. The organization is committed to continuous improvement, evidenced by the identification of key action areas such as quick wins, improved risk management, safety skills development, governance, contractor management and change management. Aleatica plans to reassess progress along the safety curve in 2025/2026 to track progress and further improve safety practices.





Customer Safety

The Aleatica and Indiana Toll Road teams pride themselves on maintaining rigorous standards and protocols for road safety, ensuring adequate support for customers, partners and employees, while ensuring adequate assistance in the surrounding communities. Under IFM's leadership, assets have addressed safety through a combination of traditional planning efforts and technological advances.

Teams leverage traffic data, customer feedback and employee perceptions to identify areas for improvement, developing and implementing modern tools to improve performance. This approach has paid off for all three assets, delivering safer roads for customers and better workplaces for employees.

Customer Safety Strategy



ITRCC’s strategy is based on the organization’s commitment to implementing innovative safety measures, utilizing technology, championing legislative initiatives, and addressing seasonal challenges, all with the goal of ensuring the safety of road customers and stakeholders.

ITRCC has implemented a state-of-the-art misdirection detection system, recognized with the IBTTA 2022 road safety award. The system uses strategically placed sensors and cameras to preemptively identify wrong-way vehicles on the Indiana Toll Road.

To address commercial driver fatigue, ITRCC emphasizes overnight parking solutions. Real-time display of

roadway parking space availability and comprehensive data analysis prevent drivers from exceeding hours-of-service limits.

At toll plazas and ramps, innovative demarcation strategies, such as tubular reflective delineators, have improved visibility and reduced ramp-related incidents.

During the 2023 Indiana legislative session, ITRCC successfully advocated for the work zone speed camera enforcement bill.

Under the direction of ITRCC’s full-time equipment operators, 42 snowplows handle 40-50 inches of snow during winter operations.



Road customer safety

ITRCC				Aleatica ⁹			
IF1 (Number of accidents with injuries/victims / veh-km)				IF1 (Number of accidents with injuries/victims / veh-km)			
2022	2023			2022	2023		
3.95	3.14			16.9	16.8		
IF3 (Number of fatalities / veh-km)				IF3 (Number of fatalities / veh-km)			
2022	2023			2022	2023		
0.39	0.36			2.6	3.1		
IG1 (Number of accidents with casualties/injuries / TOTAL accidents+incidents)				IG1 (Number of accidents with casualties/injuries / TOTAL accidents+incidents)			
2022	2023			2022	2023		
0.059	0.065			0.44	0.37		

⁹Most of Aleatica’s assets are already aligned with the UN’s Vision Zero program, which aims at the total reduction of fatalities and serious injuries by 2050. In fact, 99% of fatalities and 97% of serious injuries have occurred on 4 highways. The remaining 9 highways have had virtually zero fatal or serious injury incidents for several years.

The 147 fatalities on Aleatica highways in 2023 resulted from 102 fatal crashes and were distributed as follows: Aunor (51), CEM (41), AP (41) and ARM (12). As for serious injuries, these 4 highways accounted for 271 (96.7%) of the 280 reported in Aleatica: Aunor (113), AP (78), ARM (45) and CEM (35).



At Aleatica, “Safety First” is a guiding principle, and the safety of our customers is a top priority embodied through three objectives:

1. Customers are at the center of our decisions.
2. Integrating and coordinate road safety management with Aleatica’s overall operational management.
3. Establishing Aleatica and its business units as a benchmark in road safety.

Aleatica Europe records fatal or serious accident rates close to zero. In Latin America, although Aleatica’s assets have road accident rates below the regional average, continuous improvement is pursued. The goal is to align our highways with the Vision Zero approach, aimed at substantially reducing traffic fatalities and serious injuries by 50% by 2030, in line with the United Nations’ Second Decade of Action for Road Safety 2021-2030.

To define and implement the company’s road safety strategy, Aleatica has a **Safety First Plan** and a **Strategic Road Safety Plan**, which provide the

strategic guidelines. The Global Operations and Road Safety Directorates set criteria, monitor road accident data and coordinate the action plans of the business units, going beyond local regulations or the requirements of concession contracts.

Safe System Approach

Aleatica aligns its road safety strategy with a “Safe System” approach, focused on preventing serious or fatal accidents. The road safety strategy is based on four main factors:

- **Infrastructure:** Implementation of the “forgiving road” concept, minimizing the serious consequences of accidents with improved incident response times.
- **Customer:** Coordinate campaigns to improve customers’ knowledge of and compliance with traffic regulations.
- **Vehicle:** Coordinate campaigns to monitor the condition of vehicles.
- **Emergency response:** Defining means and agreements to improve roadside assistance, signaling and management of medical assistance after an accident.

