



# Safety Report

# 2024



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# Message from the CEOs



## Dear Stakeholders,

In this 2024 report, we are pleased to share our safety record and expertise across Aleatica SAU (“Aleatica”) and the Indiana Toll Road Concession Company LLC (“ITRCC”), covering our operations in Europe, Latin America, and the United States, where the challenges and opportunities for our safety programs vary considerably.

At Aleatica, we face a unique operating environment in the countries where we operate and must factor in asset types and varying regulatory and cultural landscapes as well. Our primary goal is to prevent complacency in the daily work of employees and contractors and thus create a culture of safety with a zero fatalities target. In road safety, we face a significant challenge in several regions where vulnerable road users (pedestrians and motorcyclists) account for a high percentage of fatalities, which is why we are seeking to develop specific campaigns for them.

In the case of the Indiana Toll Road, our safety measures are primarily focused on managing heavy traffic, promoting safe driving habits, and confronting particularly challenging winter weather conditions. The aim of this report is to share the significant strides we have made in our safety programs over the last few years, and to highlight how our management has benefited from a commitment to sharing best practices across the Global Infrastructure Fund portfolio managed by IFM Investors.

At Aleatica, safety is at the core of everything we do, regardless of the task. Whether managing highways, toll operations, seaports, or office work, we integrate robust safety management practices into our business strategy to protect our employees and stakeholders. Our structured approach focuses on risk identification, assessment, and mitigation, ensuring a safer work environment across all operations.



Across our operations, we adopt a multi-faceted safety management approach, starting with recruiting skilled professionals who prioritize safety. Through hazard identification, on-the-job risk assessments, and tailored mitigation measures, we prevent complacency and enhance workplace safety. Our reporting platforms empower employees to raise concerns, including those related to ‘near-miss’ incidents, thereby driving continuous improvements.

Employee involvement is integral to our safety management approach, with committees and working groups proposing improvements in equipment and procedures. This proactive engagement has reduced hazard exposure, lowered incident rates, and minimized injury severity. For example, in the case of ITRCC, 95% of employees believe that they have the necessary resources for a safe workplace, and 93% trust that management prioritizes their safety.

Transparency underpins our strategy, ensuring clear communication as it relates to safety objectives and progress. By integrating performance metrics and fostering direct interaction between employees and management, we cultivate a culture of continuous improvement and shared responsibility.

In recent years, we have strengthened our safety strategies, evolving our Safety-First plans across Aleatica and ITRCC into dynamic initiatives that continuously adapt to our growing safety maturity. Our commitment is reflected in an investment in recent years that supports near-miss reporting, job hazard analysis, safety mentoring, leadership training, and workplace inspections, all with the goal of strengthening our culture and commitment to safety.

Beyond workplace safety, we have also prioritized passenger protection by investing in accident reduction and road safety infrastructure. These investments have enhanced road safety via new interconnections, expanded



Autopista del Norte, Perú

barrier systems, upgraded signage, virtual accident reconstructions, and advanced surveillance. We have also introduced employee training, emergency and business continuity drills, reversible lane strategies, and other measures to improve safety under varying conditions that ensures a comprehensive approach to risk management.

Our collaboration with contractors has been key to strengthening safety practices and reinforcing standards across our operations under the IFM umbrella. Our partnerships enhance contractor relationships and foster a strong safety culture within their organizations as well.

By sharing insights and best practices across the IFM asset network, we continuously identify opportunities for improvement. These initiatives reflect our unwavering commitment to safety across all operations, pro-

viding a strong foundation for further advancing our safety maturity.

Through continuous collaboration, knowledge exchange, and strategic investment, we remain dedicated to creating safer workplaces and infrastructure for employees, contractors, and the communities we serve. Maintaining strong relationships with regional and global peers is essential, and we actively seek new partnerships with organisations that share our commitment to safety. Expanding our network fosters an exchange of fresh ideas and best practices, strengthening our safety programs.

External reviews validate our commitment to safety excellence. For example, in a recent iRAP assessment of the Indiana Toll Road, 100% of the roadway achieved a rating above three stars, with 93% rated at four stars or higher.



Viaducto Bicentenario, México





Indiana Toll Road, US

Similarly, in a 2023 audit, ITRCC's Traffic Management Center was benchmarked against fifty similar operations nationwide, ranking among the top 10.

At Aleatica in 2024, eight of our assets achieved a three-star or higher certification from iRAP. We recognise that each step up in a road's star rating – such as moving from 1 to 2 stars – can reduce fatalities by half, and that roads rated three stars or more significantly improve safety and help save lives and prevent injuries. We are proud to be pioneers in securing multi-asset certifications across several countries in Europe and Latin America, becoming the first company to obtain these certifications for both Mexico and Chile.

Employees are the backbone of our global operations and our most valuable asset. They play a crucial role in the success of our safety program and in nurturing a positive organisational culture. Through mechanisms such as safety committees, near-miss reporting, and procedural feedback, we have achieved numerous improvements and progressed in both leading and lagging safety indicators. The collaborative spirit and commitment demonstrated during management safety visits, site tours, and daily interactions have become embedded in our organisation, forging strong connections at all levels.

We are committed to collaborating with regional stakeholders to enhance safety and emergency response capabilities. These partnerships have raised safety standards across our operations, benefiting employees, customers, contractors, and emergency responders.

By working closely with local agencies, we have developed comprehensive response plans that ensure preparedness and effective action during emergencies.

Beyond emergency response, we actively work alongside government policymakers to improve road safety. Our expertise has helped shape policies on speed management, distracted driving, and work zone safety.

As we look ahead, our safety strategy must address evolving challenges, particularly the rise in risky driving behaviours observed post-pandemic. We must continue to look toward technology, particularly artificial intelligence to play a key role, as increased speeding, inadequate vehicle maintenance, and other unsafe practices continue to present a safety risk. Enhancing the design and safety infrastructure features, or a "safe system" approach toward a reduction in the frequency and severity of accidents must remain a strong focus across both assets, which includes educational campaigns, vehicle monitoring and in-vehicle alerting, while strengthening emergency response and protocols to create a safer environment for all road customers.

In coordination with our internal and external stakeholders, we will continue to put safety at the centre of our strategies and operations. Thank you for reviewing this important report and we hope you will share your comments and suggestions.

**Nic Barr**  
CEO Indiana Toll Road



**David Díaz**  
CEO Aleatica







# Our Safety Journey

Under IFM ownership, there has been a strong focus on safety, supported by the introduction of numerous programs and policies designed to enhance operational safety. Additionally, there's been a noticeable shift toward leveraging advanced technologies to boost road safety, alongside the rollout of dynamic risk assessment and job hazard analysis initiatives aimed at proactively identifying and mitigating potential risks.



# 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.



Aleatica

## 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

### ITRCC

Implemented a wrong-way driver detection and alerting system to increase road safety.

### 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<sup>1</sup> 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

<sup>1</sup>ARUP is a global collective of designers, engineers, consultants, advisors and sustainability experts dedicated to sustainable development. [www.arup.com](http://www.arup.com).

# 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.

## 2024

### ITRCC

Launched "We Need You" campaign to promote personal accountability and peer engagement. Focus on achieving interdependency.

Monthly safety training tailored to each department's specific functions. Mandatory participation in OSHA-compliant sessions.

Created a safety highlight reel on ADP to showcase top safety performers, significant near-miss reports and safety achievements.

ITRCC actively participates in Project I-80 Moonshot, a multi-state initiative launched in 2024 to enhance road safety and freight efficiency through data sharing and collaboration, with support from the FHWA.

ARUP audit confirmed closure of previous safety action items. ITRCC progressed to the upper range of "Independent" on the DuPont-Bradley Safety Curve<sup>2</sup>.



A35 Brebemi, Italia

## 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.

Achieve zero Lost Time injuries for second consecutive year.

## 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.

## 2024

### Aleatica



Aleatica implements the safety leadership development project for middle management in Mexico.

84% of brownfields business units obtain ISO 45001 international Health and Safety certification.

iRAP has certified eight of Aleatica's road infrastructure concessions across four countries—Mexico, Chile, Spain, and Italy—as meeting the global infrastructure safety benchmark of three stars or higher. These certifications include six brownfield and two greenfield operations.



Indiana Toll Road, US

<sup>2</sup> DuPont™ has introduced a tool called Bradley Curve™, designed to help companies or projects assess the maturity of their personnel, 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 behaviours, which account for 80% of occupational accidents, compared to 20% resulting from hazardous conditions in operations.





Autopista Urbana Norte, México

# Our Assets

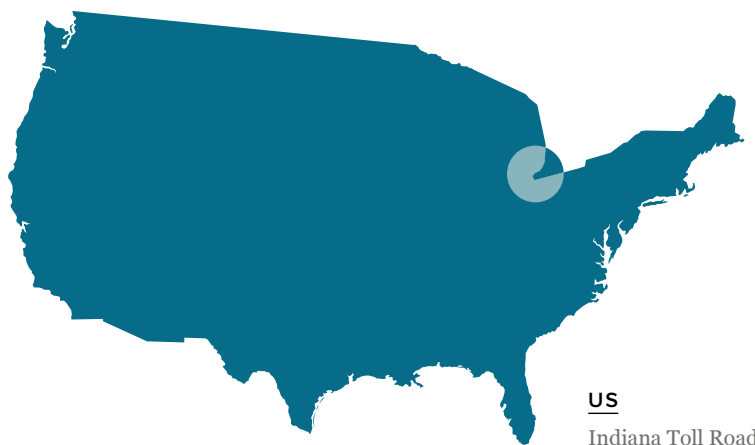
Our asset operations span 837 miles of toll roads, handle nearly 478 million trips annually, and involve approximately 3,375 employees across eight countries in North America, South America, and Europe.



# 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 ITR Concession Company LLC (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

+275

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.

680

Miles

438

Million annual trips

+3,100

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-Atlaconulco (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 has taken an active role in promoting a cohesive safety vision across its varied asset portfolio, emphasizing the importance of globally aligned safety programs. Open communication and transparency have helped reinforce a strong, unified safety culture. The infrastructure team is instrumental in maintaining consistency by aligning safety strategies and encouraging knowledge exchange among assets. Furthermore, executive leaders support peer networks among safety professionals, fostering regular sharing of insights and best practices across the organization.



# Unified Vision and Teamwork in Safety

Our assets operate in diverse environments, each with its own regulatory frameworks and cultural nuances. Despite these differences, IFM has consistently championed the development of a unified safety vision. In recent years, this shift toward a global perspective has gained momentum, driving stronger alignment and cohesion across safety programs.

A culture of transparency and ongoing dialogue has helped reinforce this universal approach to safety. It values employee input and emphasizes prevention, contributing to safer outcomes for everyone involved.

IFM's infrastructure team plays a pivotal role in supporting this effort, ensuring alignment of safety strategies, investments, and practices with IFM's overarching safety vision. The team offers trusted guidance to toll road assets, sharing expertise and safety-related knowledge across the portfolio. By prioritizing transparency and visibility, the team draws on best practices from across industries and uses shared safety metrics to identify opportunities for continuous improvement across various asset classes.

Since 2020, key achievements of this collaborative, safety-first approach include:

## Annual Safety-First Plans

Safety First Plans remain the cornerstone of an effective safety program, employing action items which address prior year observations, or seek to add technology or peer best practices. These Plans, annually, continue to deliver on safety improvements for all stakeholders, and continue to embed the rich safety culture needed for success.

## Near-miss Reporting

This program offers employees a confidential and secure way to report safety concerns, hazards, or risks. By doing so, it empowers management to swiftly identify and address potentially dangerous conditions, fostering a safer workplace environment.

A total of  
**3,235**  
near misses were identified in 2024, an increase of 44% 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.

In 2024, a total of  
**23,051**  
hours of specialized safety training were delivered.

## Employee-led safety committees

The establishment of employee-led committees creates a platform for open dialogue on enhancing business performance and strengthening the safety culture. These committees serve as a direct channel for employees to provide valuable 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, near-miss incidents, among others. If we add those conducted by ITRCC and Aleatica, **a total of 174 tours were conducted in 2024, representing a 16% decrease from the 207 tours conducted in 2023.** The decline is not related to a loss of supervision, but rather to rescheduling of tours to optimize visits.



As part of the strategy of moving towards interdependence, Aleatica implemented operational inspection reports for middle managers and executives in 2024. These reports encourage interaction between managers and colleagues and contractors in the field. This idea arose from a similar project that the ITRCC team had already implemented.

In 2024, 365 inspections were reported at Aleatica. In 2024, a total of 1,036 construction and building inspections occurred at ITRCC across all facilities and projects, both by internal staff and contractors.

ITRCC continues with its robust job site inspections program, as required within the Leading Indicators program. In 2025, ITRCC set a target of 800 job site inspections.

In addition, the PUSH 4.0 pavement and bridge project has targeted 500 inspections. Inspections have progressed to a fully digital platform, allowing inspectors to report directly from the field into ITRCC's asset management system, which populates the safety management system.

As part of the strategy of gradually increasing the weight of leading indicators, Aleatica implemented four new leading indicators with which it establishes risk levels for the occurrence of an unwanted event/incident in the business units. The operational discipline index (ODI), the safe acts index (SAI), the continuous improvement index (CII) and the index of corrective actions for closed near misses (CA) were implemented over time.

# 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, aligning efforts to improve safety at the different IFM assets.
- Cross-audits between Aleatica's business units have continued to evaluate ongoing projects by promoting continuous improvement opportunities and sharing experiences across teams.

## 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 centre and GPS of snowplough 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 snowplough 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, signalling 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, the ITRCC and all Aleatica assets actively participate in the IFM safety roundtable, contributing to the promotion and improvement of international safety standards across the IFM portfolio. In addition, an intensive exchange of information and best practices takes place among the interconnected ITRCC assets, particularly between the 80/90 corridor and Ohio, Pennsylvania and New Jersey.



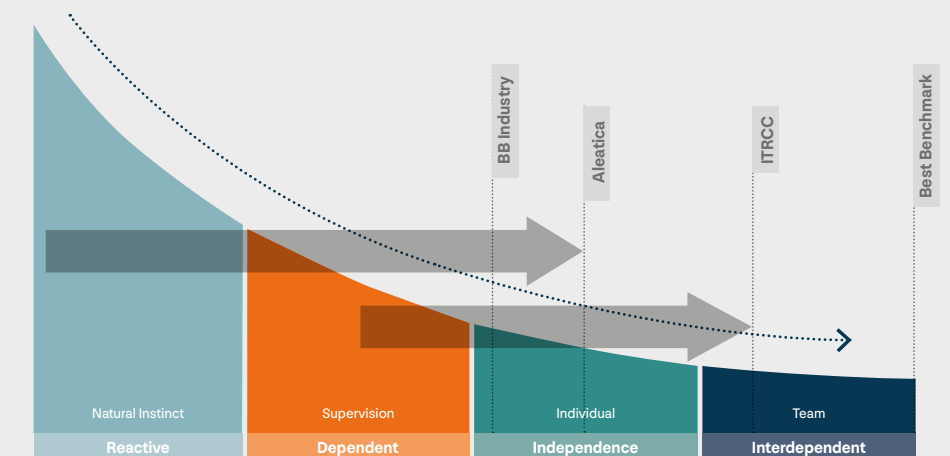


Círculo Exterior Mexiquense, México

## ARUP<sup>3</sup> Status



- The total number of recommendations in the Mexico business units was 123. In 2023, 108 (88%) were closed and the remaining 15 (12%) were 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, in November 2024, ARUP conducted a data-review and on-site audit to confirm the closure of the prior actions arising from the 2022 Audit. The Audit confirmed significant gains in the major audit elements, moving the business to the high-end of Independent along the DuPont-Bradley Safety Curve™.
- While the complexity and challenges of industries differ, elements within the maturity assessment are of a similar nature. ITRCC's performance exceeds that of the various sectors in which ARUP performed a similar audit, reinforcing the current maturity level of the safety program.



