

# PEOPLE

## EMPLOYEES

**96,001**  
IN 25 COUNTRIES

## TURNOVER RATE

**5.11%**  
VOLUNTARY

## COMMITTED EMPLOYEES

**84%**  
67% PARTICIPATION IN THE 2015 EMPLOYEE SATISFACTION SURVEY

## TALENT

OPTIMIZE THE ORGANIZATION  
TALENT MOBILITY.  
CORPORATE UNIVERSITY

## COMMITMENT

BE A MODEL EMPLOYER.  
PROMOTE A FLEXIBLE WORK ENVIRONMENT

## CULTURE

DEVELOP LEADERS FOR AN INNOVATIVE CULTURE

Operational excellence and innovation in Ferrovial are made possible by the talent and commitment of its team.

Over 96,000 people work in the company to offer the best solutions in the markets where it operates.

Ferrovial offers its employees a project that encourages them to perform better every day and provides the tools needed to develop their capacities to reach the levels of excellence demanded by the projects and markets in which it operates.

Ferrovial is committed to the management of diversity as a business, social and legal imperative, as well as complying with current legislation on equal opportunity in each of the areas where it operates. Among its strategic priorities are the development of an inclusive style of leadership adapted to the special nature and differences of people and countries.

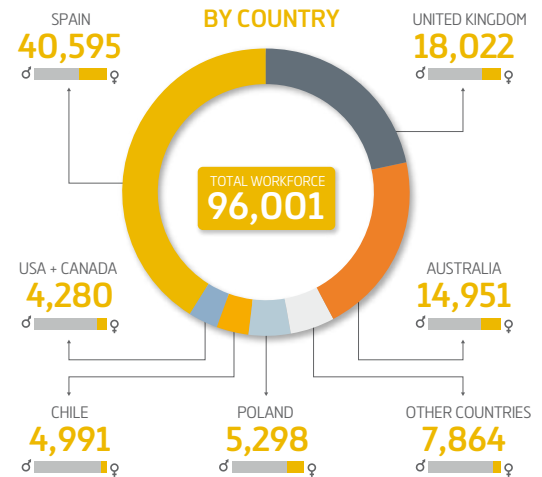
The Human Resources strategy is focused on three areas: Talent, Commitment and Culture.

## TALENT

In 2016, with the aim of preparing the leaders of the future, a number of initiatives were implemented based on internal mobility and the development of the necessary capabilities:

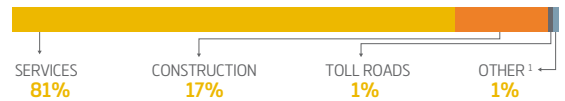
- A new model of skills for 360° evaluation, for which the highest executive level has been evaluated. The aim is to reflect the continuous adaptation of the executive profile as the promoter of a culture adapted to the different multicultural environments. In 2016 a total of 144 executives were evaluated (22% more than in the previous evaluation). The resulting action plans are accompanied by coaching processes and other individual development actions.
- Implementation of the 70/20/10 development model to boost professional development, with a learning model in which 70% of the preparation for the future takes place in the day-to-day environment, resolving daily challenges that form part of employee goals, carrying out tasks and solving problems; 20% through the feedback received and learning from colleagues; and 10% through training. This model has identified the best development actions in the evaluation process in which 30,039 people were involved.

## WORKFORCE DESCRIPTION

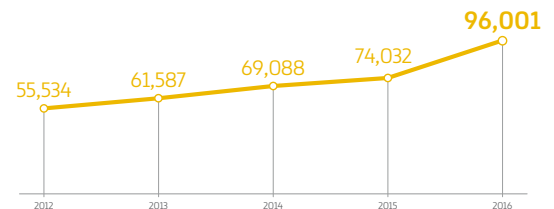


**71%** MEN  
**29%** WOMEN

## EVOLUTION



## CHANGE



(1) Includes the workforce of Corporation (0.44%), Airports (0.03%) and Real-Estate (0.13%)

- Use of advanced analytical methodologies in people management data. A project has been initiated for this purpose that analyzes the data that allow a more efficient management and an increase in the capacity for predicting the labor force needed for the future. This project demonstrates that the combination of technology, talent and innovation is a competitive advantage.

