

Gender Pay Gap Report

2026

ferrovial
construction

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Foreword

At Ferrovial Construction UK & Ireland, fair and transparent reward, opportunity and progression are fundamental to creating a business where everyone can succeed. This Gender Pay Gap Report reflects our continued commitment to addressing structural imbalance across the construction sector and within our organisation.

This year’s results show an increase in the gender pay gap in 2025 compared with the previous year. While this is not the direction of travel we want to see, it reflects ongoing structural factors within our UK and Ireland workforce, including the distribution of roles and the composition of senior and specialist positions.

We are clear that the gender pay gap is not the result of unequal pay for equal work. Instead, it reflects longstanding challenges around representation—particularly the underrepresentation of women in delivery-facing positions which are higher-paid roles.

Recognising this distinction allows us to focus our actions where they will have the greatest impact while not diminishing our responsibility. Increasing female representation, retaining talent and supporting progression into leadership roles requires sustained, collective action.

This report represents a shared commitment. Every member of the UK & Ireland Senior Leadership Team is accountable for driving change through the decisions we make, the talent we develop and the culture we create.

Alongside the data, we set out how we are each taking action to help close the gender pay gap and build a more balanced industry.



Senior leadership team commitments



The actions and decisions we take as a leadership group set the tone for our working environment and culture. Making progress on the gender pay gap means being honest about our data and focused on tangible change – particularly representation, progression and retention – so we can build a stronger and more sustainable business.

ENRIQUE BLANCO

Regional Managing Director – UK, Australia & Ireland



My focus is on making sure our people practices genuinely open up opportunity across the business. From how we recruit and reward, to how people develop and progress, fairness and transparency must be felt, not just stated. By being honest about our data, holding ourselves accountable and acting where change is needed most, we can make real and sustainable progress in closing the gender pay gap.

ELIZABETH MACRI

Human Resources Director



I ensure that our country-specific management systems and technology strengthen transparency and fairness across the organisation. By embedding inclusive governance and improving visibility of opportunities, we help reduce bias in decision-making. These foundations support equitable career outcomes and enable long-term, measurable progress.

OMAR JOSE LOH MORENO

Quality Systems and Technology Director



I actively champion inclusive leadership and progression across our business – particularly for operational roles – and I am proud to sponsor our women & allies employee network, GAIA. Supporting talent by ensuring fair access to new opportunities across all projects and role modelling accountable leadership are my commitments to creating better balance. Strengthening representation and progression is critical to building a fairer, more sustainable, workplace.

JORGE SANZ

Operations Director

Senior leadership team commitments



I care deeply about creating a workplace where people feel supported to stay, grow and build lasting careers. By championing inclusive wellbeing practices and leadership behaviours that people can see and trust, we can remove barriers that hold talent back. When people are able to thrive, we build a fairer organisation – and that is essential to making real progress on closing the gender pay gap.

CHRIS HALL

Health, Safety, Wellbeing and Environment Director



I will promote equitable opportunity, fair reward and transparent progression across the organisation. By challenging traditional pathways, supporting and empowering our talent and strengthening visibility of progression into senior roles, we can address long-standing structural drivers of the gender pay gap and ensure our leadership better reflects the talent within our business and the communities in which we operate.

RAFAEL FOULQUIE

Commercial and Bidding Director



My focus is on building a pipeline of opportunities that positions our business for sustainable growth. Making key decisions early ensures we can broaden access to the right projects and invest in long-term talent development. We recognise that having strong female representation throughout the company enhances our ability to secure work and deliver to cost and programme.

GRANT MOBBS

Preconstruction, Strategy and Business Development Director



For me, fairness and transparency must sit at the heart of how we operate as a business. Through strong governance, clear accountability and equitable employment practices, I work to ensure decisions are made responsibly and consistently. These foundations matter because they must create trust – and that trust is essential if we are to support inclusive outcomes and reduce the gender pay gap.

SELENA STRUDWICK

General Counsel

Senior leadership team commitments



I believe that fairness in reward starts with how we make financial decisions. By aligning pay structures, investment choices and budgeting with our inclusive priorities, we can support more equitable progression. Taking this approach helps address the long-term drivers of the gender pay gap, while ensuring we grow the business in a sustainable and responsible way.