Based on internal information and analysis from consulting firms such as iRAP, Aleatica defines the **Accident Reduction Program (ARP)**, which aims to reduce the road accident rate.

ARP is applicable to all business units. It includes initiatives and projects aimed at reducing accidents and their consequences.

Each Aleatica business unit has a road safety team and an Accident Reduction Plan that outlines investments and expected results over a five-year period. In 2024, a new detailed Road Safety Audit will identify road risks and an action plan will be defined which will form the basis of the ARP 2024-2028 budget.



Amozoc-Perote, Mexico

Main Programs



Wrong-Way Driver Detection and Alerts

ITRCC’s wrong-way detection system, an award-winning safety initiative, uses state-of-the-art technology (strategically placed sensors and cameras) to preemptively identify and respond to wrong-way vehicles on toll roads. The system monitors traffic flow and quickly triggers visual warnings, alarms and automatic notifications to key personnel when it detects a potential wrong-way driver.



Indiana Toll Road, US

The third deployment on MM4.7, initiated in response to incidents in early 2022, has proven highly effective, correcting numerous wrong-way drivers on a weekly basis. This success spurred further safety improvements on the road.

In addition, the wrong-way driver detection system earned ITRCC the prestigious IBTTA 2022 Road Safety Award and subsequent recognition in 2023 by peer agencies.

Smart truck parking

Overnight parking solutions play a key role in combating commercial driver fatigue, reducing the risk of serious incidents. Parking availability is communicated via roadside signage and in real-time on our website, providing information for multiple downstream locations.

ITRCC’s commitment to public safety is further emphasized through frequent public service messages displayed on overhead dynamic message signs (DMS). These messages actively promote attentive driving practices and emphasize the importance of avoiding fatigue, contributing to a safer and more responsible driving environment.

Delineation and Illumination

At toll plazas and on ramps:

Piloted in 2022, central tubular reflective delineation has proven effective in providing motorists with better visibility of ramp curvature, with a reduction in ramp-related incidents.

Additional improvements include the installation of illuminated safety covers, additional chevron seals and reflective delineation on the barrier walls to improve the visibility of the ramp curvature.

On the Mainline

A consultant-led study, focused on right-of-way delineation and lighting conditions at night, recommended improvements such as reflective delineation at the track limits, reflective markers mounted on the center barrier wall, and reflective markers on the guardrail and bridge walls. Leveraging a bridge rehabilitation project, ten miles of new reflective guardrail were installed in May 2023, with plans for center median wall lighting to improve visibility and safety for motorists. The program includes MUTCD compliant bi-color guardrail reflectors: Amber / White when driving the right way and Red when driving the wrong way, improving both delineation and lighting to enhance safety and align with overall safety goals of mitigating risks to oncoming motorists.

In 2023, a comprehensive program commenced to address consultant recommendations, aiming to enhance day and night driving visibility, with completion anticipated in 2024.

Legislative Impacts

During the 2023 Indiana legislative session, ITRCC actively advocated and played a pivotal role in the success of a work zone speed camera enforcement bill for the third consecutive year through engagement in numerous private meetings with lawmakers and providing in-person testimony to both the House and Senate Roads and Transportation ommittees.

Currently, ITRCC and the Indiana Department of Transportation (INDOT) are collaboratively evaluating the implementation of up to four work zone speed camera pilot programs throughout the state. This strategic collaboration reflects our commitment to advancing safety measures and supporting legislative initiatives for the benefit of all stakeholders.

The Indiana Toll Road is planned to be included as one of these pilot sites during the next PUSH project scheduled for 2025.



Winter on the Indiana Toll Road

The winter operating season begins in early November and extends through early March. These pre- and post-season storms are efficiently managed by ITRCC's full-time equipment operator staff.

Prior to the start of the winter season, all snowplow operators receive pre-winter training and new operators are assigned a daily mentor to instruct and train them in actual operations. A pre-meeting is held prior to each snowstorm or winter event.



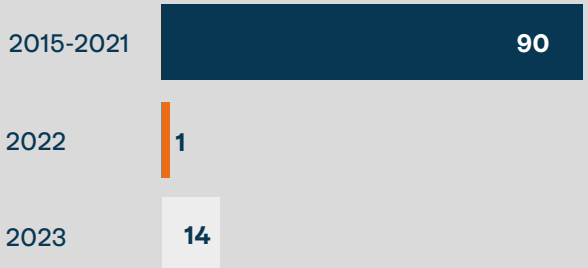
During winter operations, ITRCC supplements full-time operators with seasonal drivers to manage the fleet of 42 snowplows.

