

# commitment to stakeholders

## Commitment

- Transparency in the information provided to the market.

## Lines of Action

- Improve continuously the communication channels with all stakeholders on the basis of innovative corporate information that takes into account financial aspects and also environmental and social behavioral variables.
- Notify all stakeholders of the company's principles of sustainable development and corporate responsibility, and encourage employee participation in charitable projects.
- Develop a mechanism for formal dialog in order to measure the perception of those "whose opinion counts".
- Become an international benchmark for commitment to stakeholders, obtaining recognition in the main indices (DJSI, FTSE4Good, CDP).

## 2012 Milestones

- Completed the study on material issues for Ferrovial through personal interviews with external and internal stakeholders.
- Carried out continuous monitoring of social networks.

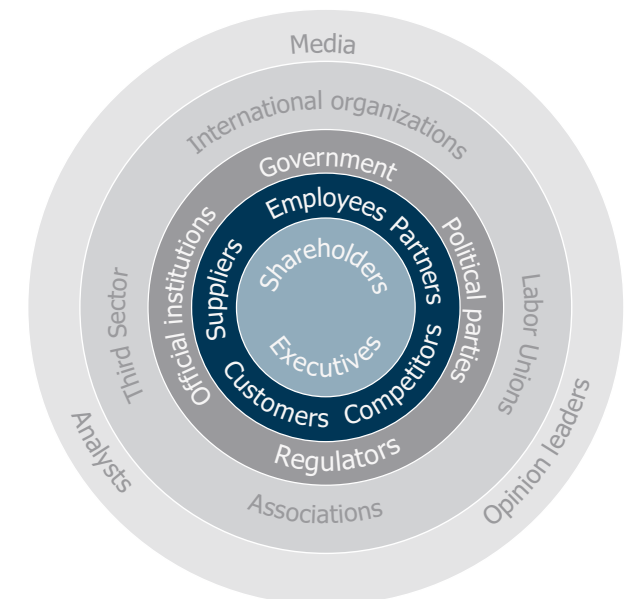
## 2013 Goals

- Organize the Third Stakeholders' Forum, to be attended by representatives from various organizations.
- Formulate the stakeholder dialog model.

**The guiding principle of Ferrovial's business conduct is to transmit accurate, complete and transparent information that expresses a true picture of the company and its business activities and strategies.**

Ferrovial's relations with its stakeholders take place within a context of transparency, honesty and professionalism. Ferrovial considers stakeholders to be those individuals or social groups with a legitimate interest who are affected by the company's current or future activity.

This definition includes both internal stakeholders, who are part of the company's value chain (shareholders, employees, investors, customers and suppliers) and are considered partners by the company in its business activity, and external stakeholders, which include public authorities, governments, the media, analysts, the business sector, labor unions, the Third Sector and society at large, starting with the local communities in which the company operates.



## Transparency

Transparency and dialog are exercised within legal limits (according to established rules and time frames), and with respect for the rights of all stakeholders. In the financial area, Ferrovial has in place an information control procedure for relevant transactions that regulates the measures provided for by the Spanish Securities Market Law.

In communications related to users and employees, Ferrovial guarantees the right to data security, confidentiality and privacy. Ferrovial demands that its employees make discreet and professional use of the information about the company to which they have access. The company considers it essential to protect its information so that it is not destroyed, rendered unavailable, tampered with or disclosed without authorization. For this purpose, it has established a series of general practical guidelines applicable both to Ferrovial's information assets and to the systems that process and support them.

The professionalization of relations between the company and its stakeholders has led to the establishment of a proactive and two-way dialog between Ferrovial and its stakeholders. The evolution of new technologies has also enabled more transparency while adding value to the company.

Ferrovial has a variety of multi-stakeholder channels:

- Corporate website: Which provides up-to-date information in Spanish and English on the company, its activities and its Corporate Responsibility.
- Blogs: In Spanish, "Infraestructuras Inteligentes" (Smart Infrastructures), Ferrovial's blog on innovation, transport and the cities of the future; and in English, "Innovation, Connecting Cities, Intelligent Infrastructure". Each aims to become a benchmark forum for the transport infrastructure and service sector.
- Social media and the Internet: Presence on the most popular social media, such as Twitter, LinkedIn, YouTube, Facebook, Flickr, Google + and Instagram. And presentations and information on websites such as Wikipedia, SlideShare and Pinterest.
- Online Annual Report: Its aim is to present the company's annual results to the stakeholders, with information on business activity, earnings, milestones and goals, based on specific subjects that have been identified as of interest to the different stakeholders.



