

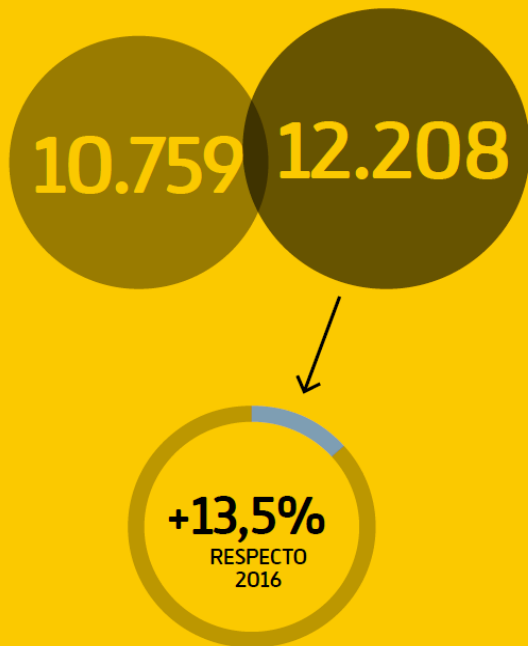


How Alumni employability affects university rankings

One perspective from the demand side: Ferrovial

VENTAS (M€)

● 2016 ● 2017



CAPITALIZACIÓN (M€)

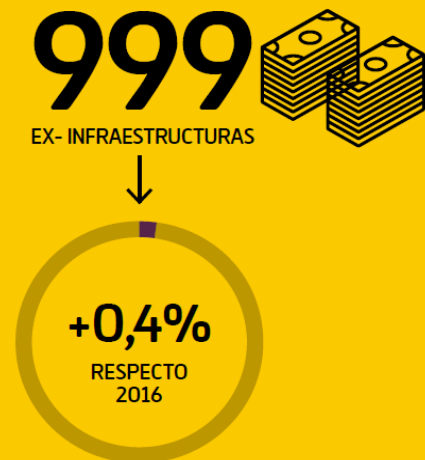


CAJA NETA (M€)

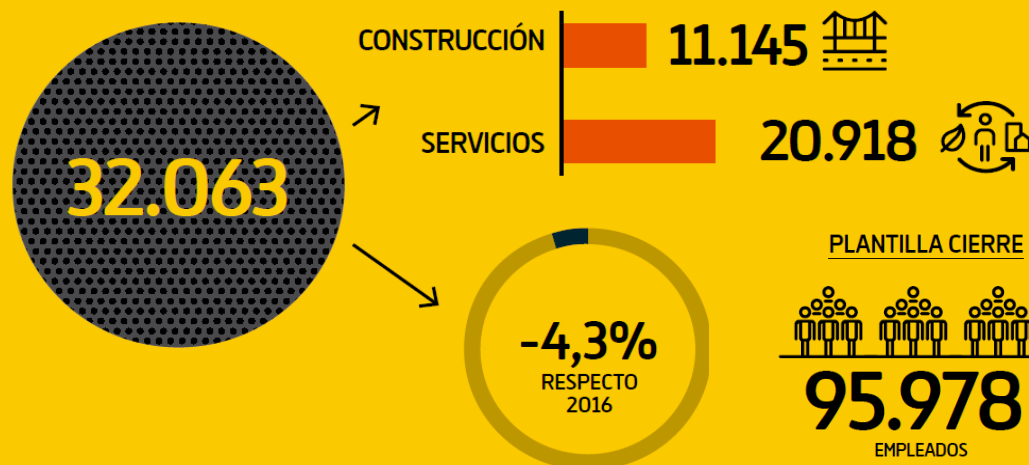
1.341
EX-INFRAESTRUCTURAS



FLUJO BRUTO OPERACIONES (M€)



CARTERA (M€)



**Some things we cannot see, touch or
smell, but they nevertheless exist.**

**Talent is intangible, immaterial, abstract, ethereal and
difficult to measure. But it is there.**

And we all have it



we believe

“THERE ARE MANY TYPES OF TALENT, AS MANY AS THERE ARE COLOURS. WE ALL HAVE ONE, ALL YOU HAVE TO DO IS UNCOVER IT.”