Main milestones

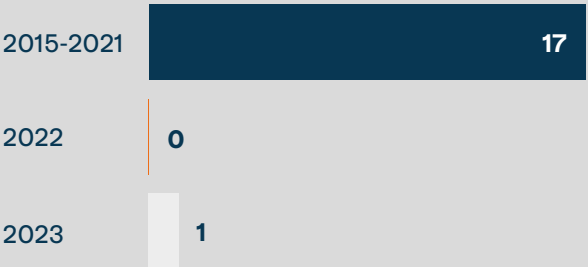
Road improvements:



Bridges rehabilitated:



Interchanges rebuilt:



Miles of reconstruction line:
2015-2021:

+\$460 million





Video surveillance

The main objective of the system is to monitor traffic along the freeway axis, as well as to report conditions at the stations or technical areas distributed along the route, and to detect congested traffic situations.

The system consists of a very high number of cameras located along the highway to help supervise the route, connections, toll stations and tunnels.

Some of Aleatica’s highways are equipped with an AID (Automatic Incident Detection) image analysis system associated with the fixed cameras along the route, which, by means of calculation algorithms, can signal traffic anomalies such as *Vehicle traveling in the wrong direction*, *Slow vehicle* (slowed traffic) or *Stopped vehicle* (accident and/or traffic jam).



Winter Emergency Management

Highways with winter emergency scenarios have implemented their “Winter Emergency Management Plan”. The Plan aims to establish a comprehensive and standardized intervention program throughout the winter season, which will include the following interventions:

- Outline the roles and duties of each person involved.
- List all necessary supplies, machinery and logistics.
- Define the necessary measures according to the severity of the meteorological phenomenon.

- Outline the customer assistance and information plan.
- Identify emergency areas.
- Find alternative routes in case a part of the road is closed.
- Define the coordination plan with the Traffic Police, the Traffic Police Operations Center and all institutional subjects involved in the management of winter emergencies.
- Define the plan for recording events.



High-quality products

As part of Aleatica’s efforts to reduce road accidents in Mexico, an alliance has been established with the company 3M to test innovative and high-quality products. As part of the horizontal signage, 3M’s Stamark tape has been tested, which significantly increases retro-reflectivity on wet pavement or in foggy conditions, much more than the traditional microsphere. 3M diamond-quality vinyl was also installed on the vertical signage to increase the visibility of the signs.

Throughout the accident-prone stretches of the Circuito Exterior Mexiquense (CEM), products have been installed to reinforce the horizontal and vertical signaling on the road.

Training programs

Aunor in Peru has developed models with different signaling pieces, vehicles, cushion trucks and other equipment that are used in the signaling schemes contemplated in the Road Signaling Manuals. Simulations of the different cases are carried out so that maintenance teams and subcontractors are trained.

CEM's Safety team has developed 3D simulations to enhance training on signaling schemes in different scenarios. The videos are used for both internal and contractor training.



As part of the reinforcement of training programs, efforts are being made by Aunor in Peru and CEM in Mexico to strengthen road safety training, which can be replicated in other business units.

Reversible Lane

To improve traffic flow, the Supervía Poniente (SP) team in Mexico recently installed reversible lanes during certain rush hours.

They ensured that all employees wore the proper personal protective equipment, including the “Guardian Angel” device that increases workers’ visibility. Easy-to-move pivoting barriers were installed to allow the lane to be opened and closed, and a shadow vehicle work train was also set up with a buffer truck that protects the employees’ vehicle.

The Supervia team, together with the Aleatica Safety team, carefully reviewed the protocol for the implementation of the reversible lane with maximum safety levels.

Mobile barriers

Mobile barriers have recently been installed on the Autopista Urbana Norte (AUN) to close the highway during nighttime maintenance work.

As part of the integration of Safety with Innovation, Mexico's AUN has installed automatic barriers to safely close lanes of the highway during nighttime maintenance work. This is a project that has been under development for several years and is finally culminating with its installation and good results. These systems are part of the Accident Reduction Program (ARP) at AUN.

These barriers ensure that no customer can gain uncontrolled access to the road at night when maintenance work is being carried out. This will eliminate the risk of these vehicles accessing the road.





Monitoring and Checks

Each of Aleatica's highways guarantees a wide and timely dissemination of real-time information on events that may affect the customer's journey through:

- Variable message panels in transit roadway access points.
- Customer assistance points located in the most critical areas.
- Every Aleatica roadway has a website where customers can get any information they may need.
- The extensive hardware and software control network, along with the round-the-clock staff presence, keep roadways supervised with the goal of providing customers with a dependable and high-quality service.

Traffic control

Monitoring of traffic conditions and assistance to customers are ensured mainly by traffic agents present 24 hours a day, 365 days a year.

The task of these agents, who are adequately trained, is to ensure surveillance, control, rapid intervention in the event of an accident, notification and management of critical situations, direct assistance to customers in difficulty and support for the traffic police.

