

Diversity and Inclusion at Ferrovial

Human Resources

The background of the slide is a photograph of a multi-level highway interchange at dusk. The sky is a deep blue, and the concrete structures of the overpasses are silhouetted against the light. A yellow, irregularly shaped callout bubble is positioned on the left side of the image, containing the text. The highway below has some light trails from vehicles, and a few streetlights are visible in the distance.

INDEX:

1. What D&I means for Ferrovial
2. Diversity and Inclusion at Ferrovial
3. D&I action plan

The background of the slide is a photograph of a power plant or construction site at sunset. The sky is a mix of orange, yellow, and blue. In the foreground, the silhouettes of two workers wearing hard hats and safety vests are visible. One worker is pointing towards the right. In the background, there are large metal structures of power lines and towers, with the sun low on the horizon creating a strong glow.

**What D&I means for
Ferrovial?**

What D&I means for Ferrovial

1. Better talent

- ✓ Attraction of more diverse (and better) talent
- ✓ Retention of more diverse talent
- ✓ Development of more diverse talent

2. Better company

- ✓ Better solutions
- ✓ Better decisions
- ✓ Greater profitability

3. A better choice

- ✓ For our investors
- ✓ For our clients
- ✓ For public bids and tenders

4. Better for the world

- ✓ Better reputation
- ✓ Strong community impact
- ✓ A more sustainable company

D&I: Better talent

when we excel at diversity and inclusion...

We attract more talent

To win the war for talent and attract the best people, Ferrovial needs to be positioned as a benchmark inclusive employer.

Diverse and inclusive organizations are 70%¹ more likely to enter new markets.

We retain more talent

Employees are more likely² to stay with an organization when they feel included, valued, and supported.

When an organization operates locally and becomes part of the community their people are more likely to stay longer and be more loyal to the organization.

We develop more talent

Building an inclusive culture will allow us to develop our talent's full potential.

73%¹ of employees are empowered to perform their best when they feel their voices are heard in the workplace.

By attracting, retaining and developing our best talent, we will ensure our people's commitment with **excellence** in everything they do.

5 ¹Korn Ferry: [The Importance of Inclusion in the Workplace \(kornferry.com\)](https://www.kornferry.com/en/insights/the-importance-of-inclusion-in-the-workplace)

²Salesforce: [How Engaged Employees Are the Path to Success](https://www.salesforce.com/resources/articles/employee-engagement/)

D&I: Better company

We are a kaleidoscope of many different businesses, geographies and people. By embracing and celebrating our diversity and leveraging on inclusion, **we will be able to maximize our collaboration and add greater value to our shareholders** offering the best solutions to our clients.

Diverse and inclusive teams are more likely to make better decisions. By cultivating our diversity and instilling inclusion in our ways of working, **we will be able to provide more innovative solutions and face the challenges of an ever-changing world and society.**

This will allow us to ensure our company's profitability and **sustainability in the long term.**

Diverse and inclusive companies perform better than their market average across a wide range of metrics:

+87%¹

more likely to make better decisions

+30%³

more likely to spot and reduce risks

+20%³

higher rate of innovation

+19%⁴

Greater innovation

+25%⁵

Greater profitability with gender diversity

+36%⁵

more profitable with ethnical diversity

¹Korn Ferry: [The Importance of Inclusion in the Workplace \(kornferry.com\)](https://www.kornferry.com/insights/diversity-and-inclusion/the-importance-of-inclusion-in-the-workplace)

³Deloitte, [Diversity and Inclusion Revolution: Eight Powerful Truths](https://www.deloitte.com/insights/diversity-and-inclusion/diversity-and-inclusion-revolution-eight-powerful-truths), 2018

⁴"How And Where Diversity Drives Financial Performance," Harvard Business Review, 2018, <https://hbr.org/2018/01/how-and-where-diversity-drives-financial-performance>

⁵McKinsey, Diversity Wins: Diversity wins: [How inclusion matters](https://www.mckinsey.com/insights/diversity-and-inclusion/diversity-wins)

D&I: A better choice

Our investors play a key role in our business. Corporate **ESG** criteria and Diversity – the Social pillar (“S”) – have risen up on the business agenda. Managing diversity and inclusion allows us to stay ahead of the EU Social Taxonomy.



Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



65%⁶

of M&A executives expect their own company's focus on ESG to increase over the next three years

30%⁶

of senior executives are looking to invest more than 10% of their companies' revenue on ESG initiatives

At Ferrovial, **integrity** and transparency are at the core of our business. This has allowed us to stay ahead at the various jurisdictions in which we operate, which have ever-increasing legal requirements in the area of diversity and inclusion. Legal requirements from the **European Commission** ([gender pay gap](#), [gender diversity on BoD](#)), the **USA government** ([Equal Employment Opportunity Commission](#)), **Spain** ([Equality Plans](#) and [LGD](#)) and legislation in other countries in which we operate are key.

Being a reference employer in diversity and inclusion gives us a competitive advantage in **public bids and tenders** where D&I criteria play a key role.

D&I: Better for the world

Our ambition is to create spaces that connect people and meet the needs of an interconnected world in constant movement. Our determination has made us **a solid industry benchmark** today, and we know that managing diversity and inclusion allows us to have an eye on what is yet to come. We know there are many ways of doing things, but we also know that being true to ourselves and our beliefs is what has brought us this far.

Valuing **respect** guides us towards making Ferrovial a better company every day for all our stakeholders and the society in which we operate. When we act in accordance with the company's values and **guarantee equal access to opportunities for all people** to work under fair and equitable conditions, we promote the employability of the communities in which we operate, and **we leave the legacy of a fairer world.**

Ferrovial is committed to Diversity and inclusion, one of the pillars of the **UN Sustainable Development Goals**. We will strive to make real progress towards these goals by creating more equal and inclusive workplaces, promoting economic growth and development, reducing inequalities, and supporting strong institutions.

**Ferrovial's
reputation**

**Our impact on
the community**

SDGs

SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice and Strong Institutions)

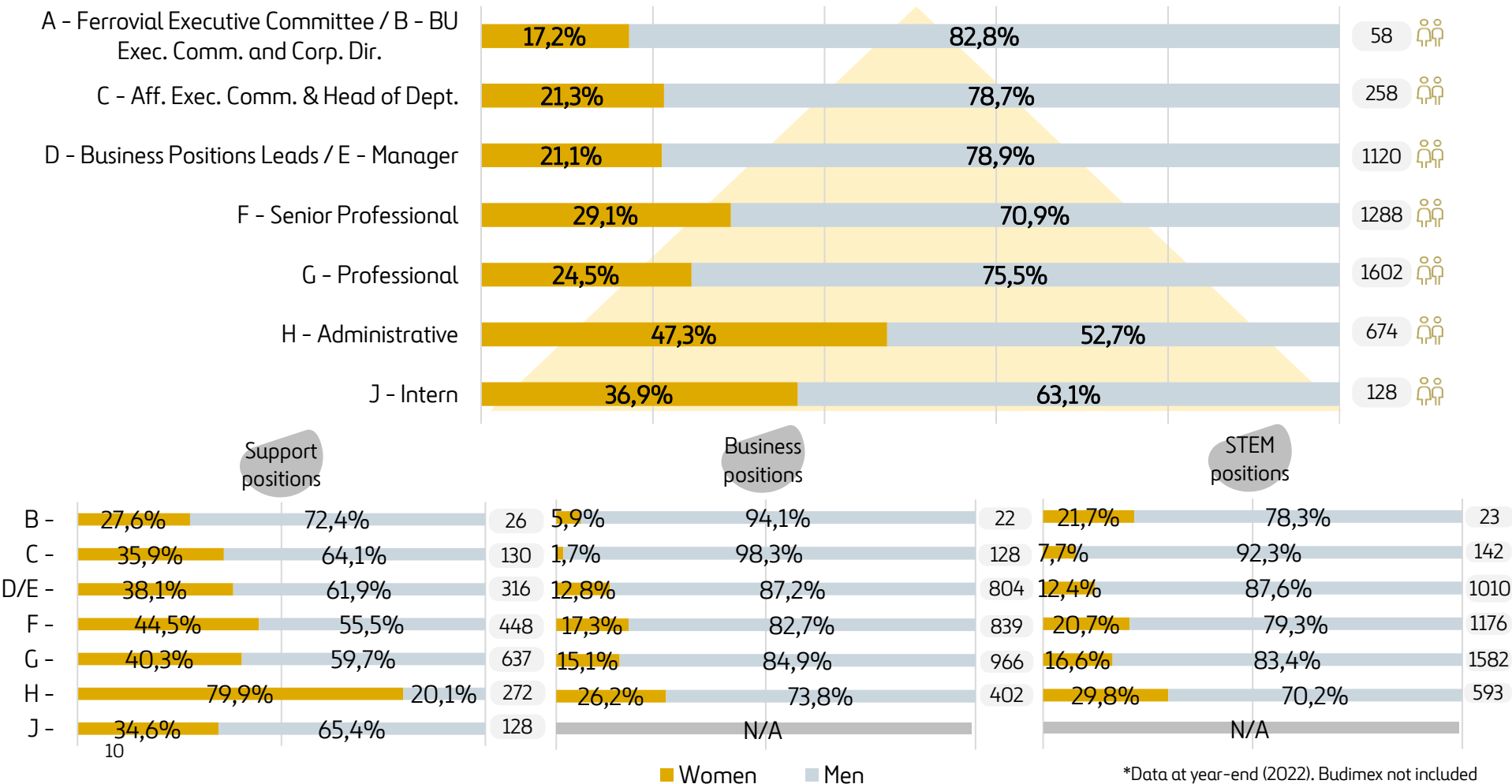
The background of the slide features a low-angle shot of two workers in silhouette against a bright, hazy sunset sky. The worker on the right is wearing a hard hat and pointing upwards with their right hand. The worker on the left is wearing a high-visibility vest with reflective stripes. In the background, several high-voltage power lines and their supporting towers are visible, stretching across the sky. The overall color palette is dominated by the warm oranges and yellows of the sunset, contrasting with the dark silhouettes of the workers and infrastructure.