### KEY

Maturity at acquisition → Current maturity assessment

Aleatica position in DuPont study finished in 2023

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





M6toll, UK

# Employee Safety

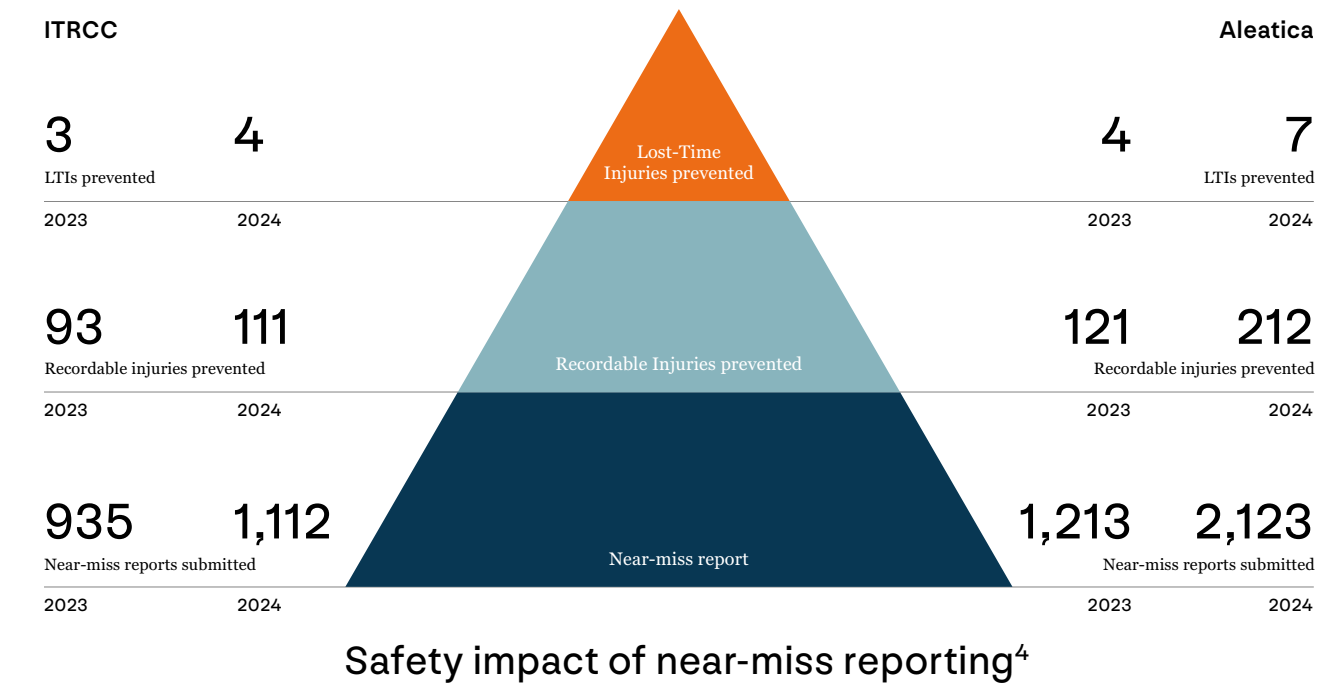
A strong employee safety culture is built on shared values, proactive behaviours, and a deep commitment to preventing incidents before they occur. It's not just about complying with rules -it's about creating an environment where every individual takes ownership of safety, watches out for their coworkers, and speaks up when something doesn't feel right. One of the most powerful ways to influence and strengthen this culture is through the consistent reporting and analysis of near misses- those unplanned events that could have resulted in injury but didn't. These are opportunities in disguise, providing insight without incident.



# Employee Safety

A strong safety culture is built on shared values, proactive behaviours, and a deep-seated commitment to incident prevention. It's not just about ticking the boxes; it's about fostering an environment where every one of us takes ownership of safety, looks out for our mates, and speaks up when something doesn't seem right. One of the most effective ways to influence and strengthen this culture is through the consistent reporting and analysis of near misses—those unforeseen events that could have resulted in injury but thankfully didn't. These are hidden opportunities that offer insights without the incidents.

To truly impact a safety culture, leaders must go beyond enforcement and foster trust, transparency, and accountability. We encourage open reporting of near misses without fear of blame. We respond to concerns quickly, communicate outcomes, and celebrate the act of speaking up. Through this mindset, safety becomes part of how we work -not an add-on, but the foundation. The stronger our culture, the stronger our people—and that's how we ensure everyone goes home safely every day.



During 2024, Aleatica included High Potential Events (HPE) within the Near Miss project, to analyse with a more in-depth methodology those events where considerable damage is caused to the infrastructure or auxiliary means, but there are no injuries to the workers. 45 HPE were reported during 2024 (2% of Near Miss reported).

<sup>4</sup> There is strength in numbers. Together, between ITRCC and Aleatica, 5,383 near miss were reported between 2023 and 2024. 537 recordable injuries and 18 lost-time injuries have been prevented. The unification of strategies, guided by IFM, is creating safe workplaces.

# Employee Safety Strategy

For safety to be the culture of a team it must be intertwined throughout the entirety of an organization.

Both at ITRCC and Aleatica, from the first interaction with potential candidates during the interviewing and onboarding stages of employment, new employees are asked several open-ended safety related questions for hiring managers to gauge their safety maturity. Employees then are brought through the New Employee Orientation where safety is in the forefront of each section and a member of senior leadership takes a moment to interrupt the class and meet with each person, further giving an example of how seriously safety is taken. These new employees, if in a high-risk job class, then enter the new mentorship program where experienced, safety-focused peers' partner with new employees for training and guidance over a several-month mentorship program.

Employee safety strategy doesn't stop after onboarding. Every workday in the field starts with a safety meeting, where task assignments are given out and JHA's are reviewed while every meeting in an office setting starts with a safety moment pertinent to the topic of the meeting. These frequent touchpoints keep safety at the top of everyone's mind, every day.

Monthly, the Operations teams pull together a Monthly Safety Report. This is an all-in-one area for safety results, initiative, concerns, and opportunities across the organization.

Each month, ITRCC and Aleatica host a shared safety meeting. These sessions are more than routine check-ins, they are a forum for advancing roadway safety through shared innovation, data-driven insights, and the exchange of real-world experiences.



Autopista Río Magdalena, Colombia

Safety teams from the United States, Mexico, the United Kingdom, Spain, and Italy actively participate, each bringing unique perspectives shaped by their regional challenges and successes. This global network continuously reviews recent incidents, evaluates emerging technologies, and identifies best practices that can be applied across operations to prevent future risks.

By fostering this culture of open dialogue and intentional learning, ITRCC and Aleatica are setting a powerful example in the transportation industry, demonstrating that safety excellence knows no borders and that collaboration is key to staying at the forefront of innovation.



# Main Programs



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

## Building a safety framework

### Near Miss & Job Hazard Analysis (JHA)<sup>5</sup>

Since the acquisition of IFM and the rollout of the Safety-First Plan, ITRCC has brought to life its commitment to its five key stakeholders<sup>6</sup> by proactively identifying and mitigating workplace hazards. A cornerstone of this effort has been the analysis of job hazards and potentially dangerous situations. To support this initiative, ITRCC enhanced near-miss reporting by leveraging the VUE-Works® asset management portal—customized to meet the organization’s unique needs.

A major development in this safety-first approach was the implementation of the Job Hazard Analysis (JHA) program. This ensures that every task or assignment is accompanied by a pre-task hazard assessment, giving employees the information they need to remain safe on the job.

To further strengthen its safety culture, ITRCC introduced a hazard detection system that enables employees to report unsafe conditions across all departments. Since its launch, team members have submitted 4697 reports,

helping to proactively identify and address potential risks. In 2024, ITRCC expanded the Near Miss reporting structure to include community members and contractors that are trained and encouraged to support near miss self-and-third-party reporting of safety issues found all along the corridor.

In 2023, the system was expanded to include High Potential Incident (HPI)<sup>7</sup> reporting—flagging situations that, if unaddressed, could result in severe injury or long-term harm.

When an HPI is reported, it triggers a comprehensive investigation and review—mirroring the process for incidents involving actual injuries. Findings and recommendations from the Employee Injury Safety Committee are escalated to the executive team for final review, discussion, and potential budgetary action.

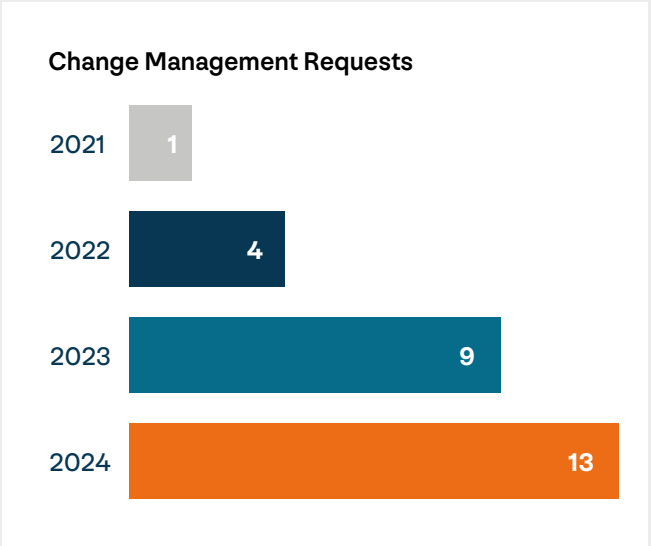


<sup>5</sup> Near-miss: The National Safety Council, a nonprofit public service organization that promotes health and safety in the United States, defines a near miss as an unplanned event that did not result in injury, illness or damage, but that had the potential to do so.  
<sup>6</sup> Job Hazard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

## Safety Management System

Implemented in 2023, ITRCC continues to show progress on its Safety Change Management (SCM) platform. The program requires any operational or policy change which may impact employee or stakeholder safety to undergo a review process to ensure proper mitigating steps are in place to address any safety implications.

**In 2024, the Program was integrated into the Safety Management System (SMS), allowing for the seamless transfer of data for ease of analytics and reporting. By mid-2025, the SMS platform will be in full operation.**



## Safety Committees

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

- Executive Committee** Twice a month
- Road Safety Committee (RWSC)** Monthly
- C.A.R.E.S. (Community, Action, Reliability, Excellence, Safety) Committee** Monthly
- Injury Safety Committee (ISC)** Held after any HPI, serious safety event or employee injury

Safety Committees



## Emergency Management

ITRCC is committed to maintaining a robust and responsive emergency management program that protects our people, our operations, and the traveling public. As we continue to evolve in an increasingly complex threat landscape, our focus is on proactive preparedness, cross-agency coordination, and resilience-building at every level of the organization.

### Peer BCP Drills and Interagency Collaboration

We are deepening our commitment to regional and peer-based business continuity planning through structured drills and simulations with external agencies, including local emergency management, law enforcement, fire/rescue, municipal services, and transportation partners. These joint exercises ensure seamless communication, unified command protocols, and real-time decision-making in the event of a disruption regardless of whether natural, technological, or human-caused. By aligning our plans with those of our partners, we strengthen regional resiliency and ensure mutual support capabilities are tested and reliable.



Indiana Toll Road, US

### Strengthening Internal and External Preparedness

ITRCC is expanding its internal emergency preparedness efforts through integrated planning sessions, department-specific training, and scenario-based tabletop exercises. We are increasing engagement with key external stakeholders—such as utility providers, local municipal leaders, local / state / federal emergency services, universities, and other regional tolling authorities to build continuity into shared operations and identify critical interdependencies. This community-wide approach ensures that response and recovery efforts are swift, coordinated, and informed by shared intelligence and clear escalation pathways.

### Security Enhancements and Threat Mitigation

As part of our emergency management strategy, ITRCC is actively advancing its security enhancement initiative. This includes:

### Physical Security Upgrades:



Hardening of facilities, enhanced access control, surveillance improvements, and unsecured access detection.

### Cybersecurity Integration:



Coordinated drills with IT and TMC teams to protect critical infrastructure and customer data from digital threats.

### Threat Intelligence and Risk Monitoring:



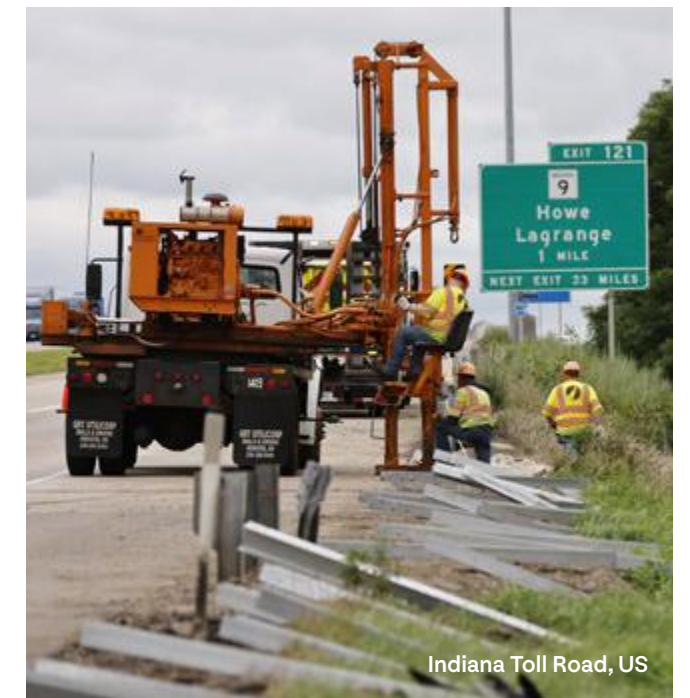
Leveraging real-time data and predictive tools to monitor emerging threats, both locally and nationally.

**These enhancements are not standalone efforts but are integrated into the broader business continuity and emergency response framework, ensuring that all aspects of ITRCC's operations are resilient to disruptions.**

### Resilience Through Redundancy:



Critical infrastructure, such as facility power grids and network connectivity have undergone a hardening and redundancy improvement. Solar power expansion upgraded electrical systems with onsite automatic generators, external hook ups for secondary manual generators, automatic failover network switches, and fleet upgrades with power generation capabilities have largely derisked the threat from natural or manmade disasters.



Indiana Toll Road, US



## Leadership Visibility

The executive and senior leadership teams at ITRCC maintain a strong presence and connection with employees through a blend of formal and informal engagement methods.

Informally, initiatives such as “Coffee Chats,” spontaneous site visits, and an open office layout foster ongoing,

two-way communication between leadership and team members.

Formally, leadership remains actively involved through quarterly CEO roundtables, participation in safety committee meetings, Executive Committee (EXCO) safety tours of facilities, and bi-monthly company-wide update meetings



Indiana Toll Road, US

**To ensure full transparency, the MSR is made available to all employees via the ITRCC IntraWeb Payroll System (ADP) following its submission to EXCO**

## Consistency and Transparency

ITRCC fosters open and transparent communication across all levels of the organization. A comprehensive EXCO Monthly Safety Report (MSR) is compiled and presented to the executive team, consolidating safety-related data and insights from all departments and stakeholders into a single, cohesive source. This report informs strategic discussions at EXCO, particularly around planning and the budgetary implications of proposed safety improvements.

## PPE (Personal Protective Equipment)

ITRCC has implemented updated personal protective equipment (PPE) requirements across all plaza lanes and bunkers—now mandatory during both daytime and nighttime operations—for all safety stakeholders. In line with this initiative, ITRCC has upgraded from ANSI Class II to Class III safety apparel in plaza environments, ensuring enhanced visibility and protection. All company-issued clothing now meets ANSI Class III standards.

New headgear options, including caps and soft hats, feature ANSI-compliant reflective stripes on the brim for added safety. The range of PPE has also expanded to include additional glove styles, balaclavas, and winter hats.

**For employees exposed to prolonged winter conditions, ITRCC provides thermal gloves equipped with rechargeable batteries to help prevent frostbite and protect against extreme cold.**



Indiana Toll Road, US



## Leveraging technologies / Employee-driven technologies.

Technology continues to play a transformative role in advancing our safety goals and creating safer working environments across all phases of our operations. In 2024, we intentionally expanded our use of smart technologies to reduce risk, improve situational awareness, and reinforce our Safety-First culture in real time.

### HAAS Alerting in Construction Zones – With a Focus on PUSH4<sup>8</sup>

One of the most impactful additions to our safety toolkit is the implementation of HAAS Alert Safety Cloud, which enhances real-time digital alerting for roadside crews and drivers alike. This technology broadcasts digital alerts to approaching motorists through in-vehicle navigation systems and mobile apps whenever our vehicles are operating in or near active roadway lanes. This technology also allows lane closures to be programmed into the safety cloud, alerting drivers coming into the work zone to pay special attention to lane shifts. This rollout is being used across the organization, but PUSH4 deployments stand to benefit significantly from HAAS integration.

By incorporating HAAS into our PUSH4 operations, we reduce the likelihood of high-speed incursions into work zones and increase the reaction time available to the traveling public. This added layer of proactive communication complements physical traffic control measures and provides a modern defence against distracted driving and unexpected driver behaviour.



Indiana Toll Road, US

<sup>8</sup> ITRCC's PUSH4 project consists of a highway overhaul (upgrade) that includes pavement replacement and rehabilitation of center lanes and toll booths between mile markers 123 and 157.

### Geotab Devices in Employee Vehicles

We have also taken a major step forward in vehicle safety and operational awareness by implementing Geotab telematics devices across our fleet of employee vehicles. These devices provide real-time insights into driving behaviour, vehicle performance, and safety compliance. With this data we:

- **Identifying risky driving trends**, such as harsh braking, rapid acceleration, unapproved movements on and off the roadway, excessive speeding, or involvement in an accident.
- **Promoting accountability and safe driving habits** through coaching and training programs as well as discipline issuance if necessary.
- **Ensuring compliance with maintenance schedules** and identifying mechanical issues before they become hazards and monitoring fuel economy.
- **Gaining situational awareness** of vehicle locations during emergencies or critical operations. The live location of snowploughs is broadcast into the Traffic Management Centre during snow operations.