The service has sufficient emergency-ready vehicles and operates in three 8-hour shifts that involve patrolling the route, conducting multiple inspection rounds and placing the vehicles at the designated location on each road at the conclusion of each round

Vehicles equipped with first aid material and dynamic messaging signs are available along the roads.

The Business Unit team, Medical Services, Authorities and the Mexican Red Cross work together.

This type of campaign has been carried out for two consecutive years, and with each activation, better results are obtained. The percentage of vehicles serviced increased by 22% compared to the campaign carried out in the same period last year. A total of 466 customers and 166 vehicles were serviced.

Protocol Enhancements

As a result of an April 13, 2023 high potential event involving an AUN roadside assistance vehicle, progress has been made in establishing a number of protocol improvements.

Improvements have been implemented to the lighting equipment on the roadside assistance vehicles and buttons have been incorporated inside the vehicle so that the shock absorber can be safely controlled from inside the vehicle.

Hydraulic systems have been improved so that the shock absorber opening and variable messaging panels are positioned earlier on the road.

Road Safety campaigns

As part of the road safety strategy aimed at customers, road safety campaigns were carried out in Mexico during the month of July 2023, coinciding with the holiday period, when traffic increases.

This type of campaign mixes road safety messages to be conveyed to the target audience, together with health actions offering free COVID, glucose and other tests, as well as mechanical check-ups.

Drills

All of Aleatica's business units have carried out drills to train and test the efficiency and speed of response to particularly relevant emergencies. Drills have been carried out for multiple accidents (with many victims), spills of hazardous materials, fires, accidents in tunnels, etc.

This has made it possible to improve the training of the assistance team and first responders, as well as to evaluate the sufficiency and suitability of the resources assigned, the procedures of the emergency services, the communication circuits and the coordination between the emergency services and the control center in each case.



Aleatica



Major Milestones

Mexico's current National Development Plan, unveiled by the country's presidency in 2019, included the creation of the Felipe Angeles International Airport (AIFA) to form the triad of air terminals in the central region of the country.

The AIFA is interconnected with the Circuito Exterior Mexiquense (CEM) as access roads. This interconnection is an infrastructure and engineering project consisting of an elevated viaduct distributor made up of six links.

These consist of three entrances and three exits that provide access to the three main travel generating areas in the center of the country, which are Toluca, Querétaro and Mexico City. The project represents one of the most complex mobility solutions in the country, making it the second largest distributor road in Mexico.

The interconnection offers a sustainable and safe mobility solution for customers, where travel times are considerably reduced when traveling from Toluca, Querétaro or Mexico City, the three main travel generating areas in the center of the country.

The Aleatica Foundation for Road Safety

The road safety agenda within Aleatica is paramount

The Aleatica Foundation for Road Safety was established in November 2022 to address a critical gap in Mexico’s road safety approach. Acknowledging the severe human and economic toll of road traffic incidents—where one person dies every 30 minutes and accidents account for 2.63% of Mexico’s GDP annually—the Foundation was created to advocate for a public

agenda centered on safe infrastructure, safe vehicles, and safe road use through strategic actions. In 2021 alone, over 36,000 Mexicans were seriously injured in road incidents, underscoring the urgent need for effective interventions.

Aligned with Aleatica’s core value of “Safety First”, the Foundation was conceived not only as an immediate response to a pressing issue but also as part of a continuous effort to advance and lead in road safety. Its aim is to position Aleatica as a company deeply committed to safety while addressing the inherent challenges of road safety in Mexico.

Objective of The Aleatica Foundation for Road Safety



Promote the right to mobility in safe road conditions as a right for all people. Elevate road safety as a priority in Mexico and contribute to the significant reduction of fatalities and serious injuries caused by road incidents through advocacy, awareness, education, training, and the dissemination of evidence-based information.



Key Milestones and Achievements

In just 12 months, the Aleatica Foundation has established itself as a national, regional, and global leader in road safety. It is recognized by prominent international organizations such as the Organization of American States (OAS), the Inter-American Development Bank (IDB), the International Road Assessment Programme (iRAP), and the Global Alliance of NGOs for Road Safety. The Aleatica Foundation for Road Safety plays a strategic role in promoting road safety at multiple levels. The Foundation's participation in global events and engagements with these international organizations exemplifies its commitment to global cooperation in road safety.

These stakeholders support the foundation's efforts, which are aligned with the UN's Sustainable Development Goals and the objectives of the Second Decade of Action for Road Safety (2021-2030), aiming to halve fatal and serious road incidents by 2030.

The Foundation has become a bridge between stakeholders, fostering dialogue, training, and funding for innovative projects that create sustainable and scalable impacts. Its successful partnerships with key stakeholders have been essential in positioning the foundation as a reference institution and a leading influence in the field of road safety.