“WE CAN ALL REACH A BETTER VERSION OF OURSELVES, BECAUSE WE ALL HAVE THE ABILITY TO LEARN AND IMPROVE.”

“IT IS NEVER TOO LATE TO GROW. YOU FIRST HAVE TO BELIEVE.”

/ our
tagline
BELIEVE
IN YOUR POTENTIAL

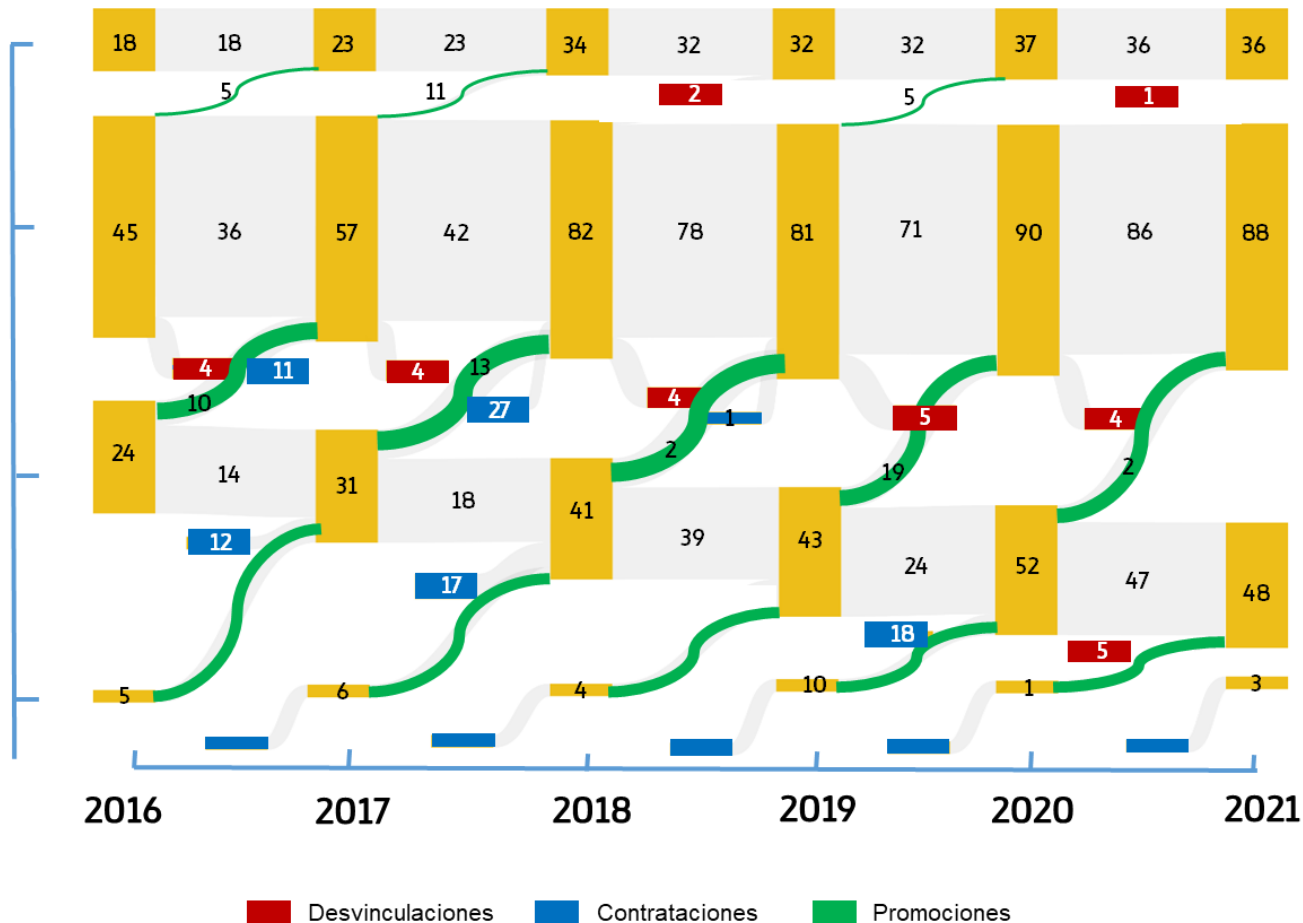
It all starts with workforce planning

GERENTES