The integration of Geotab aligns with our commitment to continuous improvement in safety and sustainability. By analysing telematics data, we're not only improving driver performance but also strengthening our ability to respond swiftly to incidents and prevent unsafe conditions before they escalate.

## Safety Acknowledgements

Executive and departmental management of the Indiana Toll Road place the utmost importance on safety and require that a safety acknowledgement be included in all project development documents, contracts, and guiding principal publications.

Consistent with the importance of safety, the belief has been memorialized within ITRCC's ethos of ITR CARES. CARES places a significant emphasis on Community, Actions, Reliability, Excellence, and Safety and provides recognition to employees who embody the spirit of these beliefs.

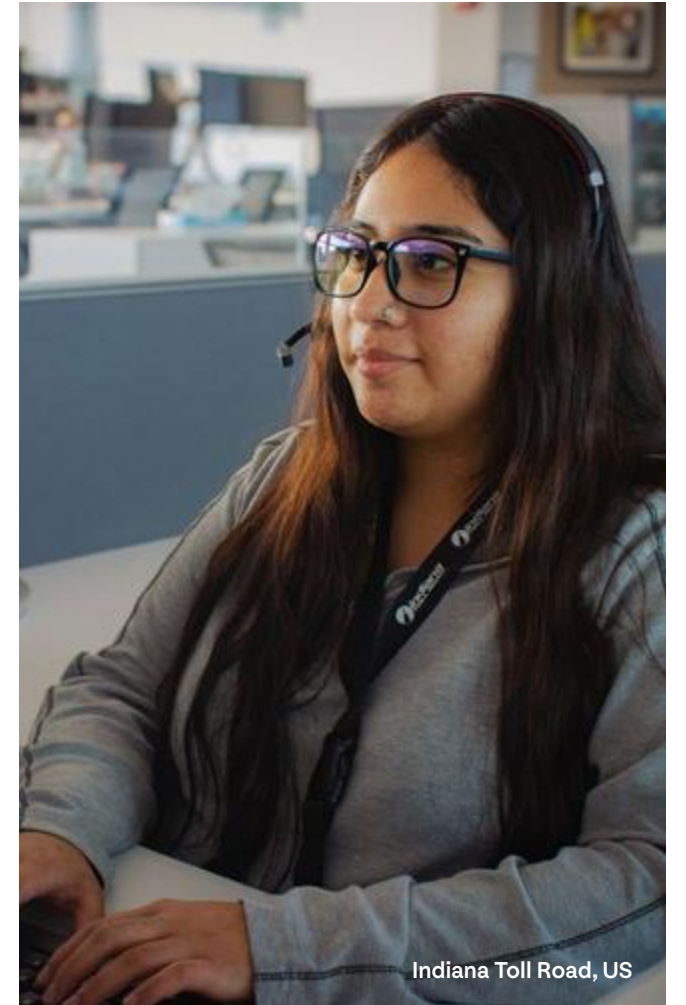
## Key performance indicators

ITRCC's safety performance consistently surpasses both regional peers and national benchmarks across multiple key metrics—underscoring our commitment to maintaining a world-class safety culture.

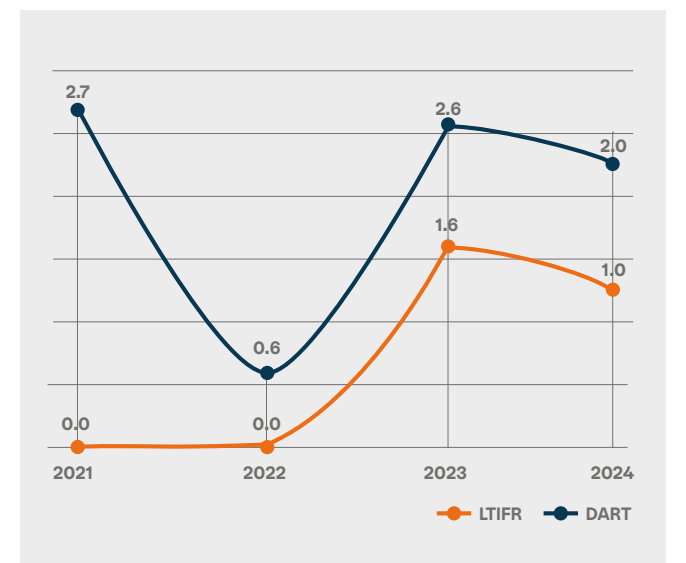
Each year, our strategic safety initiatives are refined through careful analysis of past performance and the integration of cutting-edge technologies and protective equipment. These proactive measures are designed to safeguard not only our employees but also the broader stakeholder community.

While our overall safety record remains strong, it's important to acknowledge that occasional incidents can occur, often stemming from external factors such as unpredictable customer driving behaviour or isolated lapses in judgment. The slight increase in reported events between 2022 and 2023 can largely be attributed to these factors. However, 2024 has seen improvements in safety performance, with a reduction in lagging indicators and an increase in leading ones.

Looking ahead, ITRCC remains fully committed to advancing our safety framework. Through continuous improvement, data-driven insights, and employee engagement, we will further strengthen our ability to anticipate and mitigate risks—ensuring a safer environment for all.



Indiana Toll Road, US







## Building a safety framework

### Near-miss & Job Hazard Assessment (JHA)

Our projects and initiatives aimed at employees share a common goal: progressing towards the interdependence stage of the Bradley Curve and driving a meaningful shift in our organisational safety culture. In this effort, our Operations and Technical teams have played a key role by refining their work procedures and aligning them with the risks identified through JHA processes.

In 2024, our JHA program reached 1,638 employees globally, delivering 52 training sessions and accumulating 1,487 hours of JHA-related training. These sessions represented 50% of all global safety training hours.

Additionally, more than 200 work instructions from our business units were revised to integrate the action methodology, risk matrix, and the required personal protective equipment—all within a single document to ensure clarity and consistency for our team members.



Autopista Urbana Norte and Viaducto Bicentenario, México

## 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:** This 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.

In 2024, the high-performance cultural change project in safety for middle managers was carried out (under the umbrella of the high-performance People & Culture project). The project included 13 interviews with managers, 7 face-to-face focus groups with middle managers and 11 workshop sessions of one day per group. The scope was 139 employees. The evaluation by the colleagues was between 4.79 and 4.98 points out of a total of 5. The colleagues were able to learn interpersonal relationship strategies with their operational colleagues to exercise visible safety leadership.

The project is planned to expand to South America by 2025. It will reach 102 colleagues.

## Safety Squad

Launched in 2022, 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.

Up to 2024, 61 videos on different topics have been produced. These have been shared with colleagues in Mexico, Colombia and Peru.

**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 2024, the “Around the World in Aleatica” project was launched with the main objective of reporting steps related to walking or running until reaching 60 million steps, which is equivalent to the circumference of the Earth. Colleagues and their families were involved. This information was collected and consolidated through the medical services.

Achievement of the objective is associated with financial support for the non-governmental organization “Save The Children” to donate funds to education projects for children living in disadvantaged environments.



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 SMSGS consists of 19 procedures.
- The Aleatica change management procedure has been shared with ITRCC as part of ongoing synergies. **At the close of 2024, 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 implement-**

**ed 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.

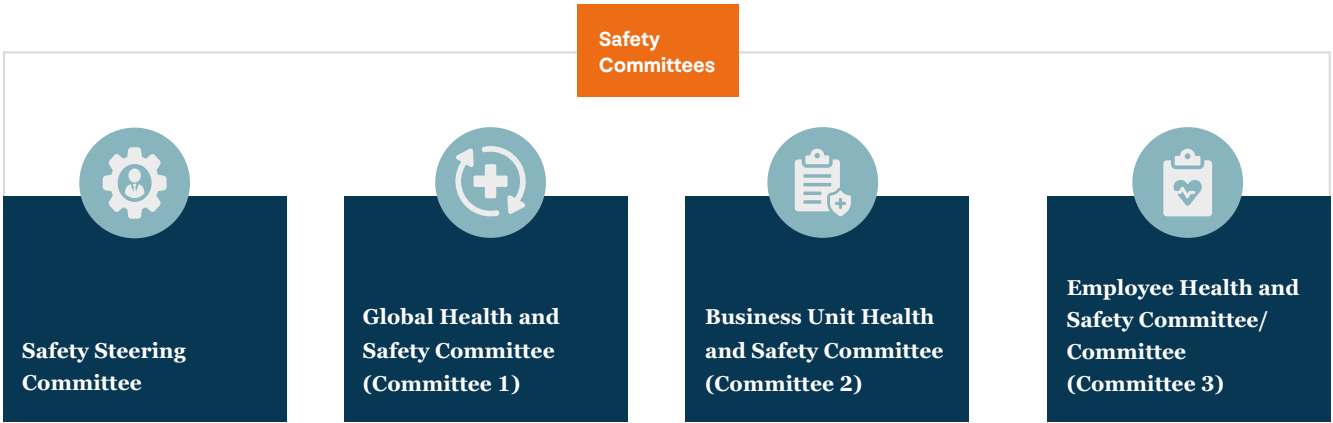
- **In 2024 a new version of the SMS was issued, revising the 20 procedures currently used by the system.** In addition, a course on the management system was created to establish it as compulsory online training for all new staff in the organization, at middle and executive levels. 427 colleagues did so during 2024 (approximately 15% of the population of Aleatica).

**In 2024, Aleatica maintained ISO 45001 certification for 88% of its Brownfield operations. The goal is to achieve 100% certification for all between 2025 & 2026.**



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 record 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 2024, 169 safety tours were carried out. The number of safety tours has remained stable over time, which indicates an increase in the degree of maturity of the business units.**

Safety communication strategy: During 2024, The zero accidents campaign (#WeAreAllSafety), was launched in 4 sections; institutional communications, emotional section with family members, co-responsibility section and safety of messages from business units' directors. The campaign reached the 3 regions (Mexico, South America and Europe). It has accumulated +17,000 views by +1800 colleagues, of which 1200 were administrative and 600 operational.

Additionally, in November, we conducted focus groups to identify the specific safety communication needs of employees located in Europe, to develop personalized and effective strategies that promote a shift in mindset regarding prevention and improve the safety culture. We interviewed 64 administrative and operational employees in 9 discussion groups and conducted 17 in-depth interviews with Directors from Torre de Cristal, Euroglosa, TCT, TMS Alicante, M6toll, and A35 Brebemi.



## Consistency and Transparency

At Aleatica, transparency is a core part of who we are, and maintaining consistency in the messages we communicate to our employees is essential to fostering trust. To this end, we have developed dashboards to share results, track the achievement of KPIs and targets, and outline our plans for progress and continuous improvement. Externally, we publish Annual Non-Financial Reports, which feature a comprehensive section 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.

**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 our Mexico offices, this system is used to reduce environmental noise.**

In the project currently under construction in Mexico (Atizapán - Atlacomulco Highway), strategies are being implemented to reinforce the safety culture among union personnel (a complex group in Mexico). This is being done through the provision of personal protective equipment, training and awareness-raising processes, and the provision of devices that reinforce safety in the machinery they use.

## Leveraging technologies / Employee-led technologies

Aleatica continues to modernize equipment and is 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.

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.

### Investment in employee-led safety initiatives

2021	US\$3 million
2022	US\$4 million
2023	US\$7 million
2024	US\$3.5 million



- **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).





• **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.

• **Painting equipment incorporated into the delivery vehicles:** During 2024, vehicle adaptations were made as part of innovation, to incorporate painting equipment, so that this task could be carried out by the company's own teams, who had been previously trained. This allows us to internalize work that was previously subcontracted and optimize costs

• **Lane Departure Warning System:** Developed to detect lane departures by uncontrolled customers, 30 of these systems are currently in use 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.

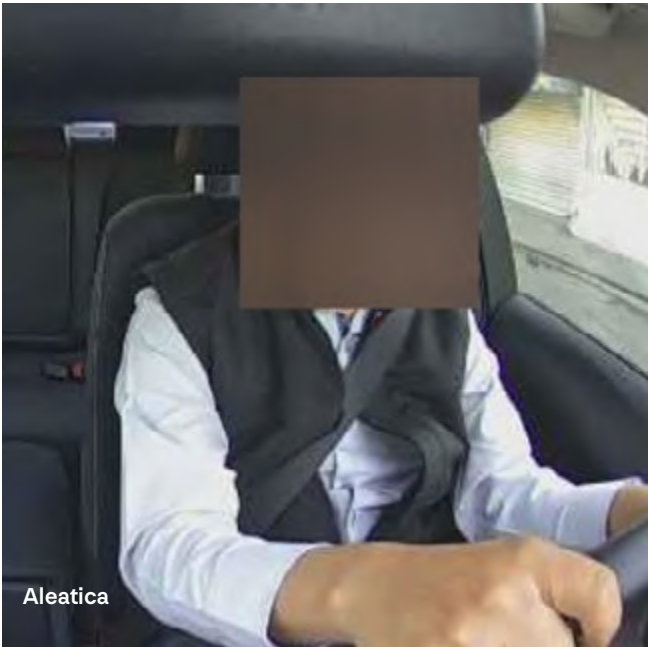
• **Automatic Pothole Machine:** Aleatica has acquired equipment for automated pavement repair using a pothole machine. This equipment is used in both Aleatica and ITRCC operations.

• **Cushion Trucks:** Implemented since 2020 at Aleatica, they have been rolled out to all business units where they operate and are intended to withstand uncontrolled customer impact speeds. The equipment has protected employees from being hit or run over.

• **Cone Attenuator Truck:** In 2023, new cone attenuator trucks were implemented in business units, including at A2 in Spain and 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.

By 2024, 187 units had been installed in operational vehicles in Mexico and Latin America. The effort was reinforced by the creation of Operational Committees where performance is analysed, and different actions are planned to obtain the greatest value from the solution. These actions resulted in a 63% reduction in total unsafe acts and an 87% detection rate for non-use of seat belts per 1,000 km. In addition, georeferencing and the activation of the panic button improve the safety of our employees; the digitization of data from the vehicle's computer improves the management of maintenance and control of the units' consumption.

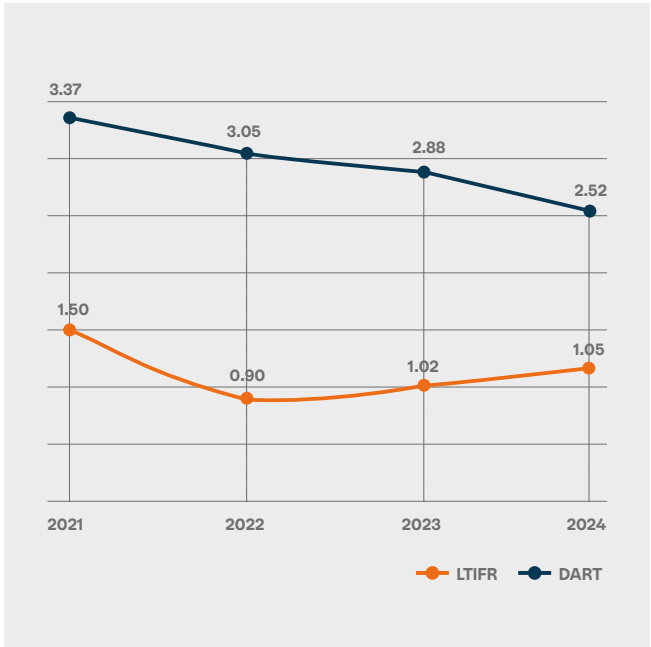


**Safety Recognitions**

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 and 2024, DART continued to decrease, suggesting that, overall, safety strategies may have maintained a positive trend in reducing serious injuries.





# Looking Ahead



As we move through 2025, our vision at ITRCC is to continue placing the mental and physical wellbeing of employees at the forefront by:

We will continue to apply lessons learned in 2024 and are committed to fostering a workplace where every team member feels safe, supported, and valued.

This year, our strategy is built on purposeful action. We are embedding the hard-earned lessons from 2024 directly into our 2025 Safety First Plan to ensure that we are always improving. We believe our people are our greatest asset, which is why we are making genuine in-

vestments in their wellness and in strengthening our positive work- place culture.

A key focus is on enhancing security for our people and facilities through our dedicated “Be Secure, Feel Secure, Stay Secure” program. This initiative is fundamental to ensuring a safe environment for everyone.

Ultimately, our strength lies in our partnership and open communication. By continuing to share ideas and expand our common goals we achieve our goals. Together with our allies, we are building a culture founded on trust that ensures that we not only work safely, but thrive together.



