

JORNADA INTERNACIONAL SOBRE DIVERSIDAD EN EUROPA INTERNATIONAL CONFERENCE ON DIVERSITY IN EUROPE

Foro Profesional de reflexión y debate
Professional discussion and debate Forum

Martes, 27 de mayo de 2014/ Tuesday, 27th of May, 2014
Fundación Lázaro Galdiano

Acto del/An event of the:



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11:00 / 12:30	Mesa Redonda Casos de Noruega, Reino Unido, Alemania y España.	Round Table Cases from Norway, United Kingdom, Germany and Spain.
	Moderadora: D^a. Eva Levy Presidenta de Honor WomanCeo	Moderator: Ms. Eva Levy Honorary Chairwoman of WomanCeo
	Participantes: D^a. Turid Solvang Consejera Delegada, Instituto Noruego de Consejeros y Consejera de diferentes empresa	Participants: Ms. Turid Solvang CEO, Norwegian Institute of Directors, and Board Director in different Companies
	D. Antony Hales Consejero Principal/ Coordinador, International Personal Finance, PLC	Mr. Antony Hales Senior Independent Director/ Lead Director, International Personal Finance, PLC
	D. Peter Dehnen Consejero Delegado, GermanBoardRoom, GmbH y Secretario del Consejo en diferentes compañías	Mr. Peter Dehnen CEO, GermanBoardRoom, GmbH and Secretary to the Board of Directors in different companies
	D^a. Elena Gil García Consejera Independiente, Jazztel	Ms. Elena Gil García Independent Board Director, Jazztel
	D. Juan Francisco Polo Martín Director de Comunicación y Reputación Corporativa, Ferrovial	Mr. Juan Francisco Polo Martín Communication and Corporate Reputation Manager, Ferrovial
	D^a. Laura González-Molero Miembro del Consejo Rector de APD, Asociación para el Progreso de la Dirección, y Presidenta de Merck en Latinoamérica	Ms. Laura González-Molero Board Director, APD (Association for Management Progress) and Chairwoman, Merck Latin America

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Ferrovial: Advancing Towards Diversity

Juan Francisco Polo

Madrid, 27 de Mayo de 2014
Madrid, 27th of May, 2014

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Diversity

- Historically, the industry has not been receptive to women.
 - We need to eliminate prejudices and gender stereotypes.
- **Ferrovial aims to promote diversity** as part of its business strategy.
 - Foster equal opportunities based on merit.
- Initiatives implemented focus on:
 - Promoting talent.
 - Promoting flexibility and responsibility.
 - Raising awareness.

Key Figures

We improve the future through the development and operation of sustainable infrastructure and cities. We are committed to the highest level of operating excellence and innovation and we create value for society and our shareholders, investors and employees.

8.17

Revenues
(Billion €)

66,000

Employees (workforce december 2013)

11.3

Market capitalization
(Billion €)

934

EBITDA (M€)

727

Net income
(M€)



Business Model

Development of the entire infrastructure life cycle.

CONSTRUCTION

ferrovial
agroman

- Civil Engineering.
- Industrial Engineering.
- 80 years of experience.
- Water.

AIRPORTS

ferrovial
airports

- Largest private investor in airports.
- 25% stake in HAH.
- 4 airports in the UK.
- 84.9 M passengers.

SERVICES

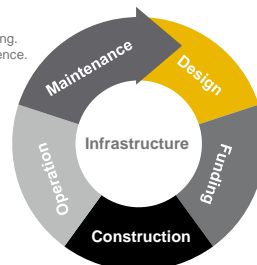
ferrovial
services

- Municipal services and waste management.
- Infrastructure maintenance.
- Focus on intelligent cities, waste reuse and energy efficiency.