JOSE LUIS GARCIA DE LA CALLE
Finance Director



I will actively support the development and progression of technical talent across the business. By giving visibility to career pathways, investing in mentoring and capability building, and improving representation, we can create balanced leadership and make authentic and much-needed progress in reducing the gender pay gap.

JOSE VICENTE CANDEL
Deputy Engineering Director



Understanding our gender pay gap figures

Interpreting our results

The gender pay gap figures in this report should be read as an organisation-wide indicator, rather than a reflection of pay outcomes for individuals or comparable roles. While the methodology and statutory context are explained elsewhere in this report, the way the figures are added can lead to results that appear counter-intuitive without additional explanation.

When pay is reviewed by quartile, the distribution across bands appears relatively balanced. However, when these figures are combined into a single headline percentage, a larger gap emerges. This effect is driven by how the calculation works, rather than by unequal pay practices.

Why aggregation amplifies the headline figure

The statutory gender pay gap calculation brings together multiple workforce dynamics into one metric. In our case, the headline figure is primarily influenced by workforce structure, rather than differences in pay for equivalent roles.

Modelling shows that if male and female representation were equal across pay percentiles, the resulting gap would reduce significantly. This demonstrates that representation and workforce composition, rather than unequal pay for equal work, are the primary contributors to our reported figures.

Pay gap and representation: related but distinct measures

The gender pay gap reflects how pay is distributed across the organisation as a whole. Representation reflects who occupies roles at different levels.

While closely linked, these are distinct challenges and must be addressed through different levers. Sustainable progress on the gender pay gap depends on improving representation, retention and progression — particularly into senior, technical and specialist roles — over time.

Why this explanation matters

This page is included to support clear and accurate interpretation of our data. While our gender pay gap remains higher than desired, it should not be interpreted as evidence of unequal pay for equal work. Understanding what drives the figures allows us to focus on the right actions, track progress meaningfully and be transparent about where structural change is required.

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 Ferrovial Construction (UK) Limited as on 05 April 2025. Figures used for the Gender Bonus Gap (GBG) calculation are for the 12-month period ending 05 April 2025. i.e for the 2024 performance year.

Gender Pay Gap

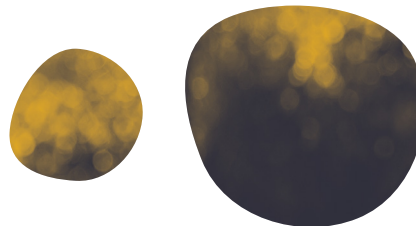
How is GPG calculated?

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.

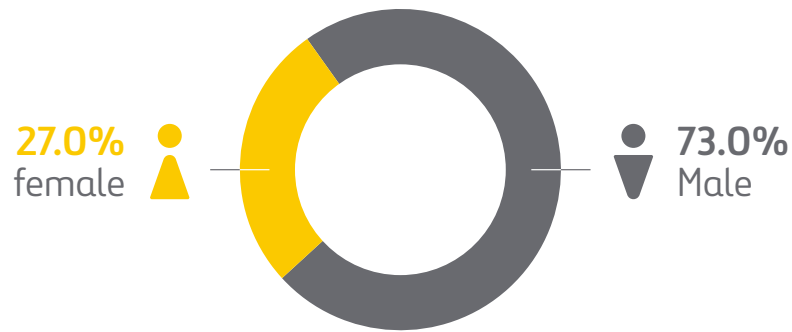
For the **MEDIAN**, we list all the numbers in numerical order. The **MEDIAN** is the middle number. We calculate the **MEDIAN** for both men's and women's hourly pay separately and report the percentage difference between these two figures.