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## Stakeholder relations

The relations with each stakeholder are detailed in the table below:

	Relationship with Ferrovial	Activity	Indicators	Contact
Shareholders and investors	Adoption of best practices for Corporate Governance. Strict compliance with the rules.	Specific microsite for shareholders, constantly updated.	274 investors. 449 activities. 26 roadshows (11 at seminars) 116 meetings with investors in Madrid. 24 conference calls.	Shareholder Relations Office Tel: 91 586 2565 (toll-free in Spain) Fax: +34 91 586 26 89 accionistas@ferrovial.es www.ferrovial.com
Analysts	Transparent and reliable financial reporting.	Quarterly meetings with analysts to present the results of the company.	Coverage of 27 analysts. 23 meetings. 362 notes released.	Investor Relations Department Tel: +34 91 586 27 30 Tel: +34 91 586 27 60 Tel: +34 91 586 27 81 Fax: +34 91 586 26 89 ir@ferrovial.es www.ferrovial.com
Employees	Respect for privacy and information confidentiality Intranet		Employee Satisfaction Survey (every two years). 18 communication campaigns. Inforvial: 10,000 copies (bilingual)	Human Resources Department Apartado de Correos 2160, 28080 Madrid www.ferrovial.com
Customers and Users	To meet their expectations as far as possible and make every effort to anticipate their needs. Protection of their privacy.		Complaint registration and management Satisfaction survey	Quality & Environment Department dca@ferrovial.com www.ferrovial.com
Suppliers	Relationship based on reliability, quality and customer-centric mutual benefits. Training and awareness raising for key aspects of responsible management.	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Training</li> <li>• Regular meetings</li> <li>• Communication of incidents</li> </ul>		Purchases Department Tel: +34 91 300 85 37 www.ferrovial.com
Government and Public Authorities	Permanent dialog. Commitment to social initiatives. Explicit prohibition of accepting payments or gifts in any form.		Participation in industry associations and employers' organizations	Management of Corporate Responsibility and Institutional Relations Tel: +34 91 586 28 93 Fax: +34 91 586 26 59 www.ferrovial.com
Business sector	Active participation in employers' organizations and industry organizations related to Ferrovial's activities.	• Active participation in employers' organizations and/or industry organizations.		Management of Institutional Relations Tel: +34 91 586 28 93 Fax: +34 91 586 26 59 www.ferrovial.com
Labor Unions	Party interested in the application of Ferrovial corporate responsibility policies.	<ul style="list-style-type: none"> <li>• Fluid dialog.</li> <li>• Joint participation in various initiatives.</li> </ul>		Human Resources Department Tel: +34 91 586 25 00 www.ferrovial.com
Media	Efforts to improve media relations.	<ul style="list-style-type: none"> <li>• Sponsorship of and involvement in conferences and forums.</li> <li>• Event organization.</li> </ul>	91% positive or neutral news compared with 9% negative news. Balanced impact at the business level, with increased news from all. 60 press releases. 35 meetings held with media. Organization of the SH130 inauguration. Participation in events on CR, Innovation, HR.	Communication & Corporate Responsibility Department Tel: +34 91 586 25 15 Fax: +34 91 586 26 59 comunicacion@ferrovial.com www.ferrovial.com
Comunidad local	Papel fundamental de la compañía en el desarrollo de las economías locales,	<ul style="list-style-type: none"> <li>• Fluid dialog with local communities.</li> <li>• Permanent contact with the parties.</li> </ul>	Presence in 26 countries. Sustaining job creation in the main markets where Ferrovial operates.	Management of Corporate Responsibility and Institutional Relations Tel: +34 91 586 28 93 Fax: +34 91 586 26 59 rsc@ferrovial.com www.ferrovial.com
Third sector	Creation of long-term value for society.	<ul style="list-style-type: none"> <li>• Participation in institutions: Spanish Association for the Global Compact, Fundación Lealtad, Fundación SERES, LBG Spain, etc.</li> <li>• Strategic alliances: Massachusetts Institute of Technology.</li> <li>• Agreements with NGOs: ONGAWA; Plan España, Intermón Oxfam, AMREF-Flying Doctors, Ayuda en Acción.</li> <li>• Institutional meetings.</li> <li>• Participation in events.</li> </ul>	237 requests submitted via the Corporate Responsibility e-mail address.	Management of Corporate Responsibility and Institutional Relations Tel: +34 91 586 28 93 Fax: +34 91 586 26 59 rsc@ferrovial.com www.ferrovial.com