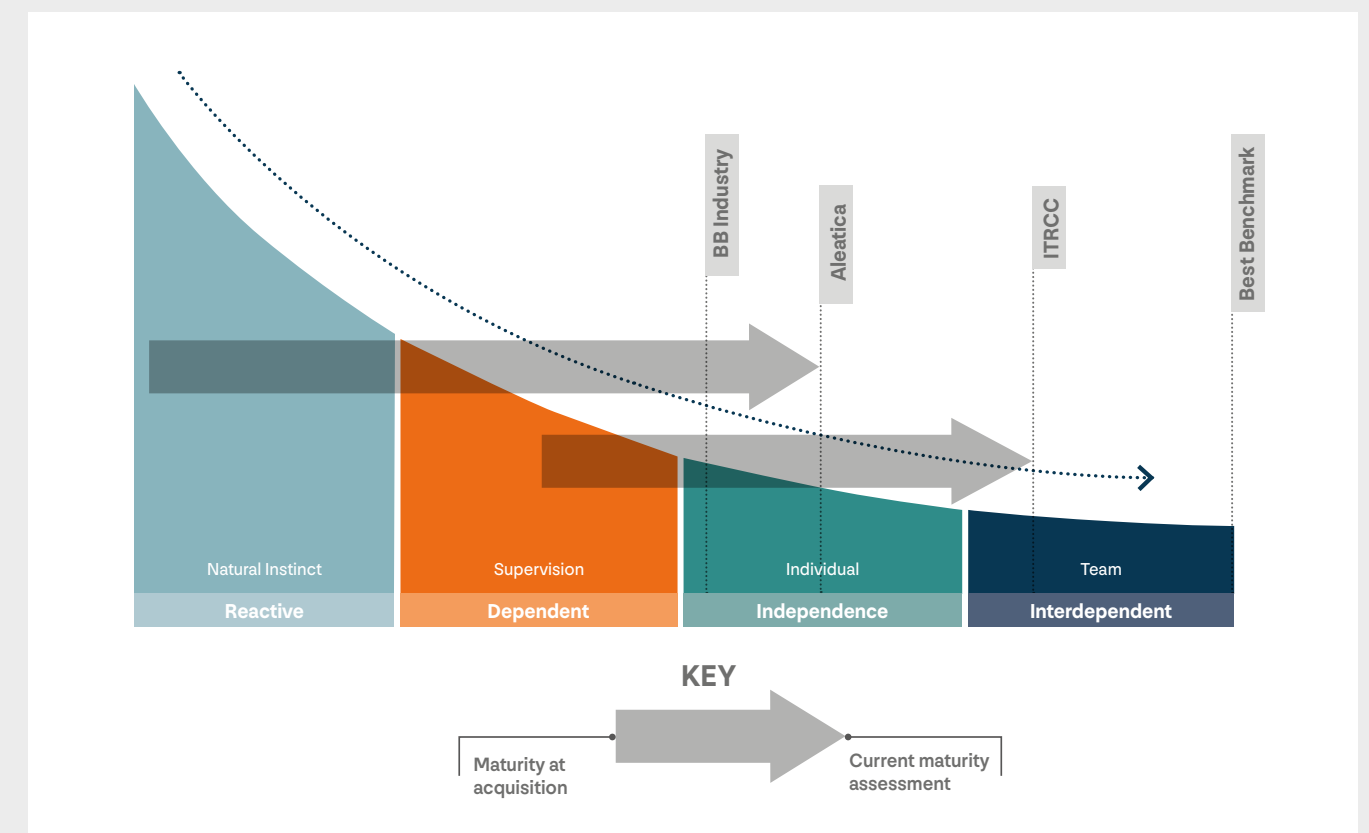
Our vision is to pioneer a truly interdependent safety culture where looking out for our peers is embedded in everything we do. We aim to create an environment where safety is not just a priority, but a deeply held value shared across every team, every site, and every project.

We’re proud of the solid progress we’ve made, achieving an ‘Independence’ phase score on the Bradley Curve™ in 2023. This gives us a strong foundation to build upon. Our sights are set firmly on reaching the ‘Interdependence’ stage—the pinnacle of safety performance where collaborative ownership drives our goal of zero harm.

We are committed to continuous improvement areas, from embedding better risk management practices and enhanced safety skills to strengthening our governance and contractor management.

A cornerstone of our forward strategy will be a thorough analysis in 2025 of a new methodology, designed to sharpen our focus on risks with the potential to become grave or fatal incidents. This proactive approach will allow us to channel our resources where they matter most, leading to targeted changes in our safety management system and accelerating our progress.

When we reassess our safety culture, we are confident that these dedicated efforts will be reflected in a significant step forward. We are building more than just systems; we are fostering a collective mindset where every one of us is accountable for our own safety and the safety of those around us, ensuring we all get home safely, every single day.





# 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 the assets, delivering safer roads for customers and better workplaces for employees.



# Customer Safety Strategy



ITRCC’s safety strategy is driven by a forward-thinking approach that combines cutting-edge technology, legislative advocacy, and proactive operational planning. Our commitment to protecting road customers and stakeholders is reflected in every aspect of our work—from addressing seasonal challenges to pioneering advancements in traffic safety.

A standout example of our innovation is the **Wrong Way Driver Detection System**, which earned national recognition with the **IBTTA 2022 Road Safety Award**. This state-of-the-art system uses an integrated network of sensors and cameras to detect wrong-way vehicles on the Indiana Toll Road, enabling swift intervention before a serious incident can occur.

To combat **commercial driver fatigue**, ITRCC has prioritized overnight parking availability. Through real-time digital signage and advanced data analytics, we provide commercial drivers with accurate information on available parking spaces—helping them comply with hours-of-service regulations and reducing fatigue-related risks.

At **toll plazas and ramps**, we’ve introduced **innovative demarcation techniques**, including tubular reflective delineators. These enhancements have signif-

icantly improved lane visibility and contributed to a measurable reduction in ramp-related incidents.

In 2023, ITRCC also played a key role in shaping public safety policy by successfully advocating for the passage of **work zone speed camera enforcement legislation**, demonstrating our leadership beyond operations and into impactful policy change.

In early 2024, ITRCC made a strategic investment in a **salt brine production system**, enabling more effective de-icing at lower temperatures. This upgrade not only enhances roadway safety during extreme winter conditions but also delivers significant cost efficiencies. The system allows for proactive pretreatment of the mainline, bridges, and ramps—ensuring safer travel for customers before inclement weather arrives.

Later in 2024, ITRCC further strengthened its safety infrastructure by deploying **radar speed indication systems** at mainline toll plazas. These real-time speed displays encourage motorists to reduce speed as they approach toll zones, aligning driver behaviour with posted limits. This initiative has improved compliance and significantly enhanced safety for toll plaza employees, particularly those stationed in booths and plaza bunkers.



## Road customer safety

ITRCC				Aleatica			
IF1 (Number of accidents with injuries/victims / veh-km)				IF1 (Number of accidents with injuries/victims / veh-km)			
2023	2024			2023	2024		
3.14	3.21			17.1	16.6		
IF3 (Number of fatalities / veh-km)				IF3 (Number of fatalities / veh-km)			
2023	2024			2023	2024		
0.36	0.32			3.1	2.2		
IG1 (Number of accidents with casualties/injuries / TOTAL accidents+incidents)				IG1 (Number of accidents with casualties/injuries / TOTAL accidents+incidents)			
2023	2024			2023	2024		
0.065	0.085			0.35	0.33		





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 centre of our decisions.
2. Integrate 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 and 4 of the Mexican Aleatica’s highways record fatal or serious accident rates close to zero. In the rest of Latin American assets, although Aleatica’s concessions have road accident rates below the regional average, continuous improvement is pursued. Aleatica’s primary aim is to eliminate high-risk roads and significantly reduce traffic deaths and serious injuries across its network, in line with the UN’s Second Decade of Action for Road Safety that aims to reduce road traffic deaths and injuries by at least 50% by the end of the decade in 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 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 six main factors:

- **Safe infrastructure:** The objective is to achieve a ‘forgiving road’, where the consequences of accidents are neither fatal nor serious.

- **Safe customer:** This is the person who respects the rules, uses the appropriate safety equipment, avoids distractions and substances that affect their driving ability, and adapts their behaviour to the conditions of the environment, which they perceive thanks to an adequate interpretation of the risks.
- **Safe vehicle:** Gradual improvement and modernisation, as well as the correct maintenance of vehicles that travel on roads operated by the company.
- **Safe speed:** Adapted to the road conditions, the environment and the interaction with other road customers, mitigates the risk of an accident occurring or, if it does occur, avoids serious injuries or fatalities.
- **Rapid and effective response to accidents:** The means and immediate actions necessary to minimise the risk of death or serious injury to customers involved in an accident, as well as to reduce the risks to other customers.
- **Safe organisation:** Actions and means that are carried out to reduce the road risks associated with the operation and maintenance of the roads operated by the company, and mobility plans and risk assessment of the jobs of all Aleatica employees.

Based on internal information and analysis from consulting firms such as iRAP and other audits, 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 was developed to identify road risks, and a new action plan is being defined which will form the basis of the ARP 2025-2028 budget.

# Main Programs

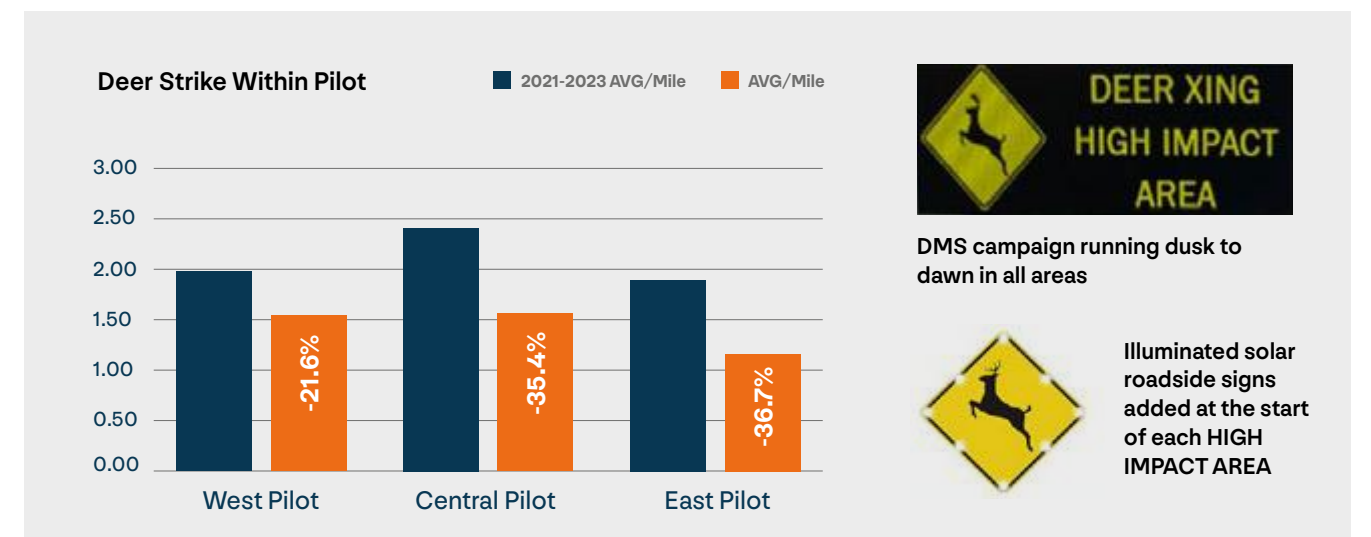
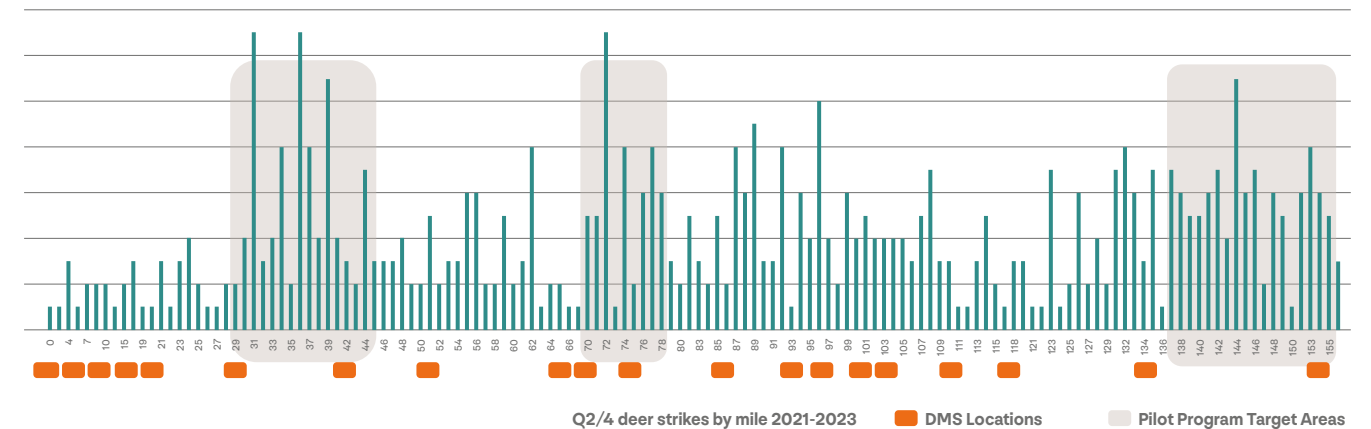


## Reducing deer related incidents

Challenged to improve road safety by reducing deer related incidents, ITRCC partnered with the Indiana Department of Natural Resources (DNR) to provide best practices in keeping deer migration and bedding patterns away from the ITRCC. Through a multiple phased approach of improving lighting, driver signage,

reducing bedding areas, and identifying deer strike “hot spots” through incident data, deer strikes along the entire roadway were reduced by twenty percent (-20%), while in targeted zones deer strikes were reduced by thirty-four percent (-34%) throughout 2024.

### Deer Strike Locations by Mile Marker





## Wrong-Way Vehicle Detection and Alerts

One of the most significant advancements in our commitment to roadway safety is the implementation and proven success of our Wrong-Way Driver (WWD) Detection and Alert System. Engineered to address the critical risk posed by wrong-way drivers, this award-winning technology is a cornerstone of our safety strategy, protecting not only the drivers on our network but also our field personnel and emergency responders.

Since deployment, the system has consistently proven its ability to detect and alert authorities. Using a combination of thermal imaging cameras and intelligent analytics, the system accurately identifies vehicles travelling against the flow of traffic within seconds of entry. In addition to detecting vehicles, the system also identifies cyclists and pedestrians attempting to enter the road.



Upon detection, the system integrates with Dynamic Message Signs (DMS) and ramp signals to provide immediate visual warnings to wrong-way drivers. This function offers them the opportunity to self-correct before endangering others and has resulted in numerous successful turnarounds, reinforcing the power of technology to not just respond, but to prevent incidents.

We continually review incident and system data to refine detection algorithms, plan for future deployment locations, and ensure our network remains adaptive to evolving traffic patterns. Consequently, the WWD Detection System has become a vital, proactive component of our broader safety ecosystem.

**The success of this system is more than a technological achievement; it represents our culture of safety in action. It reflects our dedication to innovation, responsiveness, and the unwavering goal of ensuring every driver, worker, and responder returns home safely, every day.**



## Smart truck parking

Overnight parking solutions are a critical component in addressing commercial driver fatigue and reducing the risk of serious incidents. ITRCC supports driver safety by providing real-time parking availability updates for multiple downstream locations, accessible via roadside signage and our website.

**Further reinforcing our commitment to public safety, ITRCC regularly displays public service announcements on overhead dynamic message signs (DMS). These messages encourage attentive driving and highlight the dangers of fatigue, helping to foster a safer and more responsible driving environment for all road customers.**

**In 2025, efforts will focus on enhancing toll plaza pavement with color markings to help drivers more easily identify and sort into the correct lanes, aligning with canopy message boards and minimizing last-minute lane changes.**

## Enhancing Toll Plaza Safety

While enhancing safety along the mainline and ramps has been the recent focus, an effort to improve customer safety while passing through toll plazas continues to be a priority.

The installation of improved plaza bunker illumination and reflectivity, along with added lighting has helped improve customer visibility while approaching a toll plaza and traversing the toll lanes.

Legislative Impacts

ITRCC continues to closely monitor legislative initiatives which impact road safety. In 2024, management successfully provided testimony against proposed legislation raising the speed limit for commercial vehicles, noting the impact on road and employee safety.

Winter on the Indiana Toll Road

Winter weather brings some of the most challenging conditions to the corridor. ITRCC’s approach to safety during these months is rooted in proactive planning, operational excellence, and continuous improvement. Winter operations safety initiatives are designed to protect both the traveling public and our frontline personnel.