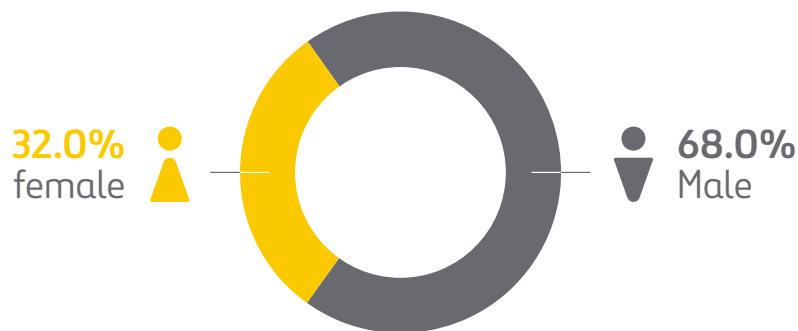
Our figures

Ferrovial Construction UK & Ireland team figures ↓

GENDER SPLIT (TOTAL WORKFORCE)



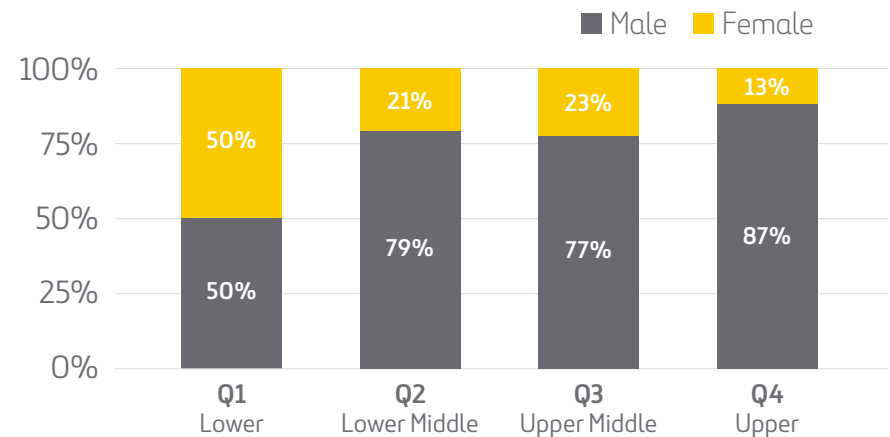
GENDER SPLIT (GRADUATE 2025 INTAKE)



GENDER PAY GAP (2023-2025)

	2025	2024	2023
Mean gender pay gap	23.0%	21.0%	24.5%
Median gender pay gap	27.0%	26.2%	26.5%

GENDER PAY GAP (PAY QUANTILES 2025)



Mean and median

The mean

Ferrovial's gender pay gap **has increased** regarding the mean by 2% compared to 2024 figures. This shift is largely due to the following:



The median

There has been an increase of 0.8% in the median gender pay gap. Our review shows the continuing challenges still affecting the median gender pay gap include:



1 Reduction in female representation overall

Female representation reduced year-on-year from c. 30% last year to 27% in 2025 in the full pay relevant population included in this analysis.

3 Shift in female representation in middle pay quartiles

Although the overall share of female employees across the business remains steady, there has been a minor change in distribution. More women are now positioned within lower-middle pay quartiles, which directly affects the median pay level for women

2 Change in workforce composition

The movement of weekly blue-collar employees onto monthly contracts with higher salaries has affected the overall pay profile. As these positions have a greater proportion of men, the median salary for men increased, limiting improvements to the gap.

4 Fewer promotions of women into higher pay quartiles

During the first quarter of the year, fewer women were promoted or moved into international roles, contributing to the gap.

Bonus gap

The bonus gap has improved at the mean and median in 2025 compared to 2024.

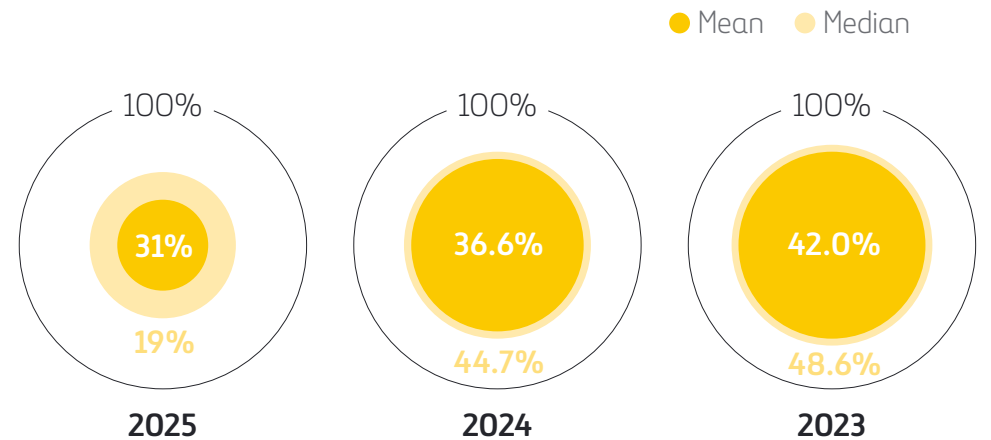
There has also been an increase in female participation in bonus-eligible roles and widening eligibility criteria for incentive-based remuneration.