GESTORES

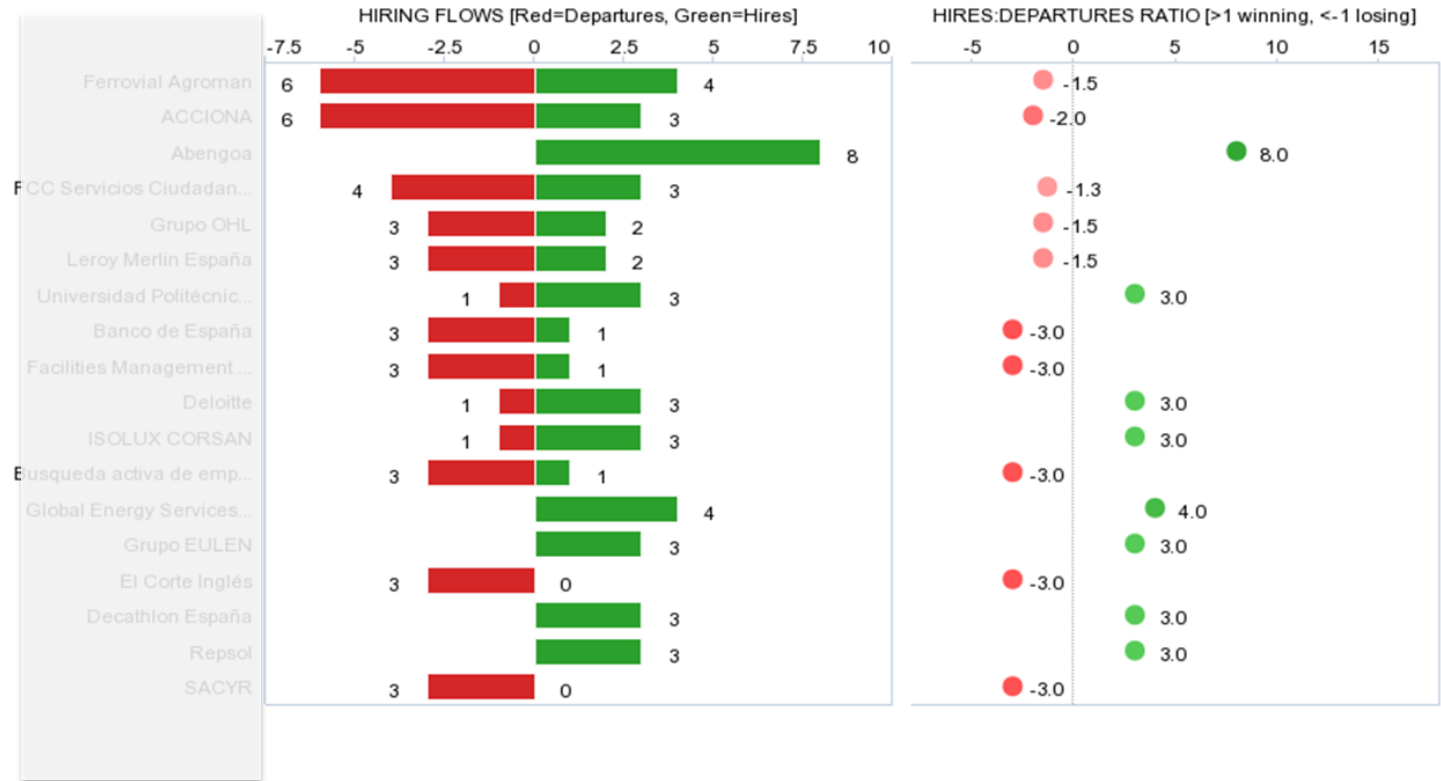
TÉCNICOS

BECARIOS



People join and leave

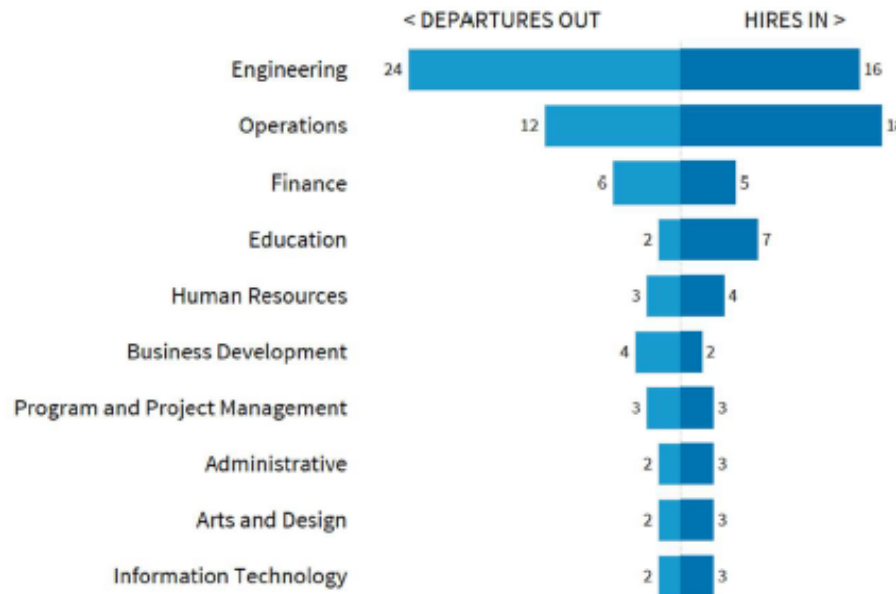
Talent Flows (Past 4 quarters)



And their skills travel with them

Where are your potential skill gaps?

EMPLOYEE TURNOVER BY FUNCTION*



employees gained / lost over past 12 months