TOLL ROADS

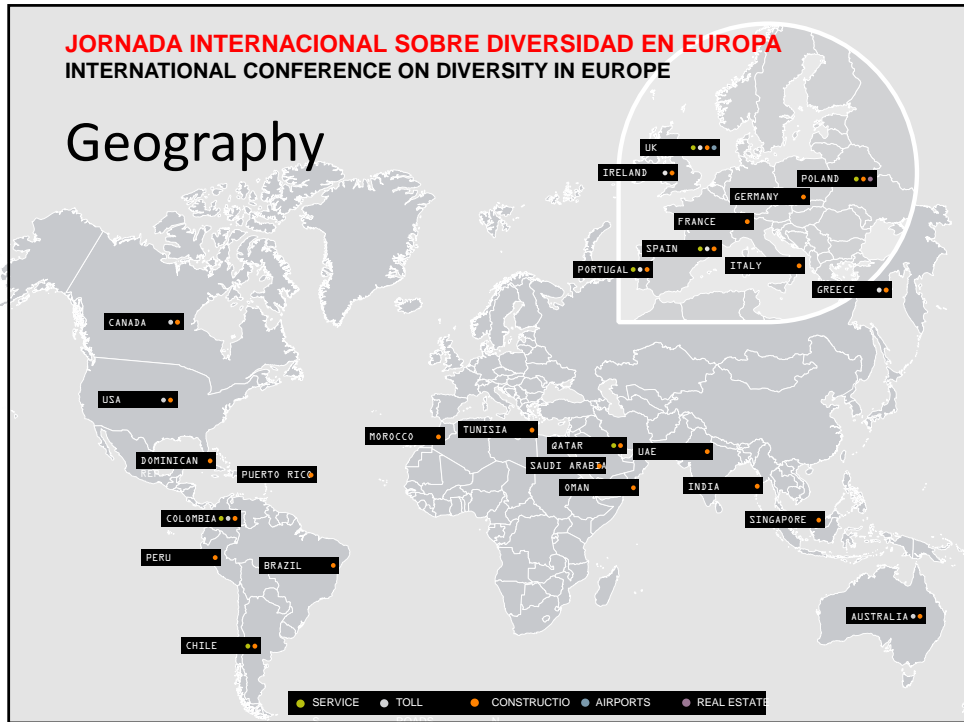
cintra

- Leader in private sector transport infrastructure development.
- Toll road management of 407 ETR and 22 other roads in North America and Europe.
- Concessions in 7 countries.



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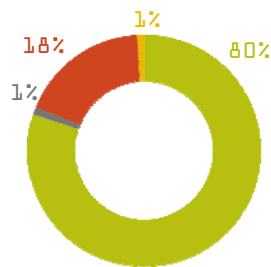
Geography



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Workforce

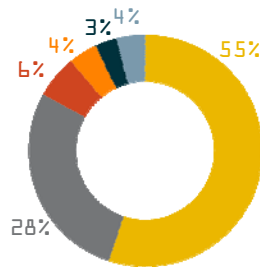
WORKFORCE BY AREA



● Services ● Construction
 ● Toll roads ● Corporation

82%
TOTAL INDEFINITE
CONTRACTS

WORKFORCE BY REGION



● Spain ● North America
 ● United Kingdom ● South America
 ● Poland ● Other

45%
INTERNATIONAL

Diversity Data

TOTAL WORKFORCE



EXECUTIVE



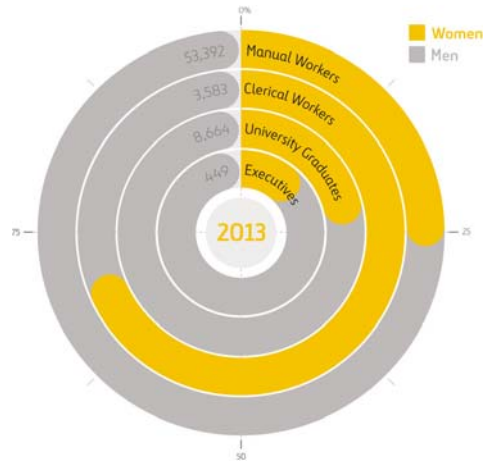
UNIVERSITY GRADUATES



CLERICAL WORKERS



MANUAL WORKERS



Some Initiatives

- Programs:
 - **CONCILIA**: Workplace flexibility
 - **IGUALA+**: Raising awareness on diversity
 - **Grants**: Professional development and scholarships
- Distinctions:
 - **"Empresa más Igual"** from the Madrid Regional Government.
 - **"Equality in the Company Award"** from Minister of Health and Social Services

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Thank you.

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12:30/
13:00

Clausura

Closing

D. Johan Christopher Vibe
Embajador de Noruega en España

Mr. Johan Christopher Vibe
Ambassador of Norway to Spain

D^a Susana Camarero Benítez
Secretaria de Estado de Servicios
Sociales e Igualdad, Ministerio
de Sanidad, Servicios Sociales
e Igualdad de España

Ms. Susana Camarero Benítez
Secretary of State of Social Services
and Equality, Spanish Ministry of Health,
Social Services and Equality

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