Facts and figures about Diversity and Inclusion

Facts and figures about Diversity at Ferrovial

Gender*

Female talent is underrepresented in the company, from Professionals to Executives, with slightly less representation in higher levels. This is even more pronounced when comparing support versus business positions.



The background image shows two workers in silhouette against a bright sunset sky. The worker on the right is wearing a hard hat and pointing towards the right. The worker on the left is wearing a high-visibility vest. In the background, there are large electrical transmission towers and power lines. A large yellow speech bubble is overlaid on the left side of the image.

**What are we doing to
promote Diversity and
Inclusion?**

Diversity and Inclusion Strategy

Our Global Diversity Strategy is focused on 3 key axes: hire and develop more diverse talent and build an inclusive culture.

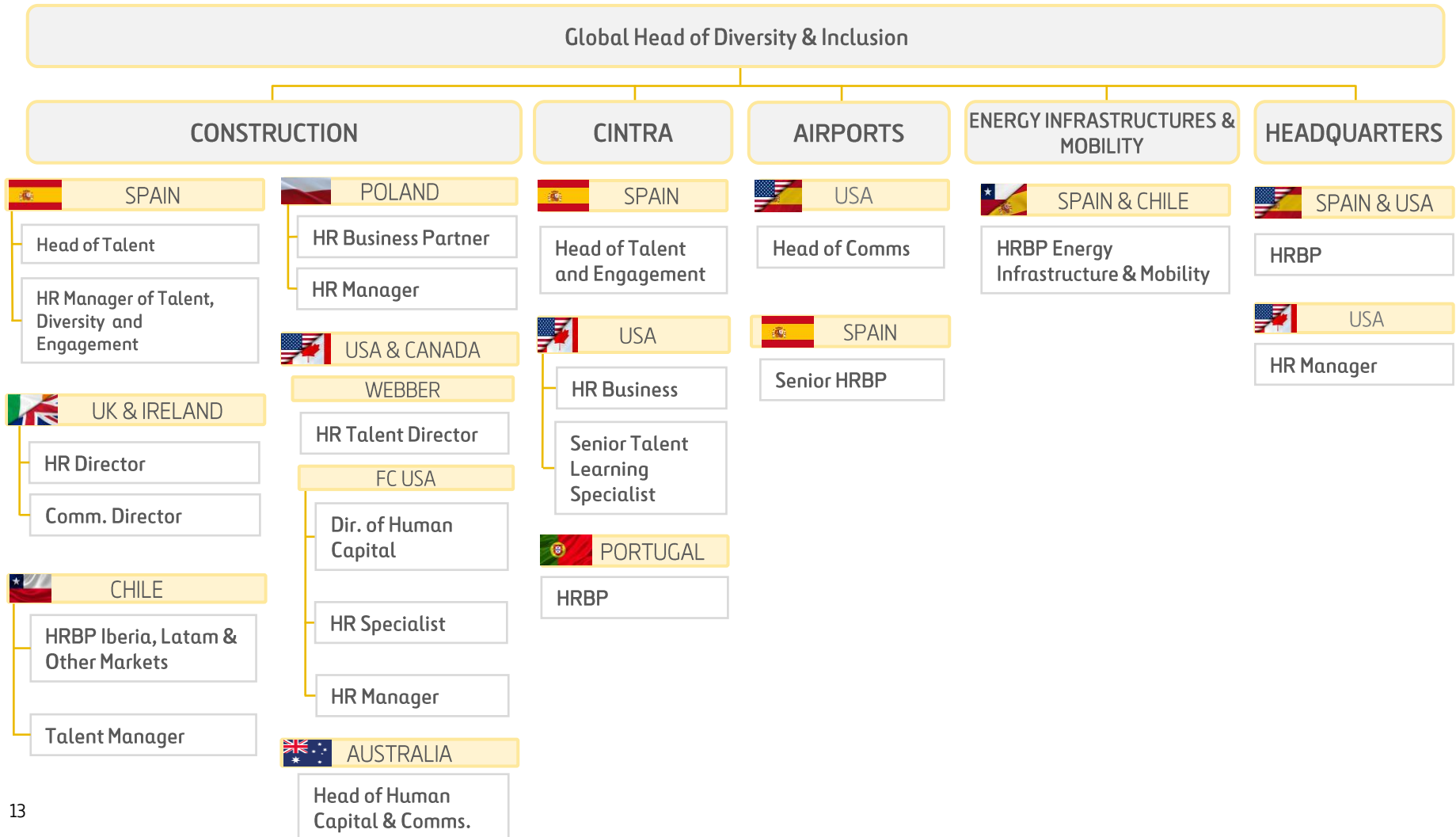
This strategy is led by the **Global Head of Diversity and Inclusion**, who coordinates it through a taskforce made up of representatives from each BU across different geographies.

