

Gender pay gap report

2023

ferrovial
construction



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Foreword

We deliver efficient and sustainable infrastructure that adds value for our stakeholders, enhances the natural environment, and delivers lasting positive impacts to local communities.

This is only possible with fair and equitable policies at every stage of our people’s career with us.

Having been in the industry for over 25 years, I have seen first hand the cultural changes and vital shifts that have taken place to ensure we create a more inclusive, fairer environment with career opportunities for all.

Here in the UK & Ireland, we are creating a workforce that is diverse in backgrounds, cultures, skills, and experiences. This ensures we have an innovative and agile company with a culture where everyone is welcome and heard.

We are proud of our diverse makeup, 33% of my senior leadership team is female, 30% of our workforce is female and 27% of our team are from ethnically diverse backgrounds. That said, we would like to see much faster progress in reducing the gender pay gap.

The rate at which we are seeing this change take place across our industry does go to show that fixing

the gender pay gap is a complicated and multi-layered challenge. Nevertheless, I will not accept this as "too difficult" a problem to solve and I am committed to proactively moving the dial on this issue.

At Ferrovial Construction we have focused on and recognise the role and responsibility we have in making change happen not just at the company, but hand in hand with the rest of our industry.

I am confident that our industry can see the results of this work and the collaboration required in transforming the gender pay gap.



KARL GOOSE
Managing Director,
Ferrovial Construction
UK & Ireland

Foreword

I joined Ferrovial Construction in 2023 after over 20 years in the construction industry. Since I joined, I have had the pleasure of seeing the excellent and complex engineering projects we develop up close. This is something I was expecting, but I was also pleasantly surprised and impressed by the diversity of skills and cultures we have here.

There is a range of initiatives, programmes and improvements to the business to make sure we are constantly moving forwards to be the industry's employer of choice, and contractor of choice for our clients.

A really important indicator for us is the Employee Opinion Survey where everyone is invited to have their say. 72% of our UK & Ireland team participated and shared their views on how we are doing as their

employer, and what they need to enhance their experience with us.

Our employees gave us an overall scoring of 7.6 with belonging scoring as the highest. This is important to us. Employees value the good work environment and positive relationships, the healthy and open connections created within the team. Loyalty, collaboration, transparency, and friendship are mentioned as highlights and the sense of belonging and being part of the Ferrovial family was also emphasised.

Our teams also highlight the company's clear focus on diversity and inclusion. The drive to foster diversity in the workplace and the company's commitment to hiring and encouraging new individuals are mentioned.

At Ferrovial Construction we focus on developing others, engaging, and empowering our teams to have the conversations that matter and to consistently role model high performance behaviours by setting expectations whilst also giving high levels of support.

The data and insight gifted to us via the gender pay gap is invaluable. The qualitative shifts we make to create the right culture at Ferrovial Construction also need to be backed up by the quantitative data.

The gender pay gap in the construction industry is a problem. It means we are not seeing the right level of representation throughout our employee grades. Whilst there is no quick fix, we are committed to finding a solution and the difference we are making will soon make a big difference to these figures.



AMY THOMPSON
Human Resources Director,
Ferrovial Construction
UK & Ireland

Gender Pay Gap

What is the gender pay gap (GPG)?

The Gender Pay Gap (GPG) reporting regulations came into full effect for the first time in the UK in 2018. All employers with over 250 staff –in the private, public or non-profit sectors –must comply with the UK Government’s GPG reporting requirements on an annual basis.

As well as being a legal requirement, the GPG analysis and report serves as a vital tool for organisations to be able to identify the financial impact of a lack of women in senior roles and helps us track the progression of men and women in the organisation by analysing pay quartile figures.

Gender pay reporting is not the same as equal pay which is concerned with ensuring women and men are paid the same for the same work or work of equal value.

Pay figures quoted in this document are for Ferrovia Construction (UK) Limited as on 5 April 2023. Figures used for the gender bonus gap (GBG) calculation are for the 12-month period ending 5 April 2023. i.e. for the 2022 performance year.



