

# Gender pay gap report

2025

**ferrovial**  
construction



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# Foreword

Having been a part of Ferrovial for over 25 years, I have witnessed the significant cultural transformations and essential changes that have ensured we remain a vibrant and inclusive company.

We have diligently focused on our role and responsibility in driving change, not only within Ferrovial but also in collaboration with the broader industry.

In the UK & Ireland, we are building a workforce that is rich in diversity, encompassing various backgrounds, cultures, skills, and experiences.

We celebrate our international diversity and continue to attract top talent. We take pride in our diverse composition, with 33% of my senior leadership team being female, 30% of our workforce being female, and 30% of our team coming from ethnically diverse backgrounds.

We are facing complex local and global societal challenges, including an ageing workforce, labour shortages, widening skills gaps, supply shortages, social isolation, declining air quality, climate emergency, and biodiversity loss.

Our industry must work together, innovate, and adapt our practices to address these challenges.

We acknowledge our responsibility to deliver efficient and sustainable infrastructure that benefits our stakeholders, enhances the natural environment, and creates lasting positive impacts on local communities.

Achieving this is only possible through fair and equitable policies at every stage of our employees' careers with us. Addressing the Gender Pay Gap is a vital part of this work.



**KARL GOOSE**

Managing Director,  
Ferrovial Construction  
UK & Ireland

# Foreword

As the Human Resources Director for UK & Ireland, I am pleased to present our latest gender pay gap report. At Ferrovial Construction, we recognise the importance of addressing the gender pay gap and are dedicated to implementing fair and equitable policies at every stage of our employees' careers.

This report outlines our ongoing efforts and future goals to advance gender equality and empower women within our organisation. We are committed to fostering an environment where all individuals, regardless of gender, can succeed and contribute to our collective success.

The mean gender pay gap has decreased from 24.5% in 2023 to 20.95% in 2024, marking an improvement of 3.58%.

This achievement reflects the success of our initiatives in enhancing pay transparency, refining salary structures, and ensuring fairer compensation practices across roles.

Moving forward, we remain committed to further reducing the gender pay gap through ongoing salary reviews, career development programmes, and inclusive workplace policies.

What we have seen is that as part of our strategy we have been attracting more women into our early talent programmes which in the short term can widen the pay gap as they are just starting their career with us. We hope that this early female talent rise to become the next leadership figures.

We do understand that we cannot fix the inherent distribution of females in the industry by ourselves. We will continue to work with our peers and supply chain to ensure better representation of women at all levels of our organisations.



**ELIZABETH MACRI**

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 05 April 2024. Figures used for the Gender Bonus Gap (GBG) calculation are for the 12-month period ending 05 April 2024. i.e for the 2023 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.

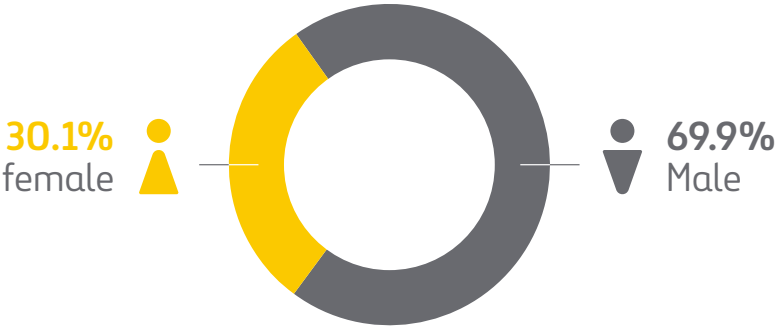
For the **MEDIAN**, we list all the numbers in numerical order. The **MEDIAN** is the middle number. We calculate the **MEDIAN** for both men's and women's hourly pay separately and report the percentage difference between these two figures.



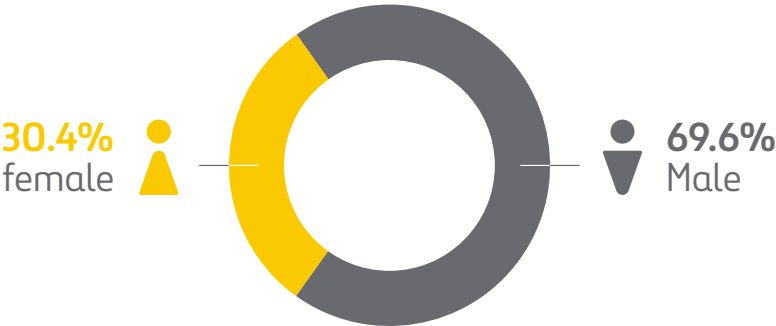
# Our figures

## Ferrovial Construction UK & Ireland team figures ↓

GENDER SPLIT (TOTAL WORKFORCE)