Preparation starts well before winter arrives. Each year, ITRCC starts winter preparation in mid-April with material contracts, hosts post-winter debriefs, and attends multiple conferences to keep in front of technology changes and best practices. As the winter season approaches, a series of pre-storm planning meetings bring together our operations leaders, maintenance teams, safety staff, first responders, and contractors to set the stage for the upcoming season. These meetings serve as a forum to review incident trends, clarify response protocols, and ensure alignment across all roles and responsibilities. During the active winter season, pre-storm tabletop exercises with internal and external stakeholders help teams visualize complex storm events, identify decision points, and prepare for real-time challenges.

This past year, ITRCC significantly strengthened its winter readiness with the introduction of in-house salt brine production. This new capability allows pretreatment of the roadway more effectively and efficiently, while also reducing our dependence on third-party suppliers. By tailoring the brine mix to local conditions, ITRCC enhanced roadway traction during storms and minimized the need for heavier salt applications. Teams embraced this shift, recognizing it as a safer, more sustainable method that also reduces the corrosive impact on equipment and infrastructure.

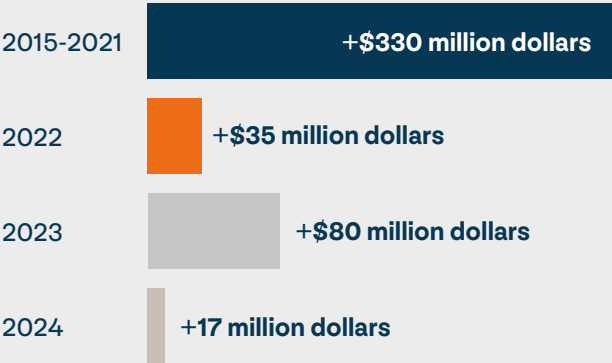
To further improve our material usage practices, we partnered with DW Clonch, a leader in winter maintenance best management practices. This collaboration has brought valuable insights into optimal salt application rates, advanced calibrations, and environmentally responsible spreading techniques. With their guidance, ITRCC refined the approach to ensure that every pound of material serves its purpose without excess, protecting both driver safety and environmental health.

Fleet and equipment upgrades have also been a critical focus. Over the past several years ITRCC has invested in new plow trucks and shortened their refresh cycles. These new state-of-the-art trucks were upfitted with best-in-class lighting packages for operator and customer safety as well as telematics devices to improve route cycle times and material usage. Seasonal training rounds out our approach, with targeted refreshers on PPE, cold exposure awareness, emergency protocols, and best practices for operating in snow and ice conditions.

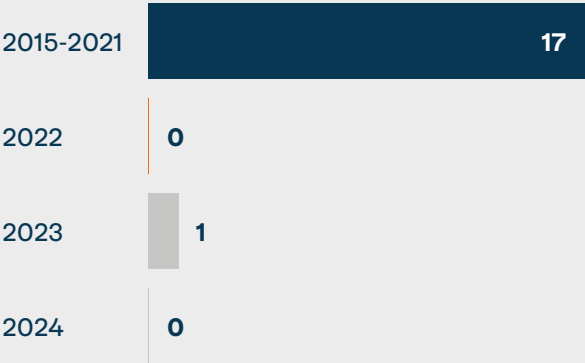
Together, these efforts represent a modern, coordinated, and safety-first approach to winter operations. Through innovation, strong partnerships, and a culture of preparedness, we are better equipped than ever to meet the demands of the season while keeping our people and our roadways safe.

Main milestones<sup>9</sup>

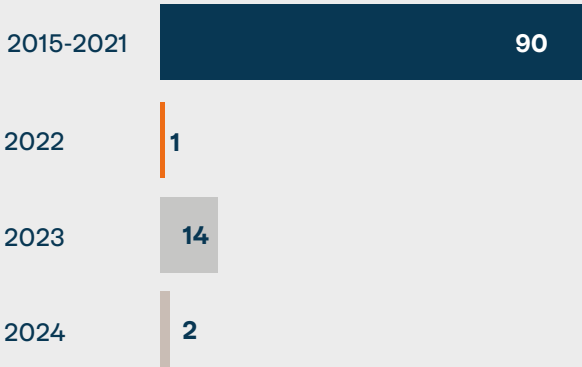
Road improvements:



Exchangers rebuilt:



Bridges rehabilitated:



Miles of reconstruction line:

2015-2024:

+ \$480 million



Indiana Toll Road, US

<sup>9</sup> Internal data provided by ITRCC.





Puente Industrial, Chile



## iRAP certification

Aleatica is a pioneer in achieving this certification for multiple assets in several countries in Europe and Latin America, and the first company to obtain them for Mexico and Chile, reinforcing its global commitment to road safety and the United Nations Sustainable Development Goals (SDGs) (targets 3 and 4).

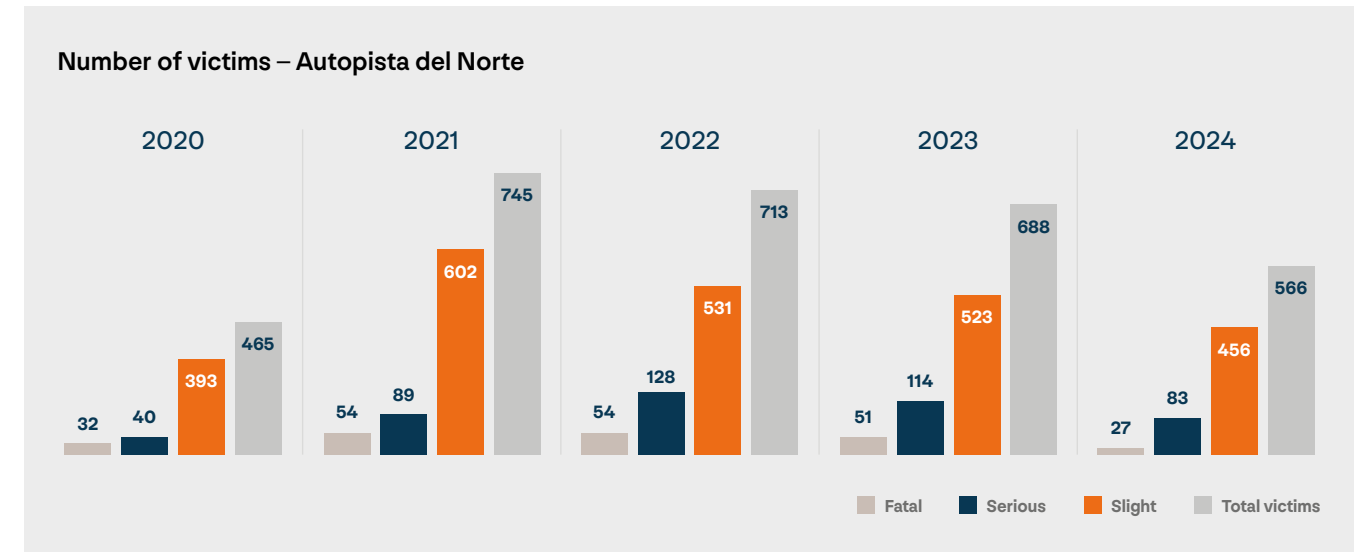
Evidence shows that each incremental improvement in a road's star rating, for example increasing a road from 1-star to 2-star safety, can reduce fatalities by half, and that roads rated 3 stars or more are safer, thereby saving lives and preventing injuries.

Aleatica's assets that earned the three-star or higher certification awarded by iRAP, are as follows:

1. A35 Brebemi (Italy)
2. Viaducto Bicentenario (Mexico)
3. Autopista Urbana Norte (Mexico)
4. Libramiento Elevado Puebla (Mexico)
5. Supervía Poniente (Mexico)
6. Atizapán-Atlacomulco (Mexico) (design, currently under construction)
7. Puente Industrial (Chile) (design, currently under construction)
8. M45 Euroglosa (Spain)

## Accident Reduction Plan

Aunor, in Peru, completed the Accident Reduction Plan 2024 and reduced fatality by 50% vs 2021-2023. Fatalities were reduced to 27 in 2024 compared to 51 in 2023. In addition, serious injuries decreased to 83 vs. 114.



The countermeasures implemented in the framework of the Accident Reduction Plan since 2020 have reduced the accident rate in the improved Accident Concentration Sections - ACS by 50%.

In 2024, Aunor carried out mitigation projects in other nine ACS and global measures in other stretches:

- Vehicle restraint system (2,800 meters).
- Road Safety audit in the new by-pass Chimbote.
- Improvement measures in nine ACS and global countermeasures in 10 sections.
- Design of improvements in other 5 ACS.
- Customers and social campaigns.
- Drills, etc.

Fatalities were reduced to 24 in 2024 compared to 41 in 2023 in CEM and 5 vs. 12 in ARM. These highways should maintain the focus of their Accident Reduction Plan on vulnerable customers, who account for 80% of fatalities on both assets. AP slightly reduced fatalities and serious injuries despite the considerable increase in traffic.

The Accident Reduction Plan implemented in CEM since 2020 helped reduce fatalities and serious injuries, so both its “safe system” approach and “forgiving road” strategy are showing very good results.

Fatalities in all other customer groups dropped drastically in 2024.

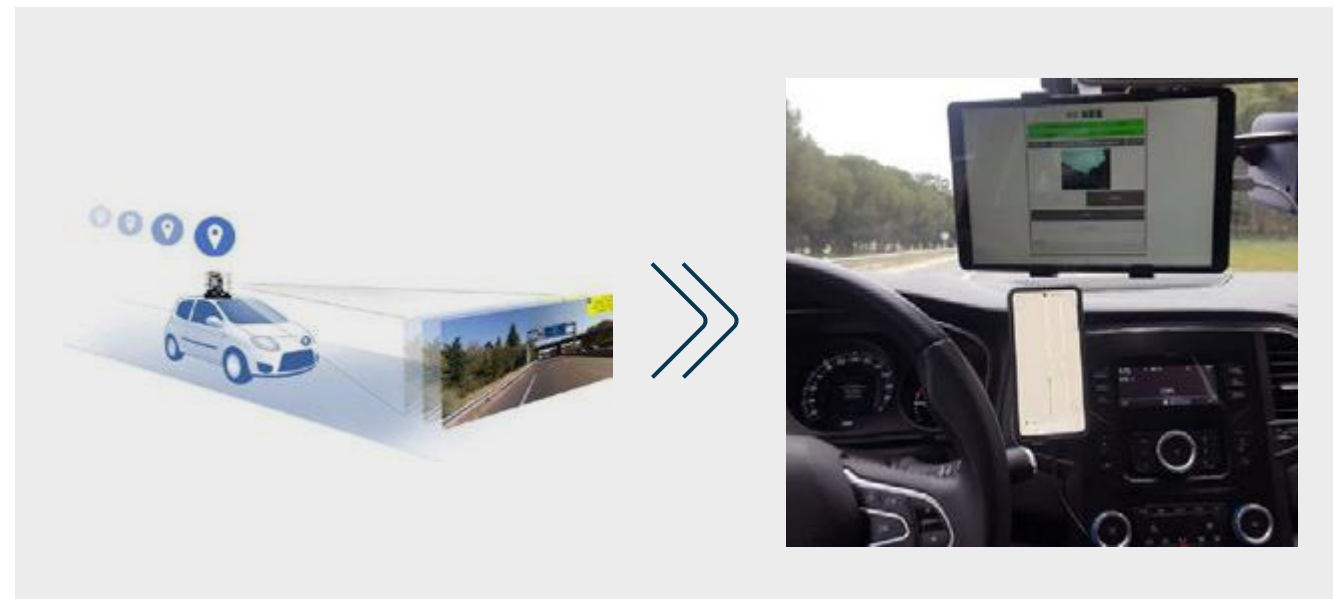
However, in 2024, 19 vulnerable users lost their lives in CEM, accounting for 80% of total fatalities. Of these, five were riders of low-powered motorcycles and 14 were struck, including nine pedestrians and five individuals who were either road users or first responders. In other words, of the total vulnerable road users who died, five were using the motorway as intended, while the remaining 14 were pedestrians or motorcyclists for whom this high-capacity motorway was not designed. In response, several awareness campaigns targeting pedestrians and motorcyclists were implemented in critical sections.

In ARM the accident rate of vulnerable customers is directly proportional to the high percentage of these customers in traffic. Therefore, the reduction in fatalities could be understood as a good result of the initiatives contained in the ARM's Accident Reduction Plan.

## Infrastructure audit

The Global Road Safety Department carried out an inspection in all the Aleatica highways. The objective is to have a complete and recent assessment of road risks that will allow design improvement measures to be included in the new Accident Reduction Program 2025-2028.

Mitigation measures must be included in Budgets and in Long Term Plans. This inspection is based on the European directive and was executed by a Spanish consultant through a methodology based on two tours. The first is under sunlight conditions and is recorded in video, and the other is under night conditions.



## Training Programs

Road accidents are an enormous problem for the new generations, as they are the main cause of death. Education in road safety is education in life, using the road as a common resource.

Supervía Poniente and TeleVía carried out a training “motorcycling with awareness” for their employees.

In coordination with Italika, 68 Aleatica employees were trained: 30 from TeleVía and 38 from Super Vía Poniente.

More than 100 women and men motorcyclists were sensitized and trained in theory and practice to ride motorcycles in a safer way.

They ended up with a certificate that will enable them to obtain their A1 motorcycle license and obtained a certified and safe helmet that will protect them in case they are involved in a traffic accident, thus reducing the risk of serious injury by up to 89% and the risk of death by up to 40%.

This comprehensive intervention should be an example of the co-responsibility of the private sector through Aleatica, Aleatica Foundation, Italika and the social sector with ANASEVI.

## “We are all road safety” campaigns

ARM conducted meetings and campaigns focusing on motorcyclists and pedestrians. **Both the meeting “We Are All Road Safety” and the campaign “Moto vision” were a great success, in which the public sector, customers, communities and organizations took part.**

Road Safety Forum “We Are All Road Safety” was an event dedicated to promoting a culture of care on the roads and exploring challenges and opportunities for achieving safe, intelligent, and sustainable mobility.

The forum, held at the Chamber of Commerce Auditorium in Puerto Berrío, was organized by Autopista Río Magdalena - ARM, the National Road Safety Agency, and the Magdalena Medio and Northeast Antioquia Chamber of Commerce.

CEM carried out two campaigns to raise awareness among motorcyclists and pedestrians. Both were aimed at raising awareness of motorcyclists and pedestrians in the Chimalhuacán area, which is the most important accident concentration section for these vulnerable customers.

The following activities were carried out:

1. Distribution of triptychs with safety tips.
2. Mechanical inspections of the vehicles.
3. Medical examinations of attendees.
4. Guided motorcycle driving practices.
5. Presentation of the Safety Squadron.
6. Virtual reality simulators.



Autopista Río Magdalena, Colombia



## Smart road

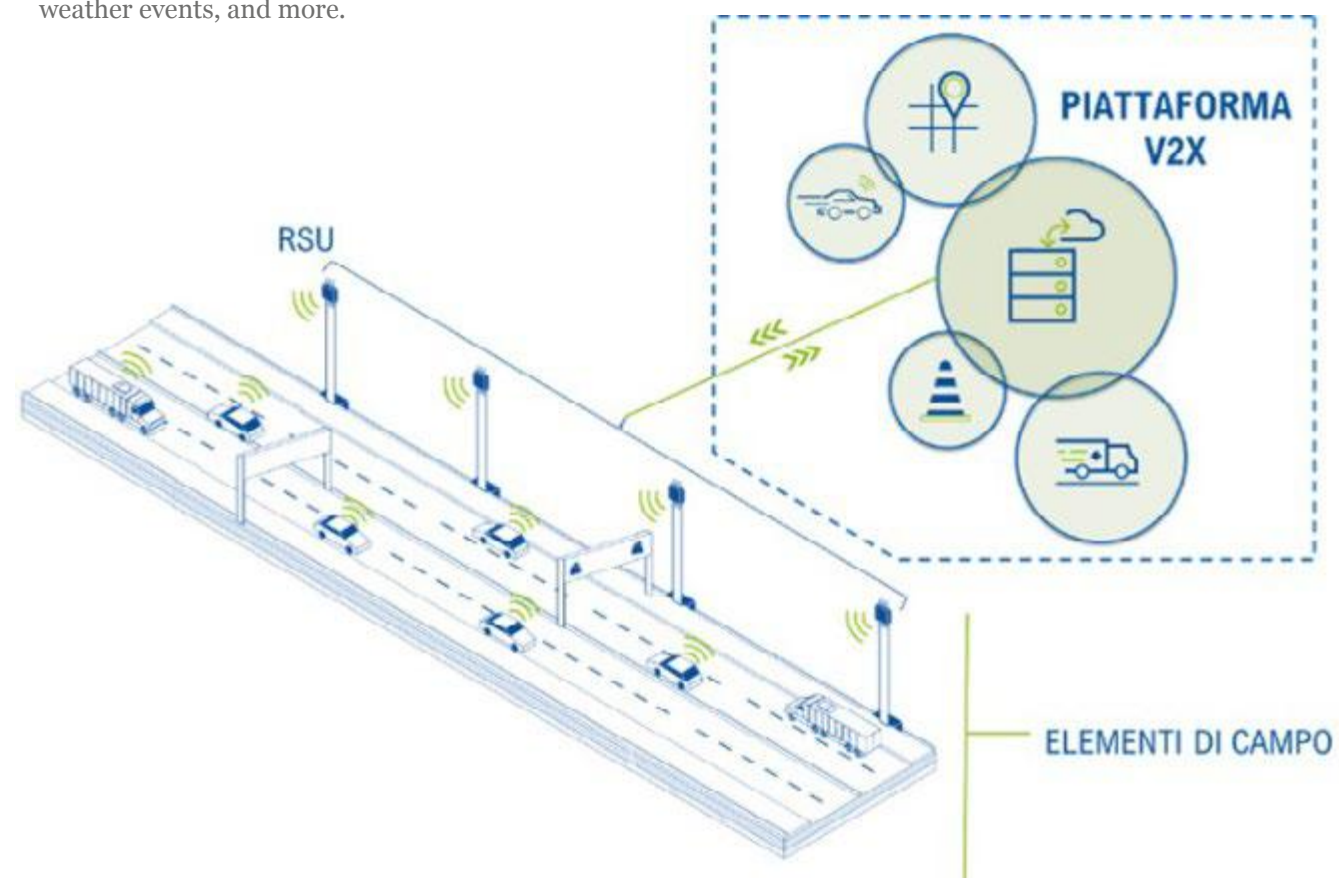
A35 Brebemi started the implementation of the 'smart road' functional specifications. To this end, an executive project has been drawn up for the installation of five Vehicle-To-Everything (V2X) antennas Road Side Units (RSU), between the 13+600 and 18+600 kilometres.