HAVE MORE DIVERSE TALENT	Positioning Ferrovial as a reference employer for all types of groups and hiring professionals that provide diverse profiles in different desired dimensions	<ol style="list-style-type: none">1. Boost diverse talent attraction: improve Ferrovial's positioning as a diverse and inclusive employer2. Hire more diverse profiles, with special focus on targeted diversity dimensions3. Increase the retention of diverse profiles
DEVELOP D&I	Ensuring that diversity is present at all levels of the organization and that equal opportunities are provided to all employees, fostering the development of diverse profiles	<ol style="list-style-type: none">4. Foster diverse talent in leadership positions5. Foster the development opportunities for diverse talent6. Improve the visibility and networking of woman with leaders and other key positions
INCLUSIVE CULTURE	Fostering an inclusive culture in the organization, promoting and communicating initiatives that help generate a shared discourse	<ol style="list-style-type: none">7. Establish regulations on diversity to be applied in all company8. Raise awareness on diversity importance and benefits for the company9. Improve brand positioning including company branding

Diversity and Inclusion Task Force

Members of the Task Force

The strategy is led by the Global Head of Diversity and representatives of each BU/geography who drive and implement this strategy across the organization as detailed below.



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**Some examples of
what we are doing**

HAVE MORE DIVERSE TALENT

STEM Volunteering

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"Creo que iniciativas como esta son cruciales para diversificar nuestra plantilla. Muchas jóvenes, entre las oportunidades que se les ofrecen en el sector de la construcción cuando crecen, deciden a los 15 años que no quieren trabajar en la construcción. Es crucial que como adultos nuestras enseñanzas con estas jóvenes y les demos un aprendizaje práctico para mostrarles las maravillas que las mujeres somos capaces de lograr en esta industria".

Silvia Martín Páez
Executive Manager at Ferrovial



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"It was a pleasure to already meet Roberto with Ferns College students and share the message behind the 'Sherman' fund project. There were also great discussions around the challenges of a career in construction. The college is doing a fantastic job in making engineering and construction relevant within the student and hopefully we will see some of them within our sites in the near future!"

Roberto Foulque
UK Operations Director



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"Gracias a la creación del programa y a nuestros voluntarios, conseguimos despertar la curiosidad hacia la vocación STEM, desvelar los múltiples y la gran asistencia de padres. De un modo particular en este tipo de voluntariado, es muy interesante ver y escuchar muchos más de lo que nos creíamos en el ámbito profesional y personal".

Carlos Fuentes Kromberg
Coordinador de Recursos Humanos



Brand positioning



DEVELOP DIVERSITY

Talent development



D&I Learning Center



Our **Diversity Learning Center**, available on our corporate intranet, is a dedicated D&I space with over 100 training resources on topics such as: inclusive leadership, inclusive culture, gender as well as other diversity dimensions.