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

	2025	2024	2023
Male	83.0%	88.8%	82.0%
Female	92.0%	81.5%	77.0%

BONUS GAP BETWEEN MEN AND WOMEN



How are we driving sustainable change?

- Progression of women into mid-to-senior roles through calculated and intentional succession planning
 - Development profiling and including a greater proportion of females on training programmes and company courses
 - Mandating external agencies to provide improved gender balance in recruitment pipelines.
- Continued internal auditing in accordance with the Company’s remuneration governance charter
 - Early career (graduates) recruitment focusing on female engagement and retention
 - Mentorship and retention initiatives aimed at improving the employee experience for females and new hires
 - Retention and development pipelines, not just entry-level hiring
- Employee resource group network for women, ethnicity & culture, Armed Forces network
 - Measures and policies to support staff with parental and caring responsibilities such as the Family Friendly policy, the Flexible Working policy, carer’s leave, enhanced paternity pay and shared parental leave
 - Age Friendly pledge to demonstrate our commitment to improving the recruitment, retention, and development for older workers
- Armed Forces Covenant signatories, offering an additional 5 days leave for Reserve training and employment opportunities to veterans and their families
 - Focused on increasing understanding and challenging attitudes towards disability, removing barriers, and providing opportunities for disabled people to realise their potential

Our supply chain

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

We play an active role in addressing both the gender pay gap across our industry and the wider skills gap by supporting and developing our supply chain partners. This includes encouraging investment in learning and development through the Supply Chain Sustainability School (SCSS), using its learning pathways and workshops to build capability and long-term skills.

We support open and effective two-way engagement, combining our responsible business practices with the knowledge and expertise of our supply chain, while also promoting innovation and continuous improvement.

In 2025, we continued to deliver our Supply Chain Conference programme and introduced the Ferrovial Construction Supply Chain Values Awards. The conference provides an opportunity to share updates on the business and future pipeline, outline our supply chain strategy, and explore the challenges facing our industry, alongside the opportunities for collaboration across the sector.

The Values Awards celebrate those supply chain partners who demonstrate a strong commitment to driving positive change in line with the company’s values of Excellence, Respect, Integrity, Innovation and Collaboration. ↓