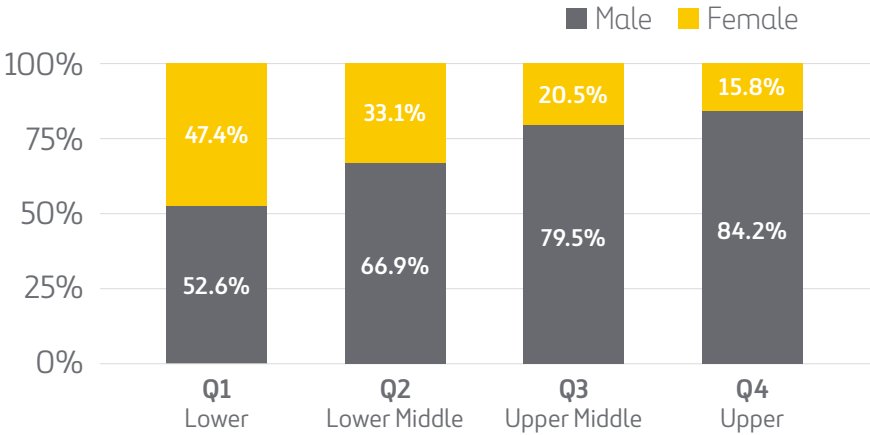
GENDER SPLIT (GRADUATE 2024 INTAKE)



GENDER PAY GAP (2022 – 2024)

	2024	2023	2022
Mean gender pay gap	21.0%	24.5%	24.8%
Median gender pay gap	26.2%	26.5%	21.4%

GENDER PAY GAP (PAY QUARTILES 2024)



# Mean and median

## The mean

**Ferrovial's gender pay gap has decreased** regarding the mean by 3.58% compared to 2022 figures. This positive shift is largely due to the following →

### 1 Implementation of global job architecture

The introduction of a structured and standardised job architecture has created greater transparency in pay structures across roles and levels. This has ensured alignment of salaries across different job functions and reduction of pay discrepancies.

### 2 Targeted salary adjustments

As part of ongoing efforts to promote fair pay, salary adjustments were made in 2024 to address historical pay imbalances following market benchmarking activities.

### 3 Improved representation in higher pay bands

A continued focus on career progression and pay equity has led to more women moving into mid-to-high salary bands, positively impacting the mean pay gap.

## The median

Despite the reduction in the mean gender pay gap, **there has been a decrease by 0.26% for the median.** On analysis we find the ongoing challenges continuing to impact the median gender pay gap →

### 1 Shift in workforce composition

The transition of weekly blue-collar employees to monthly contracts with higher salaries has influenced the overall pay distribution. Since these roles have a higher representation of males, the overall median salary for men increased, impacting the reduction of the gap.

### 2 Change in female representation in middle pay quartiles

While the overall proportion of female employees in the company remains stable, there has been a slight shift in their distribution. More female employees are now in lower-middle pay quartiles, which directly impacts the median salary point for women.

### 3 Fewer promotions of women to higher pay quartiles

In the first quarter of the year fewer women were promoted, or transferred to international assignments, impacting the gap.



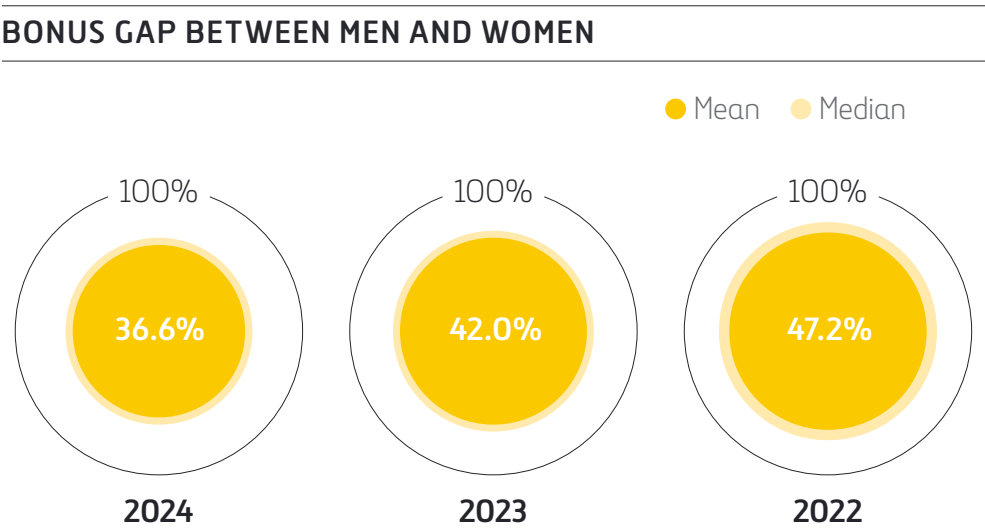
# Bonus gap

The bonus gap has improved at the mean and median in 2024 compared to 2023.