Extensive testing was carried out until May 2024 to verify the coverage provided by the selected installation scheme and to further explore the potential of the new technology. The implementation of V2X technology on the A35 Brebemi aims to enhance road safety by:

- Providing real-time alerts to drivers regarding hazards, traffic conditions, accidents, roadworks, weather events, and more.

- Improving traffic management during incidents, thereby reducing congestion and the risk of secondary accidents.
- Enabling faster emergency response, as connected vehicles can automatically report incidents.
- Supporting data-driven safety enhancements by using vehicle communication records to identify risk patterns.
- Ensuring interoperability with European systems by the DATEX standard.

In summary, this pilot project establishes the foundations for a smarter and safer road network.



## Don't drink and drive

All Aleatica's highways carried out the campaign "don't drink and drive". The objective was to make customers aware of the importance of avoiding drinking alcohol if they were going to drive, and it took place during the Christmas holidays.

It was a simple message 'Don't Drink and Drive', this was displayed on roadside variable message signs during Christmas when they were not being used for incident related messages.



## Swift gates

AUN and VB executed the project Swift Gates. The objective is to solve the operational conflicts that currently occur at different points of the Autopista Urbana Norte / Viaducto Bicentenario, during changes in the number and direction of lanes.

Until now, this operation has been carried out manually, creating security problems for customers and operators.

The CDI automated barrier is operated remotely from the control centre by means of a remote control with an opening time of 27 seconds.

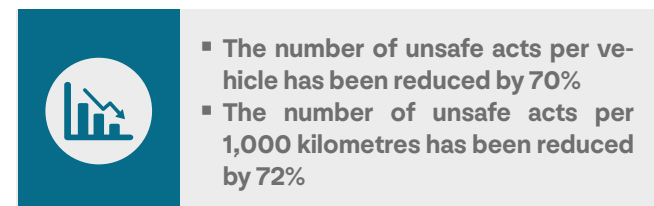




## SICS project

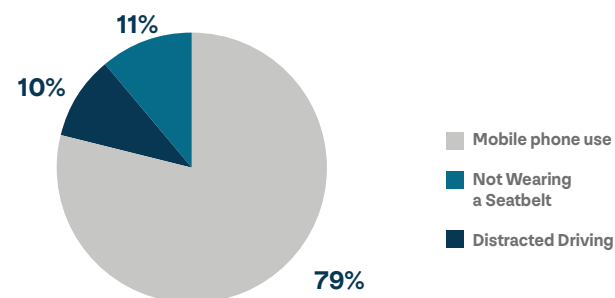
At the end of 4Q 2024, with the implementation of the project, a reduction of 80% in the total number of unsafe acts per vehicle and 74% in unsafe acts per 1,000 km has been achieved.

This fact shows a significant improvement in driving culture, contributing directly to road safety in Aleatica's operations. We ended 4Q 2024 with the implementation of the project in six business units, with a total of 175 integrated vehicles.

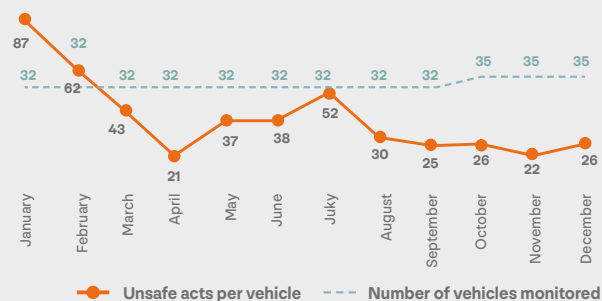


Business units with high worker accident rates associated with driving, such as urban highways (AUN and VB) and AP achieved in twelve months remarkable reductions of 70% and 68% in unsafe acts per vehicle respectively, which evidences the success of the training and tools implemented by the operational teams. The graphs show the monitoring carried out through the SICS Committee for the AUN and VB.

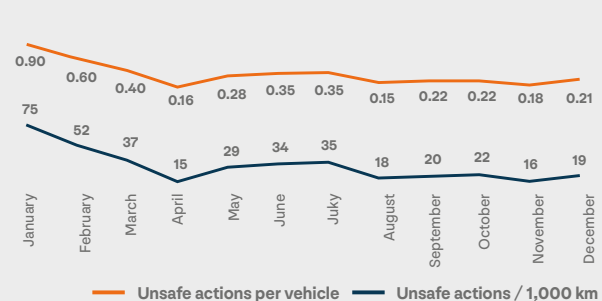
Unsafe acts in AUN and VB



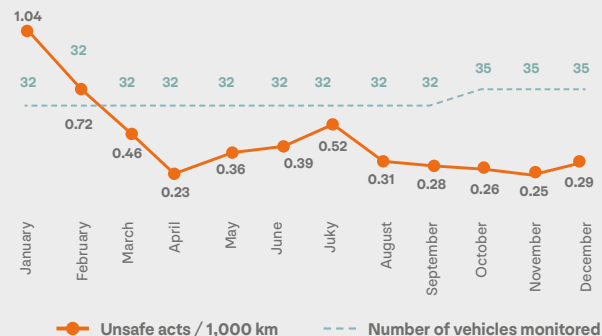
Number of Unsafe Acts "Per vehicle"



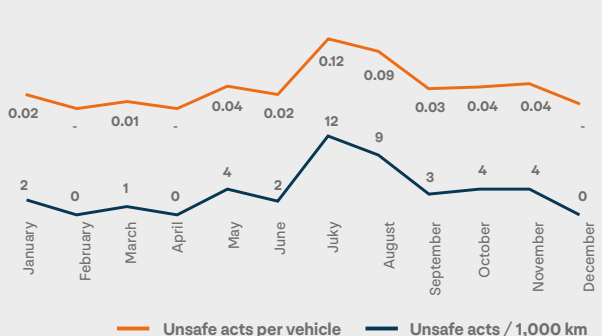
Number of unsafe acts: "mobile phone use"



Number of unsafe acts per 1,000 km



Number of unsafe acts: "not wearing a seatbelt"



## Drills

We carried out emergency drills across all our business units to train our teams and test the efficiency and speed of our response to high-risk scenarios, such as multi-vehicle accidents, hazardous material spills, fires, and tunnel incidents. These drills helped strengthen the training of roadside assistance teams and first responders and allowed us to evaluate the adequacy of assigned resources, emergency procedures, communication channels, and coordination between emergency services and control centres.

CEM completed its 2024 drill plan with four exercises. The final drill simulated an accident involving a heavy vehicle transporting dangerous goods. The main objectives were to assess our emergency response capacity, evaluate the suitability of assigned resources, verify emergency procedures, and test our communication and coordination with emergency services.

Supervía Poniente conducted a fire drill involving a vehicle that caught fire, resulting in the simulated closure of both directions of the Luis Cabrera viaduct. The drill aimed to test the emergency response protocol for traffic disruptions on elevated roadways.

Nogales–Puchuncaví carried out a drill simulating a road accident involving hazardous materials. The purpose was to coordinate the response among regional emergency agencies and demonstrate to the local community that we have a solid emergency response plan. The drill, conducted on the 23<sup>rd</sup> of August, included the participation of local municipalities, police officers, fire-fighters, the concessionaire, and our third-party Hazmat brigade (Nera).

We also conducted a full-scale emergency drill in the A35 Brebemi tunnel, simulating a critical "code black" event with traffic blockage, in collaboration with all relevant territorial authorities and emergency services operating along the motorway. The exercise aimed to ensure rapid recognition of emergencies, test both internal and inter-agency communication flows, verify the proper application of our Emergency Management Plan approved by the Prefecture of Bergamo, and to guarantee the safety of rescue personnel. We also focused on coordinating available resources, effectively, improving the familiarity of emergency teams with tunnel interventions, and restoring normal traffic conditions as swiftly as possible.







A35 Brebemi, Italia

## The Aleatica Foundation for Road Safety

### Regional meeting of the Global Alliance of NGOs for Road Safety

The Foundation co-organized the First Regional Meeting for Latin America of the Global Alliance of NGOs for Road Safety, held in Mexico City from November 5-7. Aleatica's CEO, COO, Global Road Safety Department and other managers and colleagues of the company and its Business Units took part in this interesting event.

The event gathered 150 participants, including authorities and representatives from 39 organizations across 20 countries. More than 80 publications were generated in radio, television, print, and digital media, with 85% of these impacts in Top Tier and Tier 1 outlets.

The key highlights of the Regional Meeting included:

- High-level symposium.
- Preparations for the Ministerial Conference.
- Eight workshops conducted by Alliance members.
- A call to action for Latin America.

The Foundation played a significant role, first by participating in the panel "How to Leverage New and Existing Investments," with Bosco Martí, President of the Foundation, as a speaker. Additionally, the Foundation took part in the panel launching the study "License for Road Safety that Saves Lives," developed by INTRAS, with the intervention of Dr. Francisco Alonso, Director of INTRAS.



Aleatica Foundation for Road Safety, México



## Second anniversary

As part of the First Regional Meeting for Latin America of the Global Alliance of NGOs for Road Safety, the second anniversary of the Aleatica Foundation for Road Safety was celebrated.

The event was attended by representatives from the participating countries in the Regional Meeting, as well as special guests from the public, private, and social sectors. These stakeholders have established collaborative ties under the shared goal of saving lives through improved road safety.

As part of the celebration of the second anniversary of the Aleatica Foundation for Road Safety, a formal ceremony was held to announce the names of the Civil Society Organizations that won the “We Are All Road Safety” Call for Proposals.

The three winning projects are outstanding examples of innovation and commitment to road safety. Each of these projects addresses aspects related to road safety, particularly focusing on risk factors such as distractions, the non-use or improper use of helmets by motorcyclists, pedestrian accidents, the non-use of seat belts, inappropriate speed, unsafe overtaking, and driving under the influence of alcohol or drugs, especially in areas surrounding Aleatica’s concessions.

## Training program for police and first responders

One of the events organised by the Foundation was attended by 190 participants from all police forces and first responder units operating within the areas influenced by the Amozoc-Perote and Libramiento Elevado de Puebla corridors. The event proved highly successful in both training delivery and knowledge dissemination, due to the following key aspects:

- It standardised understanding of the “Safe System” approach, promoting it as the international benchmark for road safety within the broader framework of safe and sustainable mobility.
- It emphasised the importance of staying informed on the latest data and evidence-based practices to enhance road safety outcomes.
- It highlighted the critical role of safe infrastructure, including the upkeep of road signage and safety devices to ensure effectiveness.
- It placed particular focus on motorcyclist safety, acknowledging their heightened vulnerability and the need for targeted strategies.
- It provided comprehensive information on current road safety regulations and their practical application, tailored to the roles, responsibilities, and jurisdictional scope of each operational unit—whether at the state, municipal, or national level.



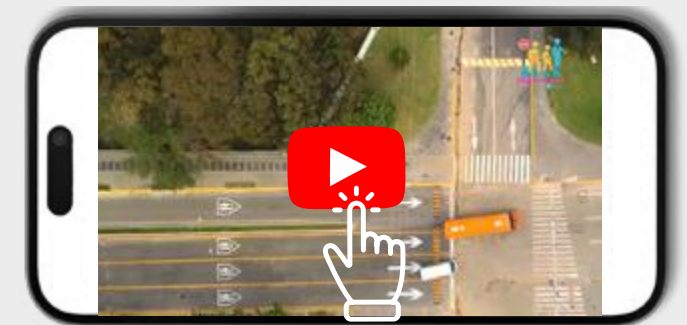
## Seguro Es Cool

The school zones intervened-upon were *Militar de Transmisiones* School (Higher Education Level), *Secundaria Isidro Fabela* (Middle School) and *Secundaria Benito Juárez* (Middle School). These schools are located within the Municipality of Naucalpan.

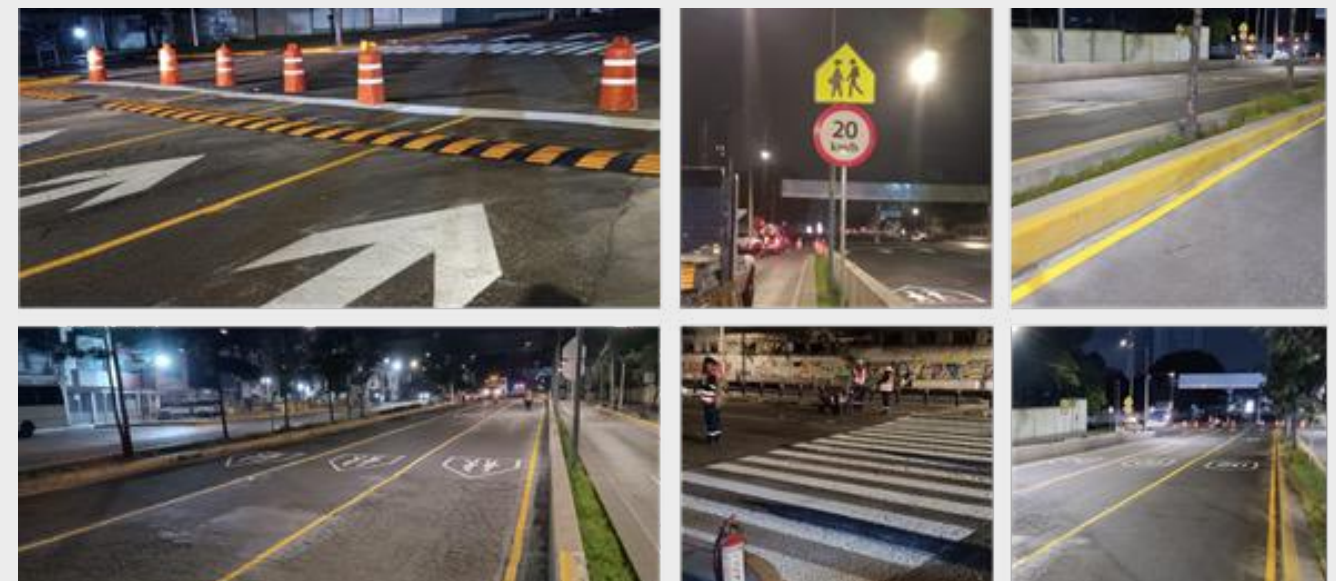


A collaboration agreement was established with the Municipality of Naucalpan, 3M Mexico, and Intertráfico to develop projects aimed at creating safe school environments and improving road infrastructure around three schools.

Based on the collaboration agreement and the diagnosis conducted using iRAP’s Star Rating for Schools (SR4S) tool, infrastructure intervention designs were developed for three school zones.