## COMMITMENT

Ferrovial seeks the involvement and commitment of its employees. With the aim of offering a unique and differential experience for each, a global project has been implemented for the design of the New Employee Value Proposition, which includes elements valued by the employees apart from their remuneration. In 2016 the first pilot project was carried out in the United States, with a participation rate of 44%. It will continue next year.

According to the latest Employee Satisfaction Survey carried out on 100% on the centralized management personnel, 84% of employees are committed to the organization and 7 out of 10 employees recommend Ferrovial as the best place to work. In 2016 the company obtained the Top Employers Spain certificate and achieved 120,000 followers on LinkedIn Spain.

One of the elements of Ferrovial's commitment to its employees and talent retention is reflected in its remuneration policies. They are established according to criteria based on competitiveness in the relevant markets in which it operates. They include:

The **Variable Remuneration System**, which covers 14% of the staff, 13,868 employees, based on the company's targets. If only the structural personnel are considered, in other words personnel not subject to contracts, the percentage increases to 100% of the employees.

The company's **Flexible Remuneration Plan** allows employees to amend their remuneration packages on a voluntary basis and according to their personal needs, replacing part of their remuneration for specific products in order to optimize available cash flows.

The **Share-Based Remuneration Plans** were also in place again during the year. In 2016, 2,042 employees opted for payment of part of the remuneration in company shares.

In addition, Ferrovial has a **Long-Term Variable Remuneration Scheme** consisting of share-based remuneration plans for 324 executives and managers in the company. In order to be eligible, they must remain in the company for a specified period (currently three years) and certain targets must be achieved that are linked to internal or external metrics reflecting economic and financial targets and/or value creation for the company.

**CULTURE**

In view of the current trends in digital transformation, the company makes provides employees with the appropriate tools to foster a collaborative work environment that is open and inclusive, and that promotes innovation. In 2016 the company received the Hudson Prize for best Human Resources Department for its corporate social network Coffee. It is available to 16,000 employees around the world.

Since 2011 over 2,500 professionals have been trained in innovative methodology and 6,100 employees have taken part in the different internal initiatives that promote innovation, such as the Zuritanken, Innovate, Dragon and CintraSpirit awards. The company promotes internal recognition, which has led to more than 3,500 projects to be launched in 2016.

**20.19 STRATEGIC CR PLAN**

Guarantee a labor environment that favors a flexible work culture

Boost talent and favor employability through training, reduce the digital gap and encourage people to pursue STEM (Science, Technology, Engineering, Mathematics) careers

Manage diversity as an element of competitive differentiation

**CORPORATE UNIVERSITY**

Created in 2007, the Corporate University is a fundamental pillar for the development of Ferrovial professionals. It represents:

- A meeting place that acts as a catalyst for learning and knowledge.
- A forum for exchange that fosters synergies and opportunities for global business.
- A school that creates a unique corporate leadership model to prepare innovative leaders and teams capable of anticipating the future and acting as internal models.

In 2016, the university has consolidated its role as an open space (Open University). True to its slogan, it helps to think, create and share knowledge.

On-site training supported by leaders of the organization and the knowledge of internal experts plays a vital role in continuous learning.

**FOLLOWERS**

283,892

ON GROUP LINKEDIN PROFILE

**HOURS OF TRAINING**

712,268

**MILESTONES**

NEW SCHEME OF SKILLS FOR 360° EVALUATION

IMPLEMENTATION OF THE 70/20/10 MODEL OF PROFESSIONAL DEVELOPMENT

TOP EMPLOYERS SPAIN CERTIFICATE

HUDSON AWARD TO THE BEST HUMAN RESOURCES DEPARTMENT FOR ITS CORPORATE SOCIAL NETWORK