The Aleatica Foundation for Road Safety has emerged as a key player locally, regionally, and globally, recognized by leading expert voices worldwide.

The Aleatica Foundation for Road Safety has strategically positioned itself among other leading global organizations in road safety, who are now viewing us as key players in promoting road safety.

Our partnership with the International Road Assessment Programme (iRAP) stands out as a cornerstone of our efforts to reduce road traffic fatalities and injuries in Mexico and has already yielded promising results.

We have also built a solid relationship with the Ministry of Infrastructure, Communications, and Transportation, which is responsible for road safety within the Mexican government, as well as with the Australian Ambassador to Mexico, relevant academics, leading NGOs, and various stakeholders (including the media). These connections have allowed us to implement our 360-degree strategy, and the results are now becoming visible. The above two examples are clear evidence of our effective approach and our growing influence in the field.

At the national level, The Aleatica Foundation for Road Safety has actively participated in key initiatives such as the National Strategy on Mobility and Road Safety (ENAMOV) in Mexico, playing an essential role in its development. The foundation also contributed to shaping the state law on road safety in the State of Mexico, demonstrating its influence and leadership in creating impactful local policies.

Highlighting the Safety Focus of the Aleatica Foundation's First Anniversary

The Aleatica Foundation for Road Safety celebrated its first anniversary on November 8, 2023, by emphasizing its commitment to advancing road safety through impactful initiatives. The event was marked by four key moments that underscored the Foundation's focus on safety and its mission to significantly reduce road traffic deaths and injuries in Mexico:

1. Achievements in Road Safety Training and Public Space Improvement:

- Over the past year, the Aleatica Foundation has delivered 600 hours of safe driving training to 100 motorcycle users, 21 journalists, and 350 traffic officers. These efforts are part of a broader strategy to enhance road safety awareness and skills among key road users.
- The Foundation also organized and implemented the reorganization and enhancement of public spaces and school perimeters, directly contributing to safer environments for vulnerable road users such as children and pedestrians.

2. Expert Panel on Points-Based License System:

- The anniversary event featured an expert panel on the "Implementation of the Points-Based License: Challenges, Perspectives, and Experiences

Worldwide". This discussion was a key highlight, focusing on the benefits of adopting a points-based licensing system to reduce traffic fatalities.

3. Recognition and NGOs support through the "We Are All Road Safety" Award:

- The Aleatica Foundation announced the winners of its "We Are All Road Safety" Award, which provided a total donation of 1.5 million pesos to three civil society organizations. This award aims to recognize and support initiatives that demonstrate effective road safety practices.

4. Announcement of the First Latin American Regional Meeting

- The Global Alliance of NGOs for Road Safety declared its first regional meeting in Latin America would take place in Mexico from November 5-7, 2024, supported by the Aleatica Foundation. This announcement highlighted the Foundation's role as a key partner in promoting road safety at both regional and international levels, fostering dialogue and collaboration.



SEE OUR ANNUAL REPORT of the Aleatica Foundation for Road Safety by clicking here.

Looking to the Future



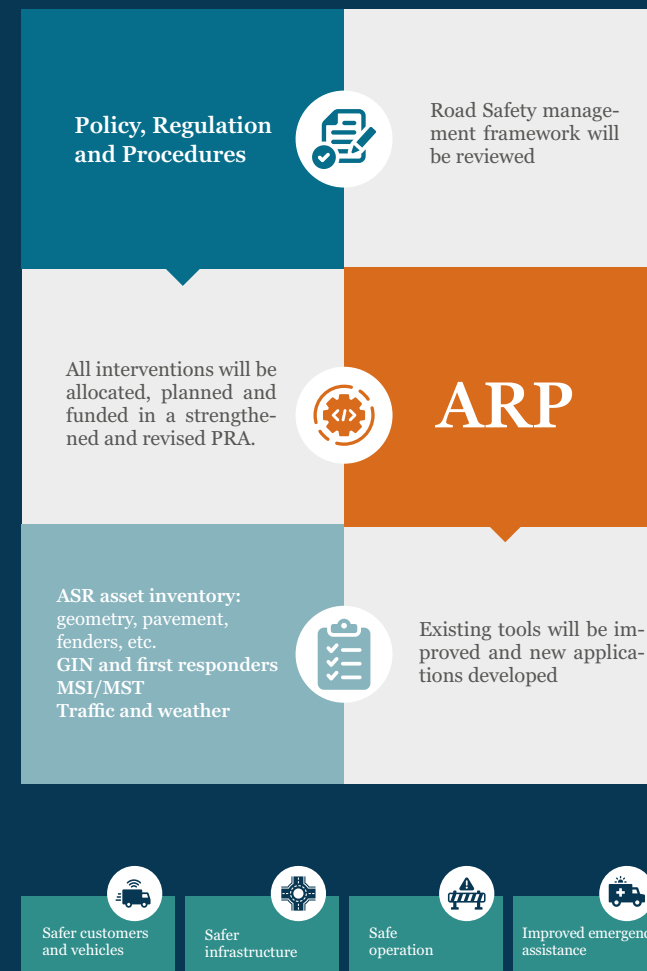
ITRCC will continue to manage road safety and safeguard the integrity and health of road customers through various initiatives and practices such as those outlined below:

- Joint audits have been conducted with ARUP, resulting in the establishment of continuous improvement plans.
- As part of best practices, in-vehicle telematics systems have been installed to monitor driver behavior and alert to hazardous conditions. In addition, partnerships have been established with technology providers such as HAAS to inform drivers of snowplow locations, road incidents and work zones.
- Monthly meetings are held to exchange ideas and best practices between ITRCC and Aleatica, addressing topics such as snow removal, road lighting and incident management, among others.
- Within a safety framework, safety management programs are implemented, incorporating hazard analysis and near-miss reporting, as well as a change management system to assess risks associated with new projects.
- Several safety committees have been established to address specific safety issues, such as traffic safety, employee safety, toll operations safety, and incident and injury review.
- Emergency management procedures have been enhanced by expanding the role of the Emergency Management Coordinator to encompass physical facility safety and coordination with outside agencies in cases of large-scale events.

- Innovative technologies, such as oncoming vehicle detection systems, intelligent truck parking solutions, and improved road lighting and signage, have been deployed to enhance road safety.
- Training programs and provision of safety equipment for contractors and first responders have been developed, along with partnerships with government agencies and local communities to promote road safety.



The Road Safety Department will oversee the management of road safety, focusing on all priorities identified in Aleatica's Strategic Plan.




Taking into account the relevant results in terms of mortality of regular customers (light and heavy vehicles), and the new circumstances described above, Aleatica will focus its next efforts and action plans on motorcyclists and pedestrians, speeding, frontal crashes, as well as helmet and belt use, which are the six critical aspects/elements in terms of fatal and serious accidents.

Stakeholders and Partners

The overall success of the safety program depends on the alignment and support of external safety stakeholders. It is crucial to collaborate with partners that have a strong safety track record, trained personnel, and a shared safety culture and vision. Regional safety forces and first responders are valued partners across all our assets, and play a crucial role in planning, coordinating, and responding to customer incidents. Especially during periods of intense construction, contractor partners contribute hours on the road that can exceed those of actual employees. In addition, leveraging the expertise of consulting partners can offer new perspectives and insights to further enhance the safety program. Establishing meaningful relationships with these external safety stakeholders is paramount.

Main Stakeholders & Partners indicators

ITRCC				Aleatica			
Community members trained in road safety				Community members trained in road safety			
2022	2023			2022	2023		
146	161			2,418+	2,679+		
Contractor LTIFR				Contractor LTIFR			
2022	2023			2022	2023		
8.6	0.00			3.7	2.48		
Contractor LTIs				Contractor LTIs			
2022	2023			2022	2023		
2	0			257	197		



Indiana Toll Road, US



Communities

ITRCC’s “Clear the Queue” program defines when and how to safely turn vehicles around on the mainline to clear any queued traffic after an accident. For a healthy partnership with media outlets, local officials, and Business owners, ITRCC maintains a comprehensive list of external contact points for regular updates on upcoming projects or road closures that may impact communities. Furthermore, the Chief Operating Officer (COO) and Director of Operations (DOO) are active participants in local Chambers of Commerce through boards and councils and have the operations team engage stakeholders during Chamber events.

First Responders

ITRCC’s success with the Guardian Angel lights has been remarkable. They have supplied over 30 Guardian Angel lights to the Indiana State Police Post District 21. This initiative aims to create a safer environment for the troops responding to incidents along the mainline. In addition to PPE items like the Guardian Angel, first responders along the entire corridor are engaged in mutual training opportunities, highlighting the Federal Emergency Management’s training in National Incident Management (NIMs).







Contractors

ITRCC’s near-miss program has been a resounding success, and contractors have now been granted access to participate in it. More than 1,700 contractor employees have been trained on ITRCC safety best practices, covering essentials such as lane usage, proper PPE, warning lights, no left turns for mainline activities, use of crossovers, stop-work authority, hoisting plans and proper excavation techniques.

Safety Approval Process: ITRCC EHS and Procurement review new vendors prior to potential selection for projects and services through review of OSHA logs, Experience Modification Rate (EMR), and safety programs established by the contractor.