If loss exceeds gain,
you may have a talent
shortage.

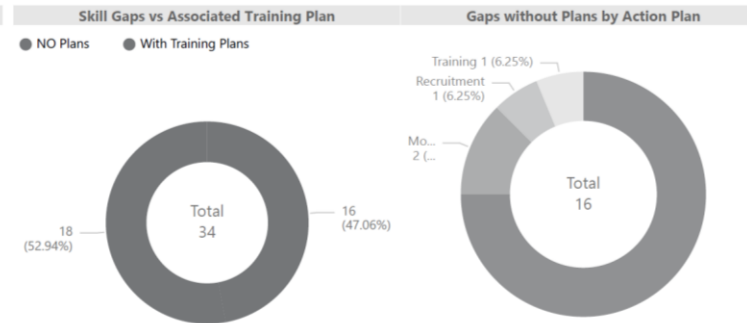
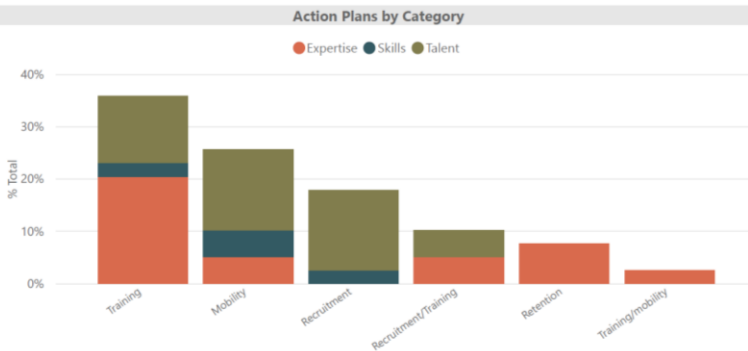
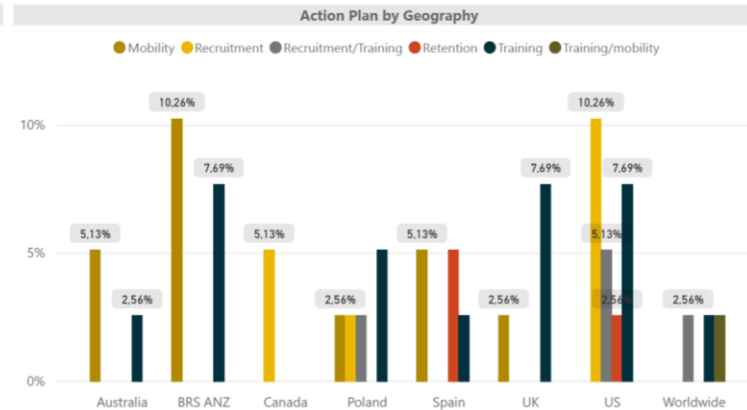
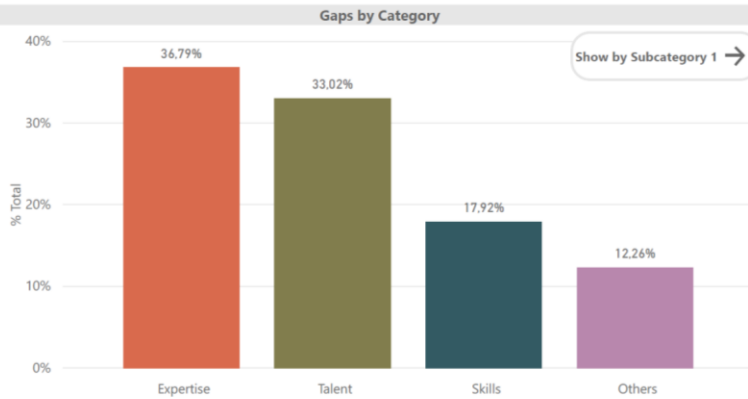
Even if loss = gain,
you may be trading
veterans for rookies.