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			
	2024	2023	2022
Male	88.8%	82.0%	82.5%
Female	81.5%	77.0%	77.7%



# How are we driving change?



## 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 continue to be 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 thrive in a multigenerational 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. Ferrovia Construction has committed to offering employment opportunities to veterans and their families as well as supporting reservists and cadet organisations.



## Disability Confident Employer

We are 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.

Training and development programmes to empower our people and protect our safe and values-driven culture: Microaggressions, allyship anti-racism, unconscious bias, menopause.

# Our supply chain

## How we work with our supply chain partners: Promoting an engaged, skilled, and resilient supply chain

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 2024 we continued with our Supply Chain Conference programme and launched the Ferrovial Construction Supply Chain Values Awards. The purpose of the conference 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.

The Values Awards recognise the supply chain partners who are committed to driving positive change in line with the company's values of Excellence, Respect, Integrity, Innovation and Collaboration. ↓



# Investing in early talent

Our structured early talent programme consists of work experience placements, T Levels, interns, QUEST scholars, apprentices and graduates, with over 120 participants throughout these learning pathways, of which 31% are female and 47% from ethnically diverse backgrounds. Our diverse range of offerings provide practical hands-on experience and opportunities to suit different stages of career development.

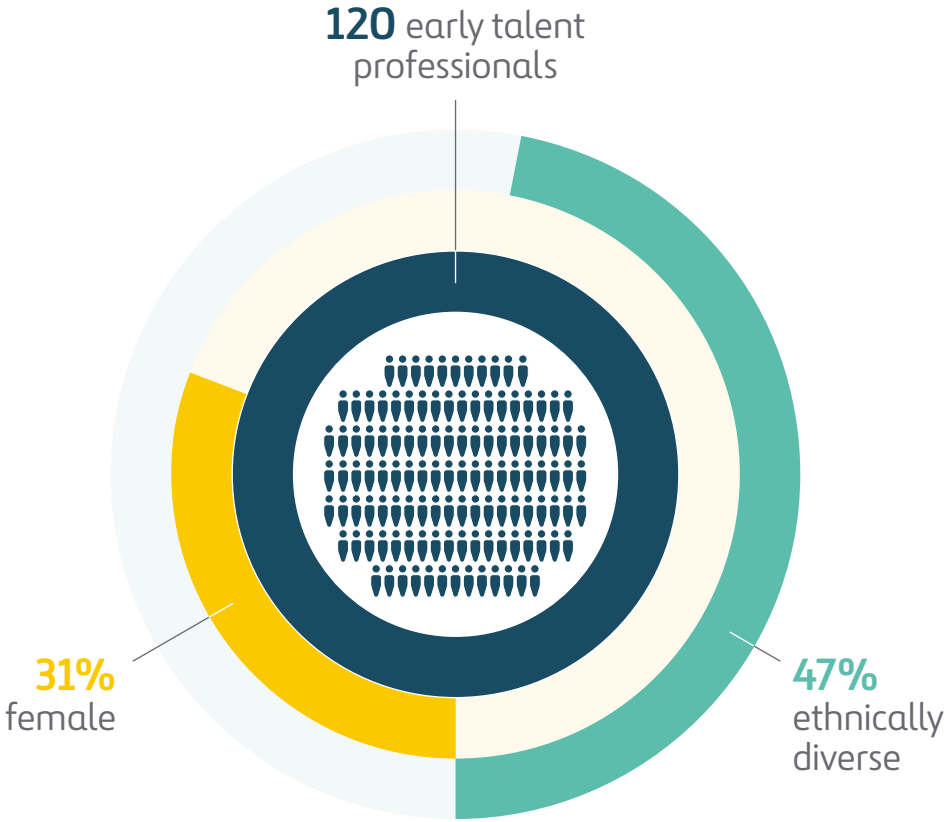
The three-year Institute of Civil Engineers (ICE) QUEST scholarship provides 40 days of summer work experience each year to support the professional development of future and current undergraduate civil engineers.

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

In 2024 we partnered with Harrow, Richmond, and Uxbridge College (HRUC) to host T Level students in subjects such as design, surveying, and planning for construction and business administration. This programme is designed to provide students with core knowledge and vocational skills needed to enter employment within the construction industry.