One of the highlights of our Learning Center is an innovative, gamified, **unconscious bias** course available to all employees.

Have you ever wondered how your decision-making process works?

Ferrovia! brings you the opportunity to find it out through a new experience. SHE is an Artificial Intelligence assistant. But it is not completed yet. Welcome to a 40-minute immersive adventure where your decisions will determine her conscience.

UNCONSCIOUS BIAS

AN INTERACTIVE STORY INSPIRED BY TRUE EVENTS ABOUT UNCONSCIOUS BIAS WITH AN IMPACT ON DIVERSITY AND INCLUSION

Face the consequences of your own decisions in your professional and personal life, in a universe where diversity and inclusion will be key to achieving the project's objectives.

START

Click on the button to register and validate your e-mail to start playing.

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INCLUSIVE CULTURE

POLÍTICA DE DIVERSIDAD E INCLUSIÓN

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1 INTRODUCCIÓN

La presente Política formaliza el compromiso de Ferrovial con la diversidad y la inclusión. Ferrovial velará por que sus empleados la conozcan y dispongan de los elementos necesarios para su cumplimiento.

El Código de Ética Empresarial de Ferrovial señala que "Todos los empleados disfrutarán de iguales oportunidades para el desarrollo de su carrera profesional con independencia de su edad, sexo, estado civil, raza, nacionalidad y creencias. Ferrovial se compromete a establecer una política efectiva de igualdad de oportunidades para que sus empleados desarrollen su actividad profesional sobre la base del principio de mérito. Las decisiones de promoción estarán siempre basadas en circunstancias y valoraciones de carácter objetivo. Asimismo, Ferrovial se compromete a mantener una política de inversión para el aprendizaje y la formación personal y profesional de sus empleados. Los empleados de Ferrovial respetarán la política de igualdad de oportunidades en su ámbito profesional y apoyarán el aprendizaje personal y profesional de sus compañeros."

Esta Política de Diversidad e Inclusión le da lugar a "la Política" en línea con el citado Código de Ética Empresarial, las Políticas de Derechos Humanos, de Responsabilidad Corporativa y de Sostenibilidad de Ferrovial, así como con los principios del Pacto Mundial de Naciones Unidas y la Agenda 2030 para el Desarrollo Sostenible.

2 FINALIDAD DE LA POLÍTICA

La Política está diseñada con el objetivo de **promover un entorno de trabajo diverso e inclusivo en todos los niveles de Ferrovial**. Desde la Alta Dirección existe un compromiso con la misma en todas las sociedades del Grupo.

3 ÁMBITO DE APLICACIÓN

La Política se aplica a **todos los administradores y empleados de Ferrovial**. A estos efectos, "Grupo" o

"Ferrovial" se refieren tanto a Ferrovial, S.A. como al grupo de sociedades consolidado encabezado por dicha compañía y, en general, a toda entidad, con o sin personalidad jurídica, bajo su control directo o indirecto. Se entiende que existe "control" cuando Ferrovial posee la mayoría de los derechos de voto del órgano de administración o dirección.

Ferrovial promoverá la aplicación de esta norma en aquellas entidades en las que no exista control.

4 PRINCIPIOS

Ferrovial **define la diversidad** como aquellas características que nos hacen diferentes, únicos y genuinos, incluyendo factores visibles e invisibles. En este sentido, la diversidad es todo aquello que aportamos gracias a nuestra variedad e identidad propia.

Para Ferrovial, **fomentar la inclusión** es desarrollar un entorno de trabajo basado en la meritocracia, que no solamente reconozca, sino que pone en valor las diferencias y genera oportunidades reales para que cada persona pueda desplegar su máximo potencial y aportar la mejor de sí misma.

En esta línea, los **principios** por los que Ferrovial fomenta la diversidad y la inclusión son:

- **Actuar de acuerdo con los valores de la compañía y garantizar la igualdad de acceso a oportunidades** a todas las personas para trabajar bajo condiciones justas y equitativas.
- **Impactar positivamente en la competitividad, rentabilidad y sostenibilidad del Grupo**. A través de la diversidad, promover la inteligencia colectiva fortaleciendo nuestra capacidad innovadora.
- **Actuar conforme a la normativa legal vigente en materia de diversidad** en los diferentes países donde opera Ferrovial.