Is about capabilities

ferrovial

Critical Capabilities People Review Report

BU
Todas



ALUMNI, REPUTATION AMBASSADORS

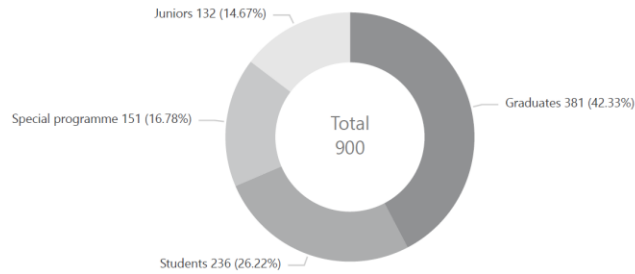
And how to find them

ferrovial

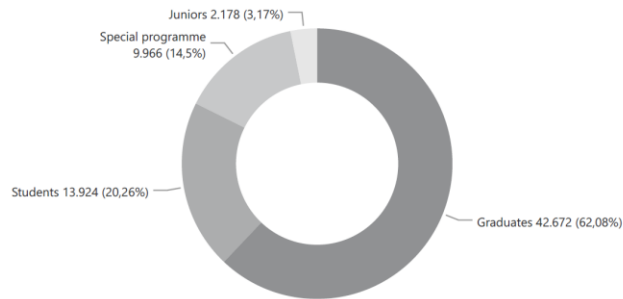
Young&EarlyTalents plans People Review Report

BU
Todas

Profiles by Category



Inverted Hours



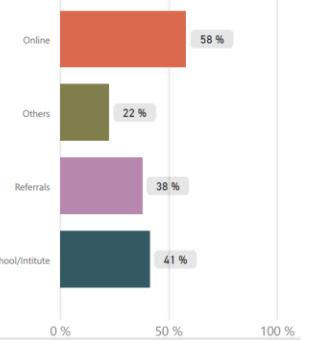
Category

Subcategory 1

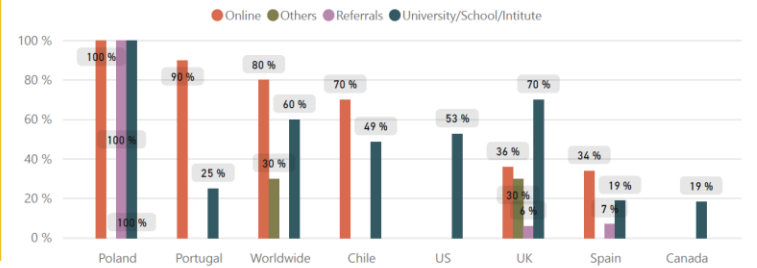
Talent Plans by Category



% Effectiveness by Category



Effectiveness by Geography



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And we carefully look at the ones that work better for us