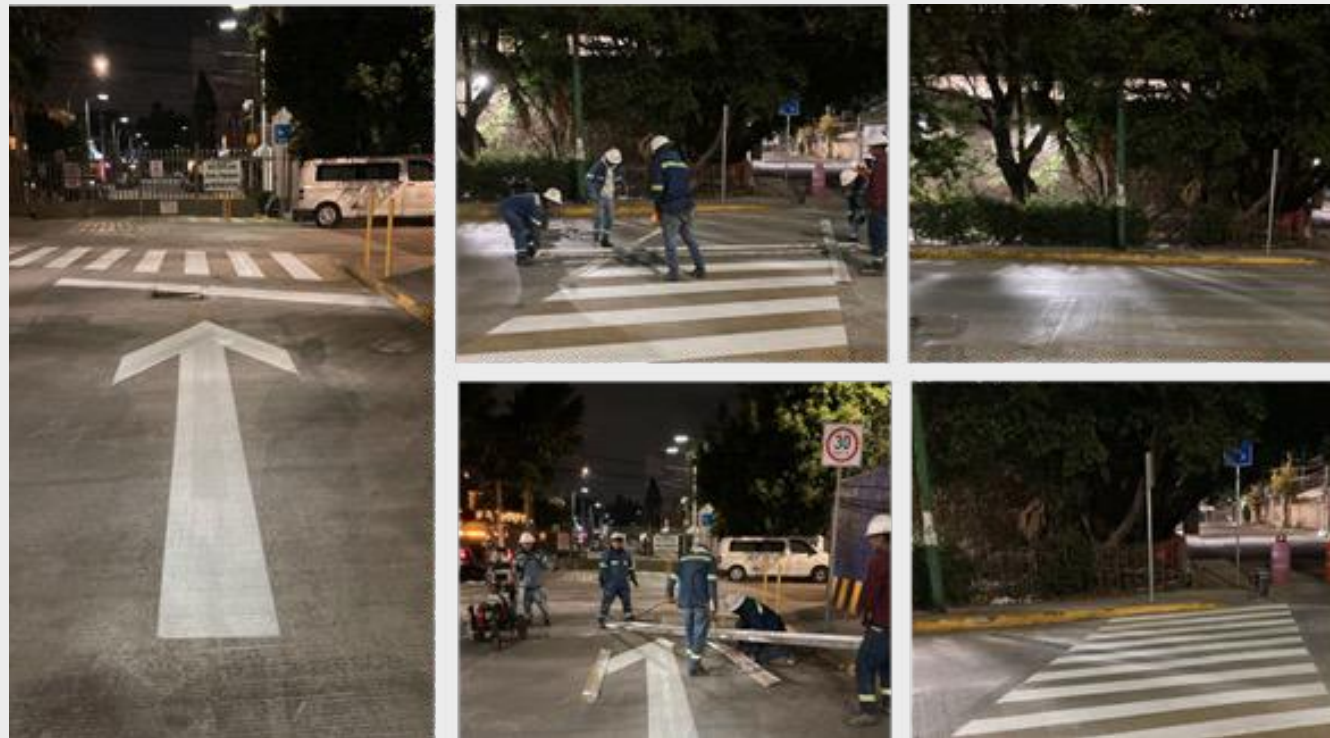


## Interventions at the *Militar de Transmisiones* School area

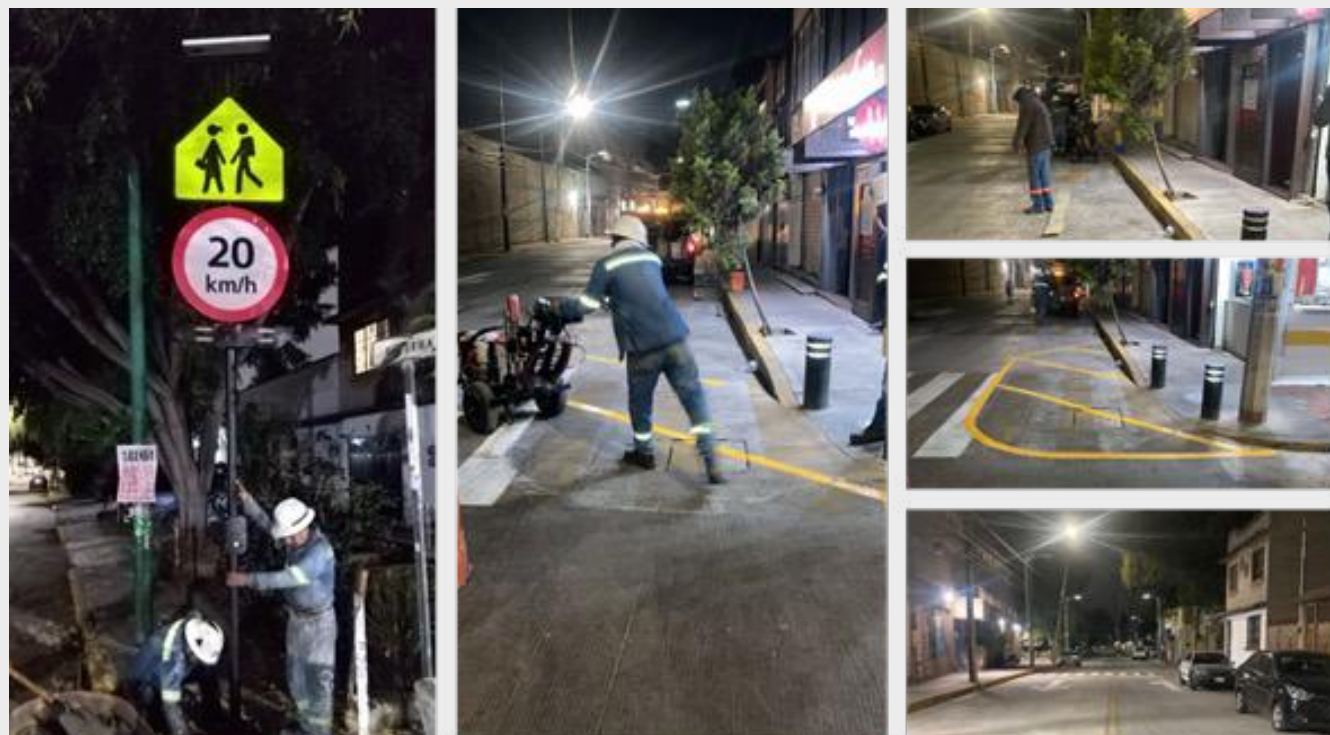




Secundaria Benito Juárez School area



Secundaria Isidro Fabela School area



# Looking ahead



The future of employee and road safety on the Indiana Toll Road looks brighter than ever. Over the past decade since its acquisition by IFM, ITRCC has made significant strides toward building a safer, more resilient organization. This progress has been driven by consistent investment in critical areas such as workforce development, state-of-the-art equipment, personal protective equipment (PPE), comprehensive safety programs, and advanced technologies designed to prevent accidents and enhance responsiveness.

Crucially, ITRCC's collaboration with Aleatica and other peer organizations has fostered a spirit of shared learning and continuous improvement. Through these partnerships, the company has been able to identify common industry challenges, exchange effective mitigation strategies, and adopt best practices that strengthen its

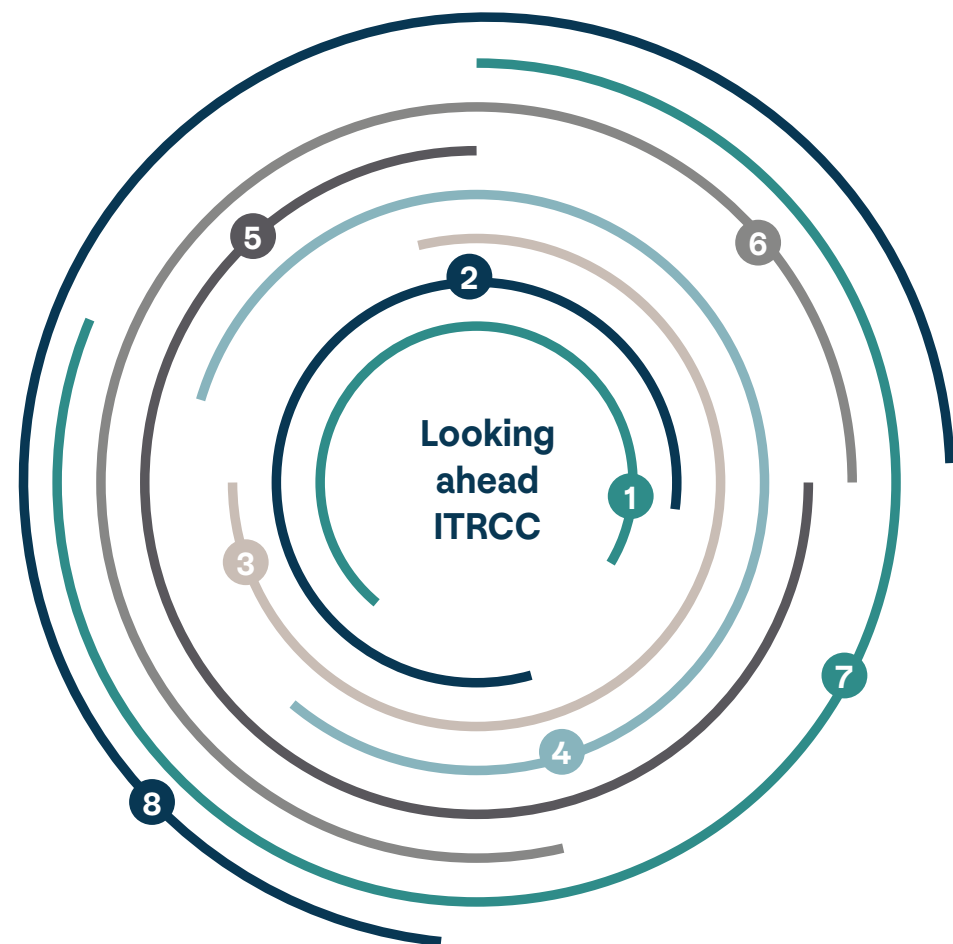
already robust safety culture. These collective efforts have laid a strong foundation for sustainable, long-term safety outcomes that benefit both employees and the traveling public.

However, while the progress to date is commendable and has delivered measurable success, management must remain vigilant. Success can sometimes breed complacency, and it is in those quiet moments of overconfidence that risks can re-emerge. It is essential that the organization continues to reflect on lessons learned during challenging periods and uses those insights to drive further improvement. By staying proactive, open to change, and relentlessly focused on safety, ITRCC can ensure that its future remains not only bright but also secure.



Indiana Toll Road, US





**1** Maintaining strong foundations to achieve long-term, sustainable safety outcomes.

**2** Ongoing vigilance is essential to prevent complacency.

**3** Learning from past challenges is key to informing future actions.

**4** Remaining committed to proactive improvement and openness to change.

**5** Maintaining a clear focus on the safety of both employees and road users.

**6** Continuously investing in workforce development, modern equipment and PPE, comprehensive safety programmes, and advanced accident prevention technologies.

**7** Collaborating with Aleatica and other industry peers to enable shared learning and the exchange of best practices.

**8** Undertaking joint efforts to address common safety challenges.



At Aleatica, we are committed to placing road customers at the heart of our safety strategy. Through our Road Safety Department, we will lead the implementation of key actions outlined in our Strategic Plan, ensuring a coordinated and proactive approach to road safety management across all our operations.

We will begin by reviewing and updating our road safety management framework, including policies, regulations, and operational procedures, to align with international best practices and our evolving needs. All interventions will be systematically planned, prioritised, and funded through an enhanced and revised Accident Reduction Plan (ARP), providing a more robust foundation for targeted action.

Our strategy includes improving and expanding our asset inventory—capturing detailed data on road geometry, pavement conditions, barriers, and other critical infrastructure components. We will also strengthen coordination with first responders and integrate tools to enhance emergency response capabilities.

We are investing in smarter traffic and weather monitoring systems, upgrading existing tools and developing new applications to better support decision-making and alert systems. Our focus will remain on delivering safer infrastructure, safer vehicles, and safer operations, all while elevating the experience and safety of our customers.

Given the impact of road trauma among regular road customers—including both light and heavy vehicle drivers—we will concentrate our next efforts on six critical areas: motorcyclist and pedestrian safety, speed-

ing, frontal collisions, and the promotion of helmet and seatbelt use. These elements represent the highest risks for fatal and serious injuries, and we are committed to reducing them through informed, data-driven action.

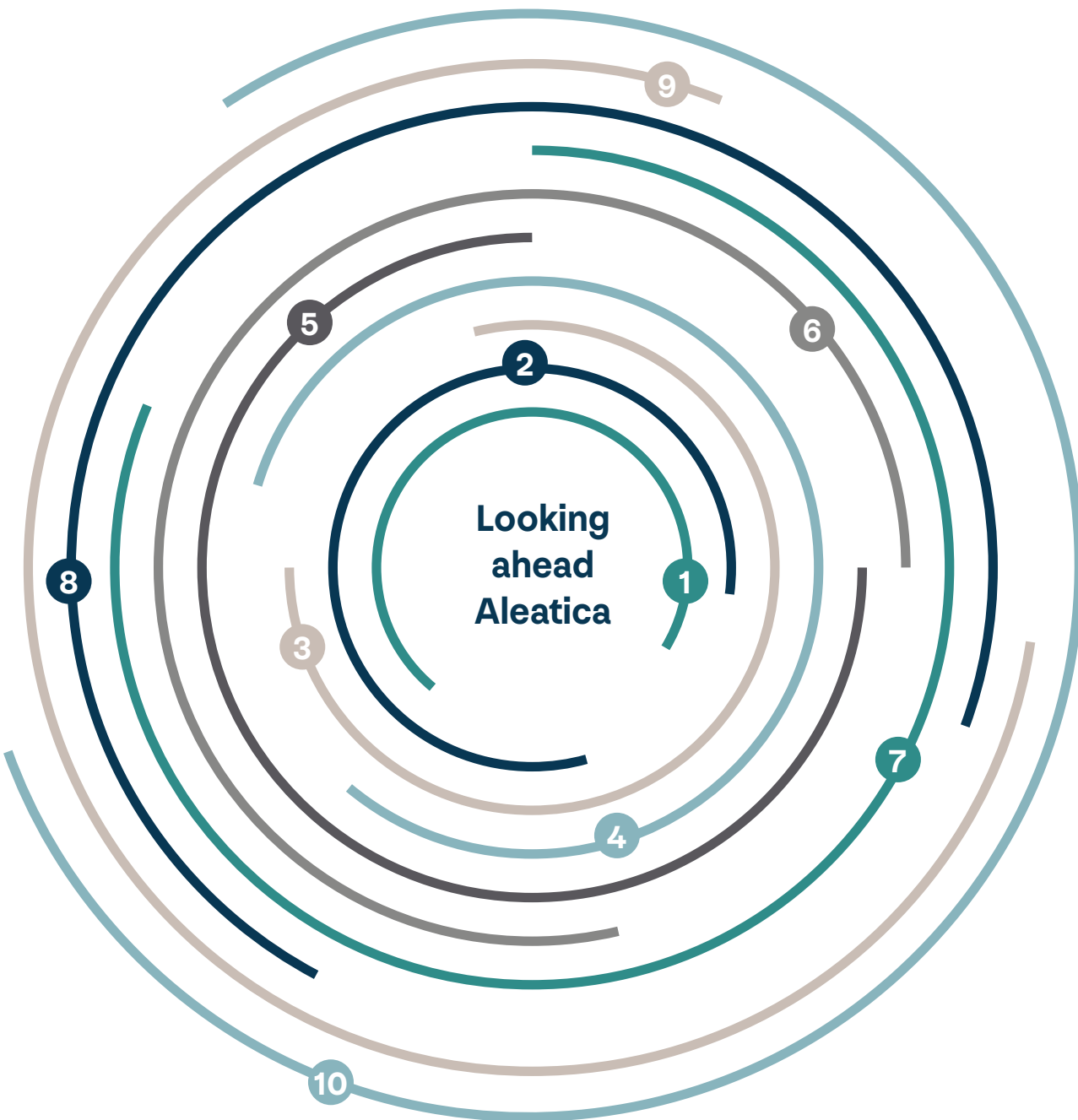
Ultimately, we believe that a safer road environment is achieved not just through strong infrastructure, but through a shared responsibility model where we all contribute to a culture of safety—for our customers, our employees, and the communities we serve.



M6toll, UK



Aleatica has established 10 strategic areas that represent the key priorities for intervention, focusing on where the greatest risks are concentrated, the most significant opportunities for improvement exist, and the highest potential for impact can be achieved. Aleatica's road safety strategy is implemented through objectives and lines of action aligned with the vision defined for each of these 10 strategic areas:



1

**“Forgiving” Roads:** We run a network of ‘forgiving roads’ that are designed to lessen the impact of human error. We achieve this through safe designs, top-notch safety barriers, and by immediately fixing any damage to the infrastructure.

2

**Fatal & Serious Accidents:** We make it our top priority to back the strategic decisions and actions that have the best chance of saving lives. This helps us keep the number of deaths and serious injuries on a steady downward trend.

3

**Vulnerable Users:** Aleatica integrates inclusive solutions into the design and operation of its infrastructure and operates in an environment where pedestrians, cyclists, motorcyclists, and other forms of micromobility have access to safe, accessible, and equitable mobility.