Controlled chain of contractors:	Safety clauses:	Safety Evaluation (Weighted Technical Proposal):	Safety Supervision:	Safety performance evaluation:
YES	YES	YES	YES	YES

Safety Clauses: All contracts include safety requirements. The number one objective of all works is safety. Projects must be 100% safe for all parties involved, including, but not limited to:

 Customers	 Contractor’s Workers
 ITRCC personnel	 Outside vendors
 Inspectors	 ISP and first responders
 INDOT/State officials	



Nationally, workplace statistics indicate that traffic congestion is dangerous. Maintenance of Traffic (MOT) will be a priority for the ITRCC. The goal of all MOT plans should be to avoid hold-ups while maintaining a safe work zone. The contractor must develop and submit a Safety Plan that outlines their commitment to safety and demonstrates the measures that will be incorporated into all activities to achieve a safe work environment.

The contractor shall conduct scheduled and timely audits of the Safety Plan. The results of the safety audits and corrective actions shall be recorded and submitted to ITRCC along with the monthly progress payment requests. Failure to provide satisfactory evidence of the implementation of an accepted safety Plan and associated audits may delay the processing of payment requests.

Safety Evaluation (weighted technical proposal): All contractors are subject to pre- and post-project evaluations that are weighted by 1-unacceptable, 2-acceptable and 3-exceeds expectations for EMR, Safety Plans and OSHA logs (4 years). Each line item is then weighted based on its performance during the project to establish a maximum score of 12. Any contractor scoring less than 6 will not be eligible for additional work until it can be demonstrated that it now meets acceptable service levels.

Safety Supervision: All projects have a safety officer hired by the contractor and are subject to periodic safety inspections by ITRCC. ITRCC employees have received safety training and are certified by ITRCC. ITRCC is in the process of facilitating OSHA 30 classes for all supervisors and OSHA 10 classes for employees.

Safety Performance Evaluation: Contractors are subject to safety evaluations at the end of the contract in a post-project review. This information is used to award or disqualify contracts for future work.

Near-miss reports (Contractors)

2023 = 11

Recorded inspections

2023 = 1,361



Communities

Both Aleatica and its business units actively interact with the communities through different initiatives such as sporting events, reforestation campaigns, bee-keeping projects and the use of local honey to produce food, among others.

The program *Todos Somos Seguridad Vial* aims to develop activities to raise awareness and sensitize customers, communities, schools and employees about the importance of road safety and promote a responsible culture, in addition to providing recommendations for safe driving. Agreements with the Red Cross and other international entities enable Aleatica

to carry out these projects. Between 2022 and 2023, 5,097 people have participated in training processes within these campaigns.

AVO1 received the Silver Award, granted by the International Safety Media Awards (ISMA). These awards refer to road safety initiatives and road safety levels. In turn, they recognize high quality road safety communication campaigns around the world. They also provide an opportunity to reward innovative ways of communicating safety standards, accident prevention and injury prevention for any event that may occur.



First Responders

First Responder Stakeholder: The relationship with First Responders remains essential for effective coordination of emergency situations. This is achieved through the signing of double collaboration agreements and working groups with both health authorities and safety forces. We conduct annual drill programs, which include simulations of tunnel fires, customer accidents, earthquakes, floods, vandalism and chemical emergencies, among others.

Port drills: A clear example of coordination are the drills carried out in ports, as they are assets sensitive to certain emergencies and even to the national safety of the country in which they operate. In 2023, a drill of an incident with multiple victims was carried out in a Passenger Terminal, as well as a drill at sea to attend a health emergency, the rescue of an employee of a container crane, a drill of the death of an employee of a container crane, a bomb disposal drill and the attention of a case of Ebola.

Dangerous Good Study: In two business units in Mexico and one in Peru, we have conducted studies on the transit of dangerous goods, where we have identified the main chemical substances that travel on the road and mapped kilometer by kilometer the possibil-

ities of accidents and how emergencies should be coordinated according to wind speed, nearby population centers, type of chemical substance, etc. In 2023, the first drill related to this topic was carried out in Mexico and coordinated with the authorities.

Alcohol and speeding control campaigns: Some business units such as A35 Brebemi maintain very close relations with the authorities. The traffic police analyze all traffic accidents together with A35 teams to determine possible improvement actions to be implemented. This in turn allows them to develop alcohol and speed control campaigns, among others.

Peer groups: M6toll in the United Kingdom has formed peer groups in conjunction with the NHSS (National Highway Sector Schemes), which encompasses the UK's highways, to share best practices and safety experiences, both positive and negative. This is a learning working group that proactively enhances the operational capabilities of the Business Unit. The NHSS acts as the UK authorizing body for approving works on national roads and other infrastructure and setting accreditation and certification requirements. For M6toll employees, this goes through the NHSS ISO 9000 quality management accreditation.