Gender Pay Gap

How is GPG calculated?

The GPG is calculated in two ways to find the MEAN and the MEDIAN.

For the MEAN, we add up the basic pay, car, location and other allowances, pay for leave and shift premium pay and divide this by the number of men in the organisation. i.e. the average for men. We then do the same calculation and divide this by the number of women in the organisation.

The percentage difference between these two average figures is the gender pay gap.

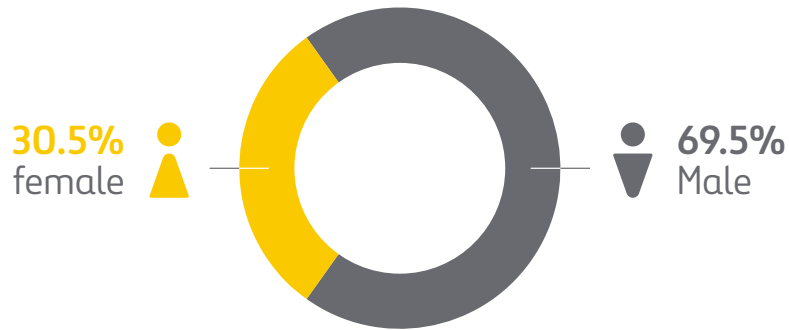
For the MEDIAN, we list all the numbers in numerical order. The MEDIAN is the middle number. We calculate the MEDIAN for both men's and women's hourly pay separately and report the percentage difference between these two figures.



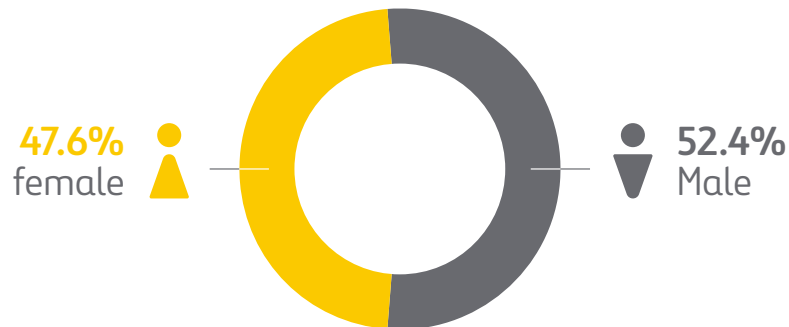
Our figures

The Ferrovial Construction UK & Ireland team figures are as below ↓

GENDER SPLIT (TOTAL WORKFORCE)



GENDER SPLIT (GRADUATE 2023 INTAKE)



Mean and median

Ferrovial Construction’s gender pay gap has decreased in regard to the mean by 0.3% compared to 2022 but has increased by 5.1% for the median.

Ferrovial Construction’s workforce profile continues to impact our gender pay gap. In 2023, due to the nature of our projects, a significant number of specialist tunnelling professionals were hired. A greater proportion of this professional community are male than female, and the niche specialism of the work is highly paid.

The data here highlights the importance of supporting women to progress into the higher pay quartiles, as well as retaining them.