BU	*affiliate	Source	Degrees	Effectiveness (%)	Subcategory3 University	Subcategory 4 Country
Construction	Budimex	Student career offices	Civil Engineering, HR, Finance, etc	100% of new hires for trainees within deadline, high quality of candidates		Poland
Headoffice	Headoffice	CUNEF university	Financial Degree	25% of the new hires for junior roles	CUNEF	Spain
Headoffice	Headoffice	ICADE university	Finance degree/Law&Business Admin degree	25% of the new hires for junior roles	ICADE	Spain
Headoffice	Headoffice	Carlos III university	Economics and Finance (bilingual degree)/Law&Business Admin degree	35% of the new hires for junior roles	Carlos III	Spain
Headoffice	Headoffice	Autonoma university	Economics and Finance (bilingual degree)/Law degree	15% and other universities (Rey Juan Carlos, Universidad de Navarra...)	UAM	Spain
Construction	Webber	Texas A&M University	*Bachelor's, Civil Engineering *Bachelor's, Construction Management *Master's, Construction Management	70% of the new hires for junior roles	Texas A&M	US&Canada
Construction	Webber	University of Texas at Austin	Bachelor's, Civil Engineering	70% of the new hires for junior roles	University of Texas at Austin	US&Canada
Construction	Webber	Illinois Institute of Technology	Master's, Civil Engineering	70% of the new hires for junior roles	Illinois Institute of Technology	US&Canada
Construction	Zone II	Scotland, London and South Universities (7 universities, 3 careers fairs)	Engineering, QS, HSQE, Finance	70% of the new hires for junior roles	Scotland, London and South Universities	UK&Ireland
Construction	Zone II	Milkround	Finance	100%		UK&Ireland
Construction	Zone III	University of Toronto Canada (2013)	Civil Engineering	30 internships: 7 full time hires	University of Toronto Canada	US&Canada
Construction	Zone III	Queen's University (Ontario, Canada) (2015)	Civil Engineering	10 internships: 1 full time hire	Queen's University	US&Canada
Construction	Zone III	Northeastern University (Boston, USA) (2017)	Civil Engineering	2 internships: 1 full time hire	Northeastern University	US&Canada
Cintra	Cintra Global	Top Business school Europe and USA	Finance Business management	NR		Global
Cintra	Cintra Global	Top faculties of Civil Engineering	Civil Engineering	60% of our interns from civil engineering degrees are hired		Global
Services	FSE	Universities	Engineering, Technical Degrees, Social Sciences, Finance	16% of the new hires for junior roles		Spain
Airports	Airports	University Politechnic	Industrial Engineering	20% of the new hires for junior roles	UPM	Spain
Airports	Airports	ICADE	Law and business/International business	30% of the new hires for junior roles	ICADE	Spain
Airports	Airports	CUNEF	Finance	10% of the new hires for junior roles	CUNEF	Spain
Airports	Airports	University of Navarra	Publicity and communication	10% of the new hires for junior roles	U. Navarra	Spain
Airports	Airports	University Complutense	Law	10% of the new hires for junior roles	UCM	Spain
Construction	Zone I	Universidad Politécnica de Madrid	Civil Engineering	42% of the ICEGP participants	UPM	Spain
Construction	Zone I	Universidad Católica de Chile	Civil Engineering	36% of the ICEGP participants	U. Católica de Chile	Chile
Construction	Zone I	Universidad de Cantabria	Civil Engineering	3% of the ICEGP participants	U. Cantabria	Spain
Construction	Zone I	Universidad Politécnica de Valencia	Civil Engineering	3% of the ICEGP participants	U. Politécnica Valencia	Spain
Construction	Zone I	Other Universities Spain	Civil Engineering	16% of the ICEGP participants	Others	Spain
Services	FB Serwis	Universities and Technical universities	Master degree	100% of new hires for junior roles		Poland
Services	FB Serwis	Universities and Technical universities	Engineer degree	100% of new hires for junior roles		Poland
Services	Portugal	Technical Schools	Professional course (Maintenance; Electrician, Technicals...)	25% of the new hires for junior roles		Portugal
Services	Chile	University Viña del Mar	Industrial engineering	50% of the new hires for junior roles	University Viña del Mar	Chile
Services	Chile	University Antofagasta	Mechanical engineering	60% of the new hires for junior roles	University Antofagasta	Chile

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REPUTATION
AMBASSADORS



At the end of the day we are looking at