Contractors

Contractors are one of Aleatica's key stakeholders and are integrated into Aleatica's Safety First Plan or its long-term strategic plan. Different controls are applied to ensure that they comply with the countries' safety

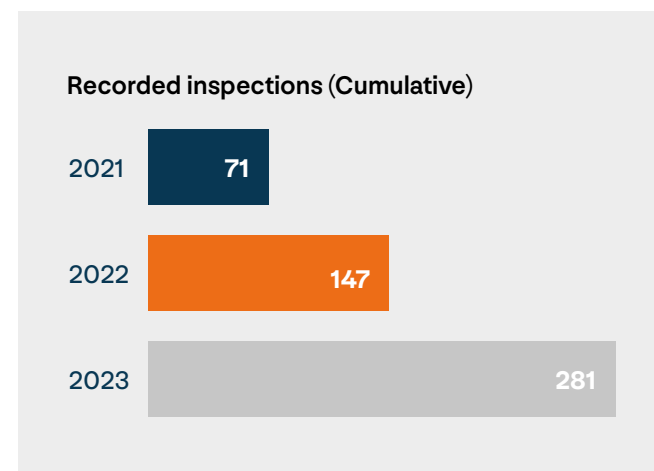
regulations and Aleatica's standards and processes, understanding that they are contractors and that they are essential for the development of Aleatica's business.

Controlled chain of contractors:	Safety clauses:	Safety Assessment (Weighted Technical Proposal):	Safety Supervision:	Safety Performance Evaluation:
YES	YES	YES	YES	YES

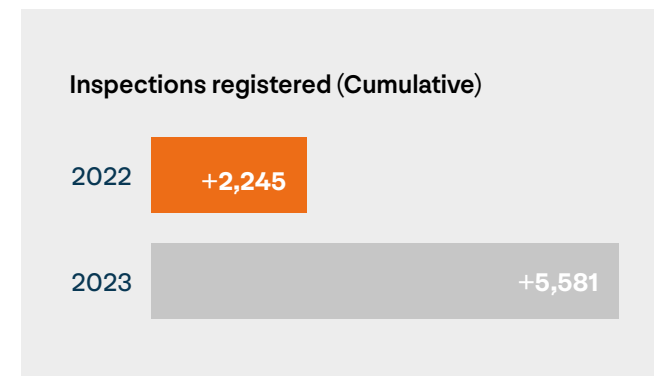
Contractor Assurance: Aleatica has established controls to ensure safety compliance from the contracting process to the supervision of the execution of the works. The control group called the Safety Control Group (SCG), which was formed in 2020 as a multi-disciplinary team to review contractors' safety plans, is maintained. There are processes in place for the approval and evaluation of technical and economic bids, scoring safety in the evaluations. On-site supervision teams are maintained to ensure that work is carried out safely.

Software to control contractor documentation: The BUs have made significant progress in 2022 and 2023 with the acquisition of software to manage the control of contractor documents and credentials. Through these applications, specialized technicians validate essential safety documentation for contractors, workers and machinery. It allows blocking access to work centers in the event of missing or invalid documentation and issues personnel and machinery credentials with QR codes, which enable on-site audits and validation of authorizations quickly and efficiently.

Eighty-three percent of the business units in operation in Mexico have already implemented the system. In South America, 50% of the business units and in Europe, 100% of the units are analyzing the implementation. This reduces the legal risks of non-compliance by contractors that could impact Aleatica.



Safety University Pilot: Knowing that the training of Contractor Safety Supervisors is limited in some of the countries where Aleatica operates, during 2023 we have started planning a project known as "Safety University" in a Business Unit in Mexico. The project will consist of reinforcing training related to safety regulatory issues in Mexico to create a team of Contractor Safety Supervisors who are already certified to work with Aleatica. It is a challenge that will undoubtedly continue to improve safety at Aleatica in Minor and Major Maintenance and Operations.



LTIFR (Contractor Lost Time Injury Frequency Rate): Being congruent with what Aleatica has established, lagging KPIs of contractors are being measured to gauge their performance through the frequency index (LTIFR). Aleatica has set a target of integrating the KPI with its own workforce by 2025.

Going forward, IFM's involvement and collaboration across its portfolio is poised to continue to promote a unified vision and teamwork in safety across its diverse assets operating in unique environments with varying regulations and cultures. Despite these differences, IFM remains steadfast in championing a cohesive view of safety, fostering transparency and facilitating frequent dialogue to reinforce a universal safety culture. The Infrastructure team will continue to play a key role in ensuring consistency across assets, aligning safety strategies with IFM's global safety vision, and sharing expert insights and best practices. In addition, there will be a continued commitment to create peer networks among safety representatives across all assets, encouraging regular engagement to share lessons and integrate new ideas, thereby contributing to continuous improvement and innovation in safety practices.