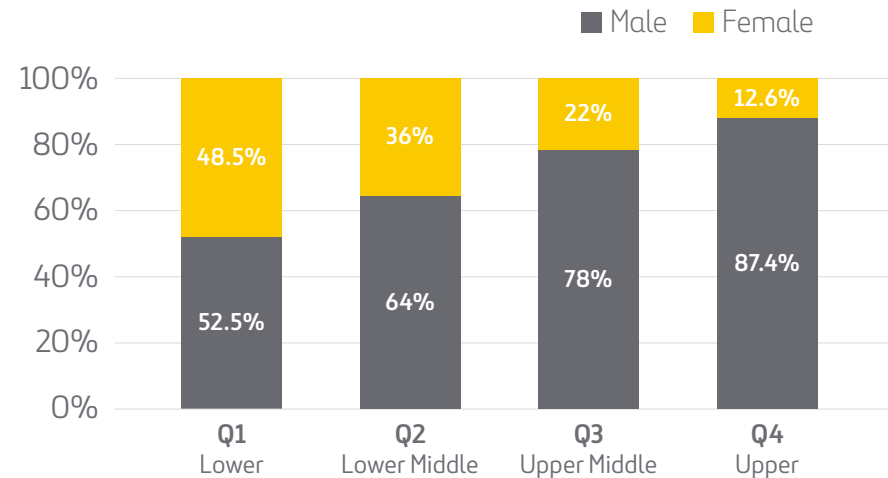
Part of our recruitment strategy has been to attract more women into the industry via our early talent programmes. In the short term, this approach can widen the pay gap as they are just starting their career with us. This early female talent will rise to become the next leadership figures, progressing through the organisation and the associated pay quartiles.

However, it is important to not only focus on early talent if we are to improve the gender pay gap more swiftly. We know we also need to ensure recruitment at higher quartiles if we are to balance the company's demographic at all levels.

GENDER PAY GAP (2021 – 2023)

	2021	2022	2023
Mean gender pay gap	24.8%	24.8%	24.5%
Median gender pay gap	23.8%	21.4%	26.5%

GENDER PAY GAP (QUARTILES 2023)



Bonus gap

The bonus gap has improved at the mean and median in 2023 compared to 2022.

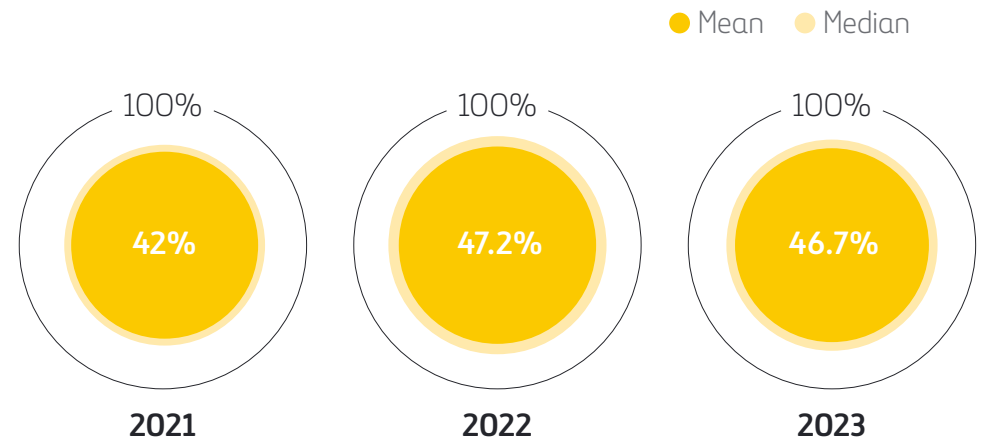
There are more men in roles that receive a bonus which can be seen here in the mean measurement.

However, the results show that there is starting to be improvements and more women occupying positions which receive a bonus or larger bonus percentage which will help to close the gap →

PROPORTION OF MEN AND WOMEN THAT RECEIVED A BONUS:

	2021	2022	2023
Male	76.7%	82.5%	82%
Female	71.6%	77.7%	77%

BONUS GAP BETWEEN MEN AND WOMEN



What are we doing?

Despite acknowledging the work completed to date, and the results of these efforts to improve our company and industry with more diverse representation throughout organisational levels, we recognise that there is still a long way to go. We have a responsibility to promote and drive change internally, in the industry and for future generations.

In 2023 we continued our work to make our company and industry more attractive to a more diverse pool of professionals and to reduce the gender and bonus pay gap. Some of these initiatives include →



Research with universities

Last year we partnered with universities as part of a research grant to look into workforce diversity and how this can create a more sustainable future.