Our collaboration with local schools and community organisations enables us to deliver CV writing and interview prep workshops, insight days, and work experience placements to engage and inspire the younger generation into our industry. Our partnership with the charity 15 Billion on our Silvertown Tunnel project further promotes 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 Ferrovia Construction UK & Ireland ↓



**JOANNA KEPINSKA**

Occupational Health and Wellbeing Graduate

📍 Head office, Chiswick



As an Occupational Health and Wellbeing Graduate at Ferrovia Construction, my career path has been diverse and fulfilling. I was born in Poland and moved to the UK at six, spending most of my life in England. My educational background includes a degree in psychology from the University of Birmingham and a masters in business psychology from Kings College London.

Since starting with Ferrovia Construction in October 2023, the company has supported my professional development. Ferrovia's focus on health and wellbeing is clear in the creation of this role,

highlighting the significance of prioritising its workforce. In the construction industry, which is predominantly male, mental health is often neglected. Ferrovia provides the time, space, and resources for addressing health and wellbeing in the workplace.

In addition to implementing our health and wellbeing strategy across the UK, Ferrovia offers opportunities for exposure and collaboration. Traveling to Spain has given me insight into health and wellbeing practices in other countries.

Ferrovia supports my development through mentorship, networking, and participation in conferences and workshops, enhancing my skills. Working at Ferrovia is a continual learning experience, and the

company's dedication to fostering a supportive environment contributes to my growth.



# Testimonials



## SUZANNAH BENNETT

Apprentice Site Engineer Assistant

📍 EKFB Joint Venture, HS2



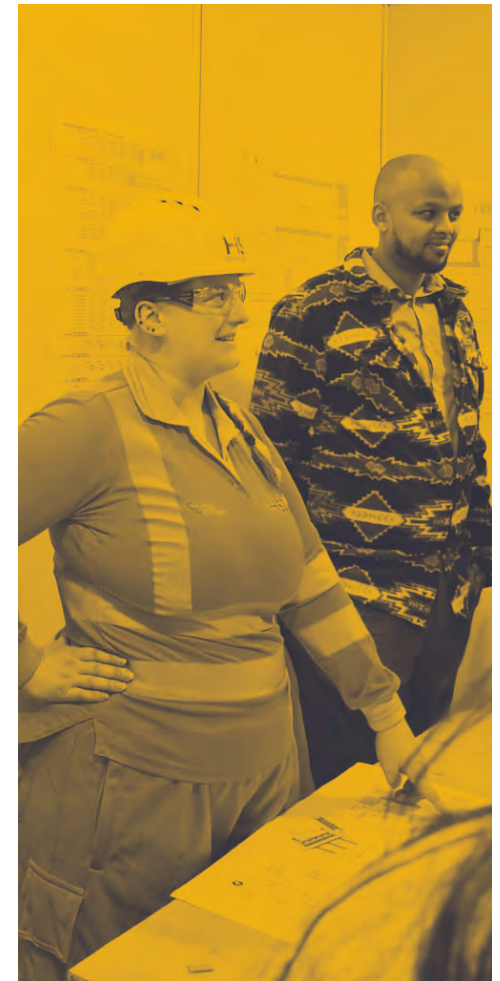
As an apprentice Site Engineer Assistant, I'm learning invaluable hands-on experience while contributing to one of the most significant infrastructure projects in the UK – HS2. My apprenticeship provides me with practical skills and knowledge, enabling me to collaborate with a diverse range of professionals, teams, and disciplines, thereby enhancing my career prospects in engineering.

My passion for problem-solving drew me to this career, offering opportunities for growth and continuous learning whilst also making a meaningful impact.

This role has helped with my self-confidence and social skills, which has been an unexpected benefit given my hidden disabilities.

My apprenticeship has provided me with clear direction for my future, and I received high commendation at the Ferrovia Construction Values, Graduate, and Apprentice Awards in 2024.

I love the diversity of responsibilities within my role and the chance to collaborate with various departments. This allows me to build strong professional relationships while continually gaining new knowledge and perspectives.



# Testimonials



**SELENA STRUDWICK**

General Counsel



As General Counsel, I am responsible for overseeing all legal aspects of Ferrovia Construction's business in the UK and Ireland. I qualified as a lawyer 15 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 General Counsel 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 (17) and Liam (11). My heritage is from the Central African Republic but I grew up in France. We have been living in the UK for the past 14 years. I am the Procurement Manager for the Ferroviaal 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 Ferroviaal 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.

Ferroviaal 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 Ferroviaal 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 Ferroviaal Construction will take me next.



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**Ferrovial Construction**  
**UK & Ireland**

 3 Floor, Building,  
5 566 Chiswick Park,  
London, W4 5YF

 020 8750 2100

 [www.ferrovial.com](http://www.ferrovial.com)