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POLÍTICA DE DIVERSIDAD E INCLUSIÓN

5 LÍNEAS DE ACTUACIÓN

Como muestra de nuestro compromiso y con el objetivo de impulsar la diversidad y la inclusión, promovemos en toda nuestra organización las siguientes líneas de actuación:

1. **Posicionar a Ferrovial como empleador de referencia** en diversidad e inclusión para incrementar nuestra capacidad de **atracción y contratación de perfiles diversos**.
2. **Promover el desarrollo del talento diverso** libre de sesgos y basado en la equidad y la meritocracia, garantizando así que la diversidad está presente en todos los niveles de la compañía.
3. **Garantizar la igualdad efectiva de oportunidades** y trato a nuestra plantilla, estableciendo medidas para asegurar condiciones justas y libres de toda discriminación.
4. **Crear un ambiente de trabajo que acoja y valore las diferencias**, desarrollando entornos seguros donde cada persona se sienta reconocida y libre de expresarse como es, construyendo así un espacio donde todos sumemos.
5. **Extender nuestro compromiso con la diversidad y la inclusión en las comunidades en las que operamos y a todos los grupos de interés**, especialmente a proveedores y clientes, reconociendo el esfuerzo de aquellas compañías que promueven esta política en sus organizaciones.

Este compromiso global queda respaldado por acciones concretas en nuestras operaciones.

6 CUMPLIMIENTO Y SEGUIMIENTO

Ferrovial velará por la **implementación, el seguimiento y la verificación del cumplimiento de esta Política**. La compañía establecerá acciones orientadas a asegurar que los principios que la sustentan sean conocidos, comprendidos y asumidos por los empleados del Grupo y por terceros.

Ferrovial cuenta con un Canal Ético a través del cual los empleados, administradores y restantes grupos de interés del Grupo pueden informar de irregularidades, incumplimientos o comportamientos contrarios a esta política, la ética o la legalidad. Al Canal Ético se puede acceder a través de la web corporativa o los números de teléfono gratuitos y apartado de correos contenidos en la misma.

Esta Política se revisará y actualizará para ajustarla a los cambios que experimente la estrategia, el modelo de negocio o los cambios que puedan producirse en el contexto en el que el Grupo opera, velando en todo momento por su efectiva ejecución.

INCLUSIVE CULTURE



Ferrovial @ferrovial_uk - May 6

Ayer, nuestra Head of Diversity and Inclusion, @HelenaValderas, se reunió con la Comisión de Igualdad de ECU Commission, @Ecuadorall y María Eugenia Girón, presidenta de @Humo Diverso, para reflexionar sobre las políticas de diversidad en España. #MesEuropeoDeLaDiversidad



DIVERSITY MANIFESTO

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The world in which we operate is diverse, plural, rich in its differences. At ferrovial we want to promote this diversity and create an environment in which our organization is a true reflection of it.

Our ambition is to be a benchmark organization in diversity and inclusion. We know that promoting equal opportunities and creating an inclusive environment are key aspects to drive our leadership and increase our competitiveness as a company. Therefore, we invite you to be an agent of change and help us backing our commitments:



Fostering an inclusive culture where each person feels safe and recognized, thus building a space where we all contribute.



Promoting equal opportunities, ensuring that diversity and inclusion are present in all company's processes and policies.



Encouraging the development of diverse and inclusive teams, where each person can develop their full potential and contribute the best of themselves, fostering the company's competitiveness and sustainability.



Overcoming stereotypes and unconscious biases, which prevent us from considering different perspectives and diverse points of view, limiting our ability to undertake objective decisions.



Building bridges towards a more diverse and inclusive world, facing the legacy of a more variety in the communities in which we operate, and in the organizations and institutions with which we interact.

Ferrovial: Sustainable Infrastructures for a world on the move, unique, diverse, inclusive.

Join the diversity manifesto

INCLUSIVE CULTURE

We have created Women's Networks in 3 of our key geographies designed by and for Ferrovial women, to act as a lever to promote the development of female talent.

- “Women of the World” network in the USA to create a single community connecting all regions across the country.
- “Ferrovial Women's Network” in Spain.
- Women's community in the UK.



Red de mujeres de
ferrovial



INCLUSIVE CULTURE



Ferrovia @ferrovial - Jun 23

Today on International **Women Engineers' Day**, we recognize the contributions of our **engineering** colleagues who apply their skills across the business. You are an inspiration to young people starting a career in this field. 🌟

#INWED22 #EngineeringHeroes