The research focused on the experiences of women and ethnic minorities within the business, gender and ethnicity pay gaps and data analytics such as retention etc. With this information an action plan for the company and the industry was put into place which has fed into our HR strategy for the next 5 years.



Job architecture, pay scales, career paths and development reviews

We use market benchmarking to make sure our job offers and salary reviews are competitive. With the company expanding and new internal systems being introduced, Ferrovial Construction is working hard to ensure best practice in terms of job profile alignment, pay scale and career path definition to provide our entire team with clarity on their career development and remuneration potential.



Employee networks

In 2023 we launched our first employee networks to help shape our approach to key areas and help achieve our sustainability goals we set out in our strategy.

These networks and forums are vital in supporting our work to reduce the gender pay gap going forwards.

What are we doing?

The Ferrovial Construction Inclusion Council

Our Inclusion Council is chaired by the EDI & Social Value Manager and its members include the people network chairs, sponsors and people that represent all workstreams under the Ferrovial EDI action plan dated October 2023 (HR, EDI, Communications, Social Value, Recruitment, Talent Management and Early Careers).

The purpose of our Inclusion Council is to:

- Act as a mechanism of assurance of EDI
- Identify opportunities for improvement, collaboration, and communication
- Identify business opportunities and challenges associated with EDI
- Review policy and procedures for accessibility and inclusion in collaboration with HR
- Assess impacts of change
- Provide advice on specific areas as requested

EDI Working Group

Our EDI Working Group is a team of motivated and passionate employees who have made great efforts to drive awareness and open conversations. Educating everyone about fairness and equality, unconscious bias, micro aggression and skills to mitigate them. There is an online event held every month and recent topics have included 'How to be an ally', fasting during Ramadan and raising black and mixed-race children. We have held forums on non-visible disabilities including neurodiverse conditions.

What are we doing?



Family support policies

We have implemented a range of policies to support staff with parental and caring responsibilities. One of these is the Family Friendly policy which includes bonus payments for employees returning to work after maternity or adoption leave. We also provide carer's leave and offer enhanced paternity pay and shared parental leave.

Our Flexible Working Policy allows employees to request non-standard working patterns to accommodate childcare or other caring responsibilities.



Age-Friendly Pledge

We signed up to this important pledge to demonstrate our commitment and to take action to improve the recruitment, retention, and development for older workers.

As an age-friendly employer, we commit to improving work for people in their 50s and 60s and taking the necessary action to help them flourish in a multi-generational workforce.



Armed Forces Covenant

We have signed the Armed Forces Covenant, recognising the value which our Armed Forces veterans and reserves contribute to our business and wider society. We offer an additional 5 days leave for Reserve training as part of our ongoing commitment.

Ferrovial Construction has committed to offering employment opportunities to veterans and their families as well as supporting reservists and cadet organisations.



Disability Confident Employer

Our company has become a Disability Confident Employer, making our workplace more accessible for anyone who has a disability.

We are proud to be a leader in increasing understanding and challenging attitudes towards disability, removing barriers, and providing opportunities for disabled people to realise their potential.

Our supply chain

Work we do with our supply chain: Promoting an engaged, skilled, and resilient integrated team

We have a role in reducing our industry’s gender pay gap as well as its skills gap through the support and development we offer our supply chain partners. We promote investment in training via the Supply Chain Sustainability School (SCSS) learning pathways and workshops.

We facilitate effective two-way communication, utilising our responsible business practices in combination with the expertise of our supply chain along with championing innovation.

In 2023 we launched the Ferrovial Construction Supply Chain Strategy & Conference Programme. The purpose of the event is to provide an update on the business and pipeline, our supply chain strategy and to discuss the challenges our industry faces as well as our collective opportunities for collaboration.