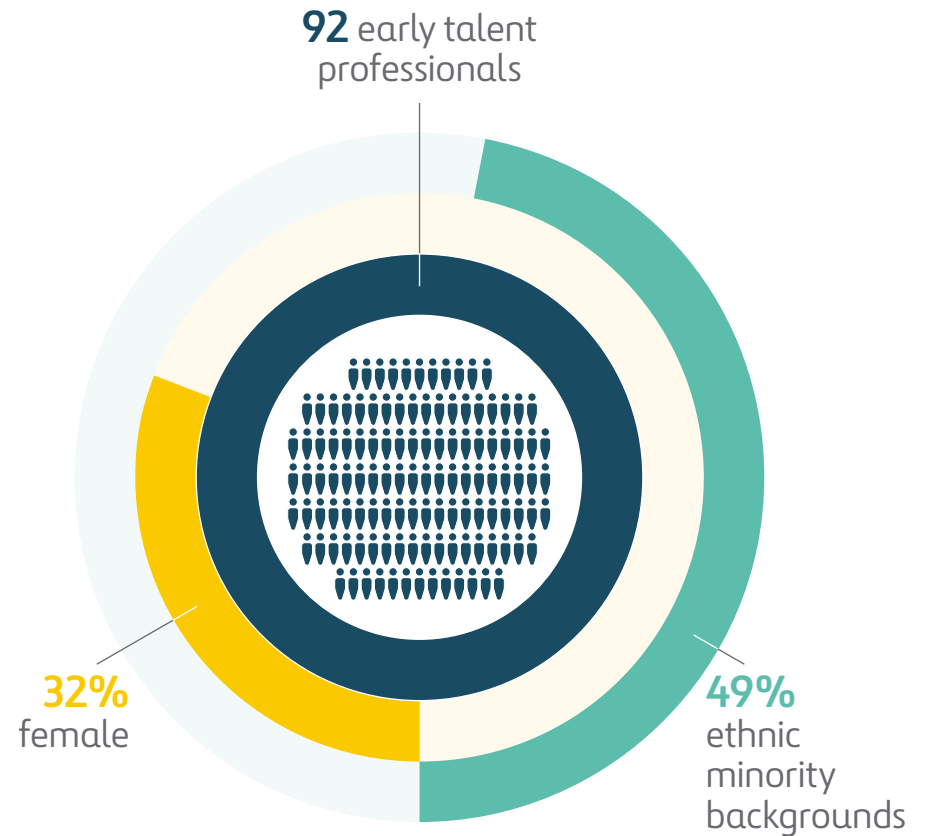
Investing in early talent

Our structured early talent programme consists of work experience placement, T-Levels, QUEST scholars, NextGen Interns, apprentices and graduates, with over 90 participants throughout these learning pathways, of which 32% are female and 49% are from ethnic minority backgrounds. Our range of offerings provide practical hands-on experience and opportunities to suit different stages of career development.

The (ICE) QUEST Scholarship and NextGen Internship Programmes provides both 40 days of summer work experience and year long industry placements to support the development of future and current undergraduate engineers and quantity surveyors.

We continue to partner with local educational institutions and NGOs, such as HRUC and West London Careers Hub, to deliver a range of engagement activities from T-level placements, insight days, and CV Writing/Interviews prep workshops. This enables us and passionate employees to engage with and inspire the younger generation into our workplace. Our strategic work with universities across the UK further promotes social mobility and opportunities for those who may come from disadvantaged backgrounds.

EARLY TALENT PROGRAMME (DEMOGRAPHIC BREAKDOWN)



Testimonials

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



NURIA PUIG-MAS

Head of Proposals

📍 Head Office, London



I joined in September 2022, having previously worked with the business as an external consultant more than a decade earlier. Returning in a permanent role was driven by two key factors: the opportunity to contribute to nationally significant infrastructure projects that shape the future of our cities, and the exceptional breadth of skills and expertise across Ferrovial’s teams.

As part of the work-winning function, I feel privileged to play a role in securing projects that support the continued growth of the business. My role involves close collaboration

with colleagues across all departments, as well as project teams in the UK and internationally, giving me a valuable perspective on what we can achieve together.

Coming from a nontechnical background, Ferrovial Construction has consistently encouraged me to step beyond my comfort zone. Exposure to new sectors and complex tenders has broadened my understanding of engineering-led projects, supported by hands-on experience, stretch assignments, targeted training, mentoring, and leadership development programmes.

Having spent 25 years in the industry, often in environments where women participated less, I value the culture here, where ideas and contribution matter most.

Representing the business with clients and partners, building trust, and winning work remains the most rewarding part of my role. There are supportive policies, networks, and allyship which creates a strong foundation, and increasing the visibility of women’s successes will continue to inspire and strengthen the business.