4

**Intermediate Outcomes:** We are building a strong safety culture focused on improving critical behaviours on the road. We do this through effective campaigns, using monitoring technology, and working alongside the authorities to bring down the rate of serious crashes.

5

**Speed Management:** We tackle speed management from all angles. We combine safe road design with smart signage, automated speed checks, and public awareness campaigns to keep travel speeds at safe levels for everyone.

6

**Post-Crash Care:** We are always improving our post-crash response system to make sure it is quick and coordinated. Getting to the scene fast is our priority, which leads to better outcomes for victims, all thanks to using the right tech, ongoing training, and solid strategic partnerships.

7

**Crash Analysis:** We turn crash data into practical know-how. We use advanced analysis to spot risk patterns, work out where to focus our efforts, and properly measure how effective our safety initiatives are.

8

**Road Inspections & Audits:** We are proactive in looking after our road network. We do this with regular inspections, audits, and by analysing near misses, which lets us manage risks before they cause strife and allows us to keep making things safer.

9

**Maintenance & Upkeep:** We keep our infrastructure in top-notch condition using preventive and predictive maintenance strategies. This ensures that every road we manage is always up to the job of protecting the people who use it.

10

**Road Safety Management Capability:** We’re constantly strengthening our ability to manage road safety by blending technical know-how, innovation, and genuine commitment to the community. With the backing of The Aleatica Foundation, we are pushing for safe and sustainable ways for people to travel across the region. This ensures that every road we manage is always up to the job of protecting the people who use it.


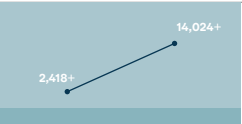

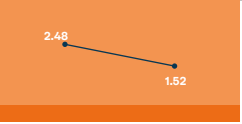




# Stakeholders and Partners

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 esteemed partners on all partner 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			
2023	2024					2023	2024
161	164			2,418+	14,024+	2,679+	14,024+
Contractor LTIFR				Contractor LTIFR			
2023	2024					2023	2024
0.00	0.75			2.48	1.52	2.48	1.52
Contractor LTIs				Contractor LTIs			
2023	2024					2023	2024
0	2			197	159	197	159



Communities

ITRCC’s commitment to safety extends far beyond the boundaries of the road. We believe that being an industry leader in safety also means being an active partner in the communities we serve. Through meaningful engagement, shared knowledge, and ongoing collaboration, we work to elevate safety awareness and performance across the region.

Our Chief Operating Officer (COO) and Director of Operations (DOO) play a hands-on role in this effort. Both are active participants in local Chamber of Commerce committees, where they provide insight into transportation safety and infrastructure planning, while also advocating for strong public-private collaboration. Their involvement ensures that safety remains a central theme in broader community discussions about growth, development, and economic opportunity.

We also take pride in supporting supplier diversity and inclusion. During supplier diversity meetings, our leadership regularly speaks on the importance of safety, reinforcing that every vendor, contractor, and partner in our network is expected to share in our safety-first culture. These conversations help set clear expectations while also encouraging small and diverse businesses to invest in strong safety practices of their own.

Our team actively shares best practices with national, state, county, and local agencies and coalitions, helping to foster a consistent and coordinated approach to roadway safety. We regularly participate in joint planning efforts and peer-to-peer exchanges that focus on incident response, work zone management, and emerging safety technologies.

One of the most impactful elements of our outreach is the Traffic Incident Management (TIMs) training we provide to first responders and safety stakeholders. These sessions are designed to improve on-scene coordination, reduce secondary crashes, and ensure safer outcomes for emergency personnel and the public. By bringing together fire, police, EMS, towing operators, and transportation agencies, TIMs training strengthens the entire emergency response ecosystem.







## First Responders

Our commitment to safety includes a focused dedication to cooperation with first responders, those who face the highest risks during emergency events on and around our roadway system. We believe that enhancing first responder safety is not just a responsibility, but a partnership built on trust, training, and proactive collaboration.

We work directly with Indiana State Police District 21 and maintain strong, cooperative relationships with all local fire departments, EMS providers, county Emergency Management Agencies (EMAs), and the University Police Departments. These partnerships allow us to share critical information, streamline response protocols, and create a unified safety approach that protects both the responders and the public.

Over the past year, we've deepened our coordination by engaging with local Med Flight providers to better understand their response needs and integrate their aerial operations into our traffic and incident management plans. This has included site assessments, communication planning, and shared debriefs after major events to be aligned in both execution and safety standards.

A major step forward this year was our participation in group Business Continuity Planning (BCP) with all regional safety stakeholders, including municipal utilities. These planning sessions focused on preparing for large-scale incidents, severe weather events, and infrastructure disruptions, creating a resilient and coordinated response framework that prioritizes first responder safety from the outset.

## Contractors

Contractor safety collaboration is the foremost priority for all infrastructure projects undertaken by ITRCC. To promote this vital aspect, we conduct annual safety symposium meetings with our contractors, where we engage in comprehensive discussions aimed at enhancing safety protocols. During these meetings, we brainstorm innovative technologies and equipment that can bolster safety measures, evaluate and update industry standards to ensure compliance and best practices, and review past safety practices to identify areas for improvement. Our goal is to foster a culture of safety that not only meets regulatory requirements but also protects the well-being of all personnel involved in our projects.

Improvements that exceed local industry standards and have now been incorporated as standard practices across all ITRCC projects include the implementation of advanced queuing detection systems. These systems are utilized on long-term lane restrictions to monitor and manage traffic flow effectively. These systems enable real-time data collection, allowing for timely responses to congestion and enhancing overall safety for both drivers and workers.

Additionally, bright orange construction pavement markings have been standardized at all points of lane shifts and at taper locations. These markings improve visibility and guide drivers through complexities in road layout, reducing confusion and the potential for accidents.

Moreover, the installation of rumble strips has been introduced ahead of maintenance of traffic signage. These strips serve as tactile alerts for drivers, warning them of changing conditions and urging them to pay close attention to the messages displayed on the signage. Together, these enhancements contribute significantly to improving driver awareness, safety, and the overall efficiency of traffic management during construction and rehabilitation efforts.

Our contractors play a crucial role in the development and implementation of our projects' Emergency Action Plans (EAPs). Each contractor is thoroughly briefed on their specific responsibilities in the event of an emergency. This includes detailed procedures to protect the job site, ensure the safety of the traveling public, and facilitate effective communication with emergency services. Furthermore, contractors are trained to identify potential hazards and are equipped with the necessary tools to respond swiftly and efficiently. Regular drills and reviews of the EAP ensure that all personnel are familiar with emergency protocols and are prepared to act decisively when unforeseen situations arise.

**Safety Approval Process:** At ITRCC, both the Environmental, Health, and Safety (EHS) and Procurement teams play a critical role in the vendor selection process. Prior to engaging new contractors for projects or services, ITRCC conducts a comprehensive safety review. This includes evaluating OSHA logs, the contractor's Experience Modification Rate (EMR), and established safety programs. This vetting process ensures that only vendors with a demonstrated commitment to safety are considered.





Safety Governance Measures in Place:

Controlled chain of contractors:	Inclusion of safety clauses in contracts:	Weighted safety evaluation in technical proposals:	On-site safety supervision:	Ongoing safety performance evaluation:
YES	YES	YES	YES	YES

**Contractual Safety Requirements:** All contracts executed under ITRCC mandate strict adherence to safety standards. The foremost priority for every project is to maintain a zero-harm environment. Safety must be ensured for every individual involved, including but not limited to:

 Customers and the traveling public

 Contractors and subcontractors

 ITRCC personnel

 External vendors

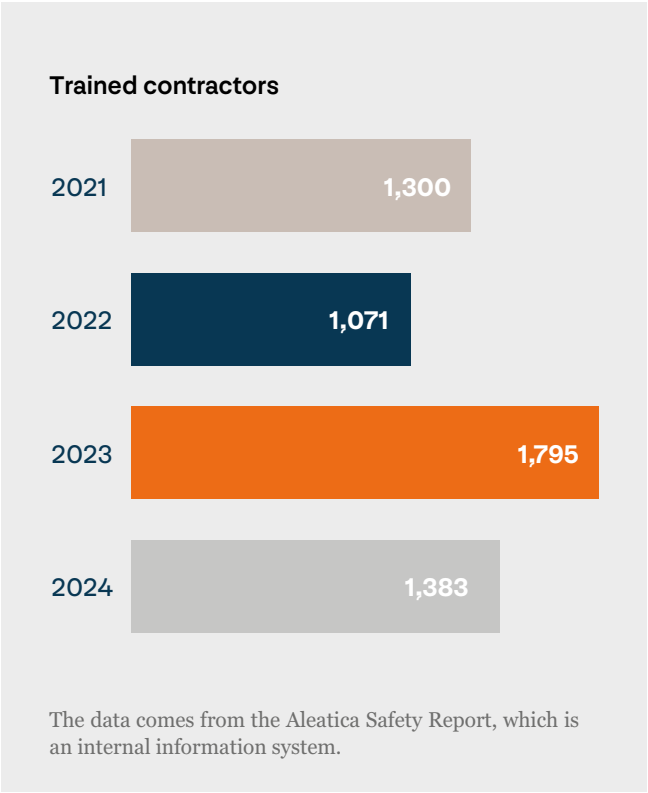
 Inspectors

 Indiana State Police and emergency responders

 INDOT and other state officials

Commitment to Safety in Traffic Management:

National workplace data consistently highlights the risks associated with traffic congestion—making effective Maintenance of Traffic (MOT) a top priority for ITRCC. Every MOT plan must strike a careful balance between minimizing traffic disruptions and ensuring the highest level of safety for both workers and the traveling public.



To that end, contractors are required to develop and submit a comprehensive Safety Plan. This plan must clearly articulate their commitment to safety and detail the specific strategies, procedures, and controls that will be implemented across all work activities to ensure a safe operating environment.



Safety Oversight and Accountability

Contractors must conduct regular, scheduled audits of their Safety Plan. These audits are essential to verify implementation and identify areas for continuous improvement. The outcomes of these audits, along with any corrective actions taken, must be documented and submitted to ITRCC as part of the monthly progress payment package.

Safety Evaluation – Weighted Technical Proposal

To ensure the highest standards of safety performance, all contractors engaged by ITRCC are subject to both pre-project and post-project evaluations. These evaluations consider key safety indicators—including Experience Modification Rate (EMR), safety plans, and four years of Occupational Safety and Health Administration (OSHA) Summary Log history—and apply a weighted scoring system:

Unacceptable	Acceptable	Exceeds Expectations
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Each criterion is further weighted based on actual project performance, with a **maximum achievable score of 12**. Contractors receiving a score below 6 are deemed ineligible for future work until they can clearly demonstrate sustained improvement and compliance with ITRCC safety expectations.

Safety Supervision & Oversight

Every project must include a **dedicated safety officer** appointed by the contractor. In addition, ITRCC conducts **randomized safety inspections** to ensure compliance with project safety standards. ITRCC’s internal personnel are extensively trained, certified in safety practices, and actively engaged in continuous education. Currently, the organization is expanding this initiative by facilitating **OSHA 30-hour training for all supervisors and OSHA 10-hour training for all field employees** to further elevate on-site safety awareness and compliance.

Post-Project Safety Performance Review

Upon project completion, contractors undergo a **formal safety performance evaluation**. These post-project reviews play a critical role in determining future contract eligibility. Consistent high performance can position a contractor for additional opportunities, while poor safety outcomes may result in disqualification from future engagements.

Near-miss reports (Contractors)

2023 = 11    2024 = 5

Recorded inspections

2023 = 1,361    2024 = 1,403





## 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. Since the program began in 2019, a total of 30,090 people has been trained through 2024, providing them with the tools to prevent and better understand road safety.

It is important to emphasize that commitment to communities goes beyond those directly related to the business units and their areas of influence.

The month of October 2024 saw the worst floods recorded in 100 years in the Valencian Community region of Spain. There was extensive damage to infrastructure, homes and vehicles.

The M45 team was deployed as volunteers to assist the authorities in the clean-up and support of the citizens of the region. Thank-you emails were received from citizens thanking the M45 team for the work done and the help they provided.



M45 Euroglosa, supporting DANA Valencia, Spain

## 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.

**Drills:** In general, all Aleatica's business units assess the risks of emergencies occurring in the workplace. These risks include fire, earthquake, flooding, volcanic ash, health emergencies, terrorism, vandalism and social unrest, among others. All business units carry out the annual drills required by regulations and go above and beyond.

The best example is when what is done in drills allows you to act. This is what happened in the Port of Tenerife in 2024.

On November 12, 2024, an emergency occurred on a Maersk shipping vessel. Five containers containing cotton and coal caught fire. The ship requested an emergency berth in the port of Tenerife. The call was answered by the port team and the emergency response protocol was activated. The containers could be unloaded without further danger and the fire was extinguished, not allowing the fire to spread to the rest of the containers. The emergency process ended with no personnel injured and with the thanks of the shipping company.

## Partners: iRAP

In collaboration with the International Road Assessment Programme (iRAP), the “Safer Roads for Latin America and the Caribbean” forum was held on November 27 and 28 of last year in Mexico City. Aleatica signed the #SaferRoadsPledge.

The event brought together 60 experts and authorities from nine countries to discuss the challenges and opportunities in safe infrastructure, aligned with the goals of the Second Decade of Action for Road Safety 2021-2030.

As part of the event, Aleatica signed the #SaferRoadsPledge, which will be presented at the Ministerial Conference in Morocco in February 2025, aiming to eliminate high-risk roads globally.

This initiative seeks to engage organizations involved in road design and financing to commit to creating safer infrastructure to assess progress in the implementation

of the Global Plan for the Decade of Action for Road Safety 2021-2030 and build support for a new vision of safe and sustainable mobility.

It also includes meeting the United Nations Road Safety Performance Targets 3 and 4, which include ensuring that, by 2030, all new roads are built to a 3-star standard or better for all customers, and that more than 75% of trips are made on roads that meet this standard.





Partners: International Road Federation

From October 15 to 17, Antonio Pinilla, Director of Road Safety, represented Aleatica as a speaker at the 2024 World Congress of the International Road Federation (IRF), held in Istanbul.

Aleatica’s commitment to the safety of its customers and the company’s achievements were presented during the four sessions in which Aleatica participated:

- PPP, road pricing, and procurement to improve transport and mobility.

- Developing an enabling environment for private financing and impact investment for safer roads.
- High-level roundtable: Shaping the future of road design for safe and sustainable mobility.
- Road safety assessment worldwide for corporate action and accountability.

Aleatica’s strategy and achievements in road safety raised great interest among the representatives of the public sector, multilateral organizations and companies participating in the Congress.

Contractors

**Contractor stakeholders:** 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:

YES

Inclusion of safety clauses in contracts:

YES

Weighted safety evaluation in technical proposals:

YES

On-site safety supervision:

YES

Ongoing safety performance evaluation:

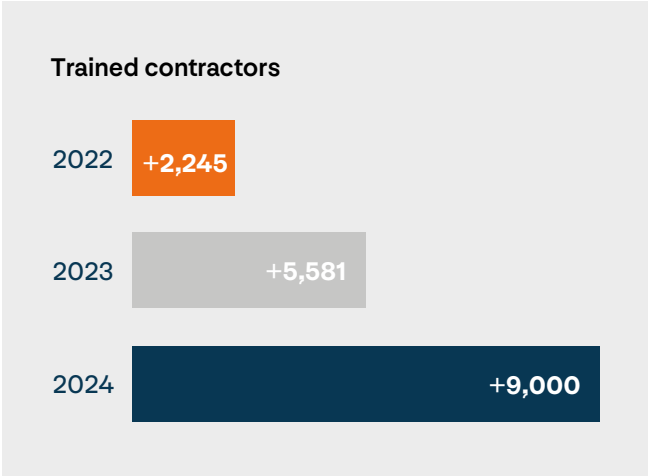
YES

**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. In 2024 the group is still operating normally. 205 contracts and safety plans have been reviewed.

**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 centres 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.

Until 2024, eighty-eight percent of the business units in operation in Mexico have already implemented the system. In South America, 60% of the business units and in Europe, 100% of the units have already implemented these systems. This reduces the legal risks of non-compliance by contractors that could impact Aleatica.



**ATAT Safety Strategy:** The Atizapán-Atlacomulco project has acquired a very high importance for Aleatica at a global level, from the technical point of view and from the safety challenges presented by the areas through which it passes, the relationship with the union groups and the management of the main construction companies.

Union relations in Mexico can be complex. Ineffective management can risk provoking work stoppages and operational disruption. AT-AT will manage the delivery of personal protective equipment through the main contractors and the installation of sound reversing devices on the machinery. In addition, a minimum documentary-legal control of union personnel using heavy machinery will be ensured.

**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.



Atizapán-Atlacomulco. Safety campaigns with the Unions





Indiana Toll Road, US

**Going forward, IFM's involvement and collaboration across its portfolio is poised to continue promoting 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.**