We will soon be launching the Ferrovial Construction Supply Chain Values Awards. These awards recognise the supply chain partners who are committed to driving positive change in line with the company's values of ↓



Investing in early talent

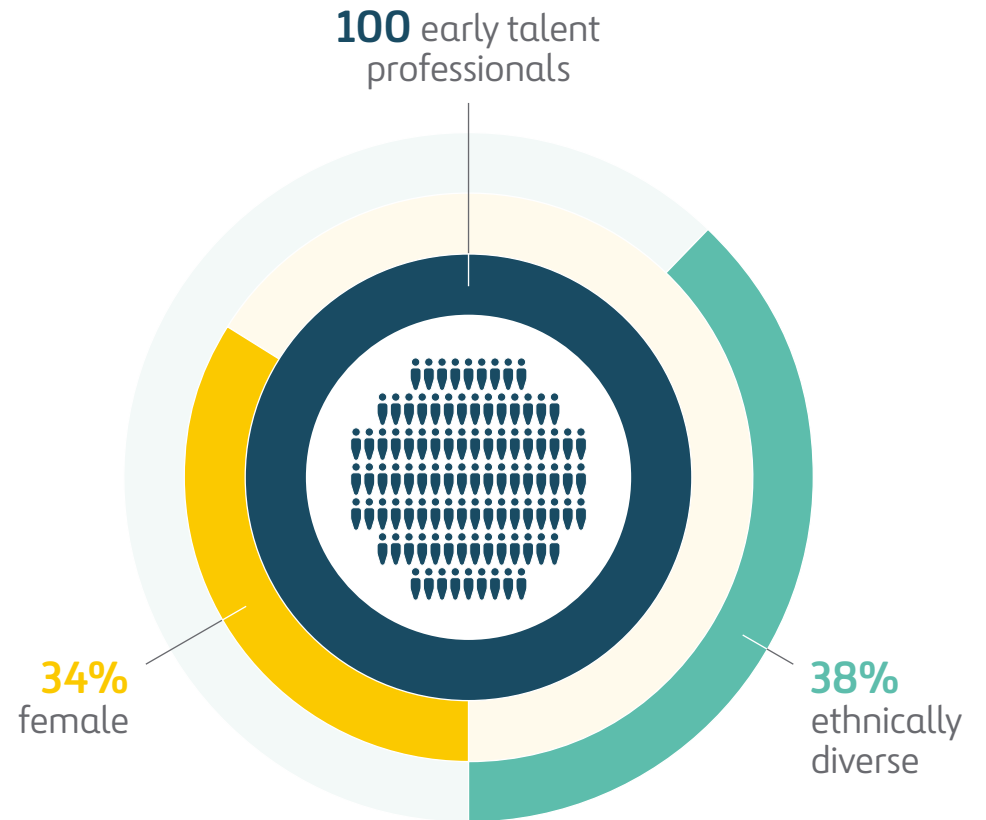
Our Early Talent Programme, comprises over 100 apprentices, graduates, QUEST scholars, interns and work experience placements, of which 34% are female and 38% from ethnically diverse backgrounds.

The four-year Institution of Civil Engineers (ICE) QUEST scholarship provides 40 days of summer work experience each year to support the professional development of future and current undergraduate civil engineers.

We will continue to promote our STEM Ambassador Programme to encourage our employees to gain valuable experience engaging with and mentoring younger people.

We work with local schools and community organisations to deliver CV writing and interview prep workshops, insight days, and work experience placements to engage and inspire the younger generation into our industry. Through our partnership with the charity 15 Billion on our Silvertown Tunnel project, we are promoting social mobility and opportunities for young people in east London.

EARLY TALENT PROGRAMME (DEMOGRAPHIC BREAKDOWN)



Testimonials

Hear from some of our professionals at different stages in their careers at Ferrovial Construction UK & Ireland ↓



**Jamela-Renee
McKnight-Calliste**

Apprentice Civil Engineer

📍 SILVERTOWN TUNNEL



Working with Ferrovial Construction has allowed me to learn so much about engineering. There has been ample training provided and my colleagues are always open to sharing knowledge with me. Being here has also allowed me to meet people who have given me great advice for my journey and career.