Testimonials



BRIË MOSES

Senior Communications Officer

📍 Head Office, London



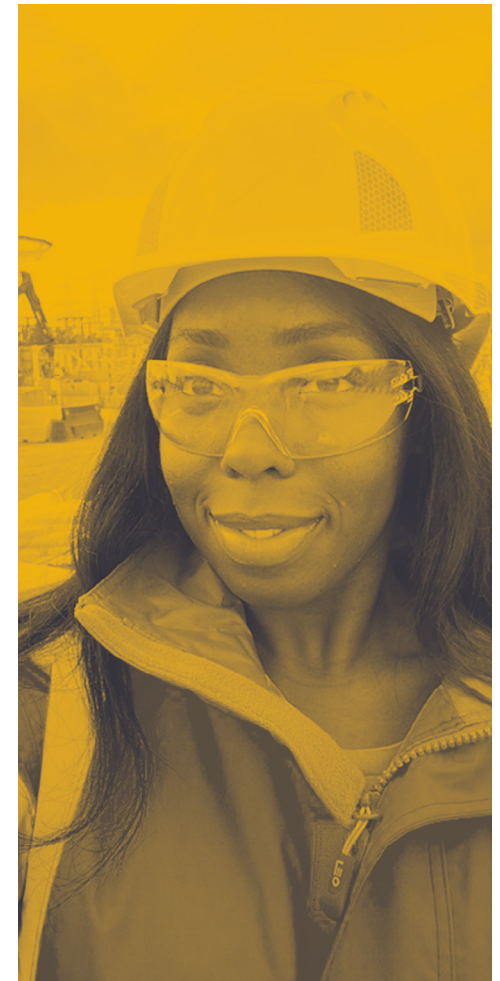
I work for Ferrovial businesses across the UK, Ireland and Australia. I joined the company in 2022 as a communications officer for the construction business in the UK. Following promotion in 2025, I now work for all Ferrovial businesses across the UK, Ireland and Australia.

I lead a range of internal and external communications initiatives, helping ensure our projects, achievements and values are clearly and consistently communicated to employees and external stakeholders.

After studying Journalism and Media Studies, I entered the infrastructure sector in 2017 and quickly realised it was where I wanted to be. What I find most rewarding is seeing firsthand the infrastructure we design and deliver and the real difference it makes to communities.

From viaducts and tunnels to complex engineering works, I've been able to see these projects up close and personal and turn their scale and impact into stories that celebrate the people and teams behind them.

Collaboration is at the heart of my role in communications and every day I work with people from a range of different disciplines, backgrounds and life experiences. Although the industry is still largely male-dominated, the presence of many women in my team really strengthens our culture and the way we work together.



Testimonials



ANWEN DYBAN-SULLY

Graduate Civil Engineer

📍 EKFB HS2 Main Works Contract



I joined Ferrovial Construction’s graduate programme as a civil engineer in September 2025, stepping straight into the fast-paced environment of the HS2 project as part of the earthworks team. Prior to graduating, I was an Institution of Civil Engineers QUEST scholar with Ferrovial throughout my degree, completing summer placements and gaining valuable hands-on site experience. This, alongside the financial support, meant I felt well prepared to contribute from day one.

A key driver of my development has been the support network around me. Transitioning from university into the industry can be daunting, but my colleagues have been consistently

supportive – from guiding me through technical challenges to helping me navigate the realities of the sector. The trust placed in me, combined with mentorship and real responsibility, has been central to my growth so far.

My experience as a woman in civil engineering has been both motivating and eye-opening. While there is still progress to be made around representation, I have also seen genuine positive change. Being part of this project, alongside colleagues who actively promote belonging, inclusion and respect, has increased my confidence as I develop my career.

I’m proud to contribute to a transformative national project and to support outreach initiatives that inspire young people – particularly girls – to consider a future in engineering.



Testimonials



SOL TORIBIO

Regional Finance Director
UK / Ireland / Australia

📍 Head Office, London



I joined Ferrovial in Spain in 1999, and moving to London in 2007 became a real turning point in my career. It opened the door to senior finance roles on some of our most high-profile infrastructure projects, including The Queen's Terminal (T2A) at Heathrow and the Thames Tideway Tunnel, key experiences that have played a key role in shaping my professional growth.

In 2024, I was proud to step into the role of Regional Finance Director, having previously served as Finance Director for Ferrovial Construction UK & Ireland for 7 years. This progression has enabled me to play a broader role in strengthening the business's financial performance while helping shape its long-term strategic direction.

My journey into senior leadership has been shaped by growth and opportunity during a period when female representation in the industry was still evolving. Change is happening, and I'm proud to be part of it, thanks to the support and encouragement of the line managers and colleagues I've worked with over the years.

As a mother of two and a wife, I understand the challenge of balancing a demanding career with family life, but I believe with the right support and a strong team, it is possible to thrive in both areas.

After more than 26 years in the business, I'm still motivated by future professional challenges and I'm proud to work for a company that values teamwork, integrity and long-term career development.

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