I have been on the Silvertown Tunnel project since January 2021, mainly in the role of site engineer, and assisting my team where necessary. This includes being out and about on

site where I use equipment to take surveys, making records of progress, creating and reviewing health and safety documentation as well as keeping up to date quality records.

Ferrovial Construction has a great network with a range of annual company events where I am able to speak to people at all levels, gaining insight into what they do and also getting advice and inspiration for where I want to take my career.

Right now, life as an apprentice is busy! Completing my studies and working at the same time is not simple! I am keeping up with it all, though - managing deadlines and work. Ferrovial Construction provides days off for study leave and exams which really helps.

The company nominated me for the New Civil Engineer (NCE) Graduate & Apprentice Awards in 2022, recognising the contributions I have made to the project and the company.

This year I have been shortlisted in the Ferrovial Construction Values, Graduate & Apprentice Awards as Apprentice of the Year. These awards recognise people who have demonstrated commitment, high levels of professionalism and a commendable, effective and ethical approach to their work.

I would definitely recommend working here. The opportunities for personal development are great.

Testimonials



Nuria Gonzalez

Technical Assurance Manager

📍 HS2-EKFB



After my first daughter was born, I wanted to work on the biggest infrastructure project in Europe at the time: HS2. And that's how I joined Ferrovial Construction in 2019. I had already held various positions in UK & Spanish rail, civils and highways with in-depth knowledge of UK construction industry standards and contract types leading to me achieving ICE chartership.

I joined Ferrovial Construction's HS2 team as Design Manager in the FUSION enabling works contract and then moved to EKFB main civils works as Technical Assurance Manager. I support the design teams in ensuring submittals are compliant which then enables construction to begin.

I now have two daughters and it has only been possible to achieve my goals and aspirations by the company giving me the flexibility I need to balance my professional and family life as well as the training required to further develop my career.

In a male-dominated industry, it is not common to feel supported during pregnancy, maternity leave and return to work. At Ferrovial Construction I received this support and also felt recognised by the return-to-work bonus and getting promotions after coming back to work following the birth of my second daughter.

The company nominated me for the 2020 WICE Awards as Best Rail Engineer.

The training provided by Ferrovial to prepare for the judging panel improved my professional skills and gave me the opportunity to meet other highly experienced colleagues working across the world.

HS2 is an amazing project which is being delivered in a very diverse environment with highly skilled teams. I feel incredibly fortunate to contribute to the scheme, our culture and learn from others throughout.

I appreciate how the company focuses on retaining employees by keeping us happy and motivated in our jobs. I would recommend Ferrovial Construction for all the above reasons. In summary, it is the amazing projects, great people and good policies that give us the opportunity to learn and develop our career at the same time as balancing our family life.

Testimonials



Selena Strudwick

Legal Director



As Legal Director, I am responsible for overseeing all legal aspects of Ferrovia Construction's business in the UK and Ireland. I qualified as a lawyer 14 years ago and worked in private practice in the infrastructure and major projects sector before moving in-house in 2018.

During the first two years that I was in-house, I worked closely with the Ferrovia Construction team. An opportunity to join them arose in 2020, which I jumped at. I initially joined the team as a project lawyer overseeing the central contract of the Thames Tideway Tunnel project, the Northern Line Extension and the Silvertown Tunnel.

In 2022, I was promoted to UK&I Legal Director and joined the board of directors. I've always felt like a valued member of the team at Ferrovia Construction and was fully supported when I was preparing to take the next step in my career. So much of that support comes from the positive work environment that Ferrovia Construction fosters, which (in addition to formal training and development opportunities) encourages employees to take on new challenges and responsibilities in their day-to-day roles.

One of the many examples of what makes the company stand out for me is its culture, which is truly international. No matter your background or discipline, it is a company that fosters a sense of belonging and appreciation amongst team members.

I would recommend working at Ferrovia Construction firstly because it is a key player in the infrastructure sector, which means that you have the opportunity to work on some incredible projects in the UK.

Secondly, it truly values its employees and creates a positive and inclusive work environment, driving innovation and encouraging everyone to contribute their ideas and solutions.

Finally, it is an organisation that is committed to sustainability and social responsibility – so that the work that we do has a positive impact on our communities. There are certainly challenges and pressures that are associated with my current role, but the team (both in the UK and internationally) are fully supportive, which makes it a pleasure to go into work every day.

Testimonials



Marie-Pauline Amiche

Procurement Manager

📍 H7 HEATHROW



I'm Marie-Pauline, a mother of two: Leyna (16) and Liam (10). My heritage is from the Central African Republic but I grew up in France. We have been living in the UK for the past 13 years. I am the Procurement Manager for the Ferrovia Construction Heathrow Q6/H7 project team and have been since 2022 but I joined the company in July 2019. My career began with a Bachelor's in Supply Chain, followed by five years as a Supply Chain Coordinator in France. Determined to advance into procurement, I did a master's in International Purchasing and then moved to the UK. I took a six-year break to care for my children.

Upon returning, I worked as an Assistant Buyer in the fashion industry.

The opportunity to join Ferrovia Construction as a Procurement Assistant presented itself just as my contract ended, and the job description resonated perfectly with my skills and aspirations. As I progressed through the recruitment process, my interest in the company only grew stronger.

Senior Managers at Heathrow have been incredibly supportive of my efforts to enhance procurement processes. Their guidance and encouragement have enabled me to deliver improvements. Regular site visits with engineers have been invaluable learning experiences where I have broadened my knowledge of construction materials, tools, and their practical applications.

Our collaborative environment encourages a deeper understanding

of each department, enabling me to efficiently fulfil procurement requests across functions.

Ferrovia Construction stands out for its regular social events, where we get to connect with peers and directors in a friendly atmosphere. Overall, I do have a feeling of belonging to a special community #weareferrovial.

I would recommend Ferrovia Construction for the opportunities for growth it provides. My role now feels like the culmination of years of learning and growth. I've gained valuable experience and skills along the way, and I'm proud to be leading my department.

There's always room for growth and new challenges. I'm excited to see where my journey at Ferrovia Construction will take me next.

Testimonials



Ailish Byrne

Environmental &
Sustainability Manager

📍 HEAD OFFICE



Ferrovial Construction's culture and values attracted me to the company in the first instance. Joining a company with a very mature and embedded diversity and inclusion network was comforting. I later learned that Ferrovia Construction is one of the most diverse companies in the industry and I can see that in the webinars, forums, and safe spaces created. There is a very high culture for collaboration. I have been working closely with the sustainability department across different geographies which I don't think I would get the opportunity to do elsewhere.

Before Ferrovia Construction I worked in tech as a sustainability

intern and part time as a sustainability advisor at a university but I knew I wanted to work within the construction industry because of the scale of the environmental impact of construction and the opportunity sustainability professionals have to make a difference. Ferrovia Construction's portfolio of projects in the UK and globally attracted me, in addition to their track record in sustainability.

From the moment I joined, I had the full support and attention of the senior leadership and project teams to set out our sustainability strategy and drive decision-making. I was given a lot of opportunity to develop in the role - encouraged to attend industry events and visit our projects to bring in new ideas and improvements. This coupled with the training and professional development opportunities has been incredible.

In addition to all of this, I would recommend working here for the people and the collaborative and innovative culture. There is a lot of opportunity to grow in the role and move into other projects and disciplines to develop further. Learning from these experiences has been valuable.

I am still early on in my career in construction. Having joined at a time where sustainability requirements, particularly net zero carbon and biodiversity net gain, are becoming increasingly important and scrutinised, is exciting. I can see a lot of opportunity within my role at Ferrovia Construction and the sustainability profession as a whole because the construction industry is continually driving sustainability. We have the full support of our UK business and our business globally to invest in this.

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