


5.2. PEOPLE IN THE ACS GROUP



The ACS Group's business success comes from the talent and diversity of its teams. For this reason, the company is committed to the professional development of its employees while at the same time ensuring the best working, health and safety conditions.

different corporate policies for managing people that are aligned with the best practices in this area and that are described throughout this chapter. Although each company of the Group develops its own complementary human resources policies to meet its specific needs, they all follow common guidelines:

To retain the best professionals, the ACS Group has



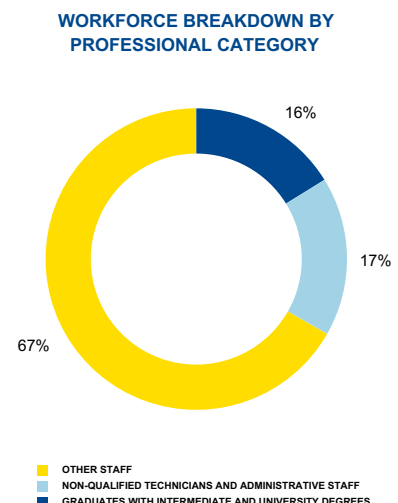
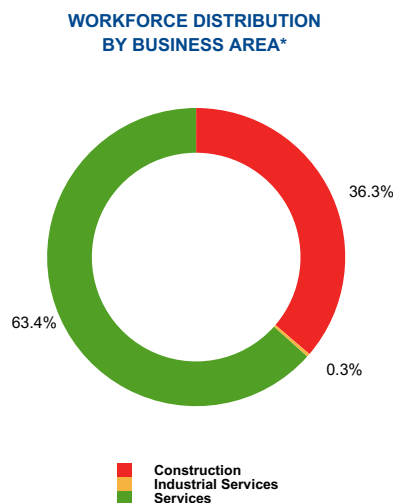
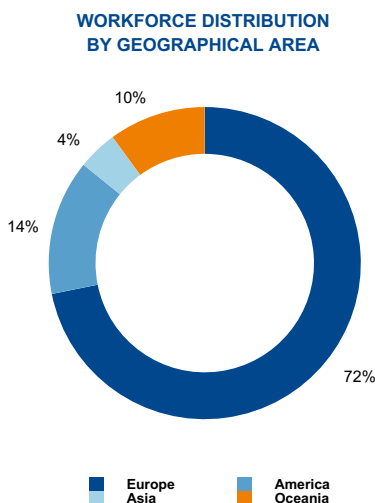
- Attract and hold onto the best talent, while at the same time aiming to improve the degree of responsibility and motivation of employees.
- Promote a culture and corporate values with which the people in the ACS Group identify.
- Promote teamwork and quality control as tools to promote the excellence of work well done.
- Ensuring equal opportunities, diversity and inclusion.
- Support and increase training and learning.
- Innovating to improve processes, products and services.

The impact that the COVID-19 pandemic has caused in all businesses, and society in general, has changed the ACS Group's people management model in recent years, posing an unprecedented challenge to ensure quality and employment.

In addition, each Group company adapted its own procedures to suit the situation in each region and business.

In 2021, the ACS Group continued to follow all of the recommendations of the health authorities, making new work tools available, promoting remote work in the positions that allowed it, and implementing all of the necessary safety measures to ensure the health and safety of its employees.

At year-end 2021, the ACS Group had a workforce of 122.502 persons, of which 58.0% were women and 42.0% men. In comparable terms, i.e. excluding data from Industrial Services and Thies, the workforce of the ACS Group decreased by (0.2)% compared to 2020.



* Not including 250 employees from Corporate and other investments.

ACS GROUP WORKFORCE AT YEAR-END

122,502

BREAKDOWN OF STAFF BY AGE



WOMEN

58.0%

OF TOTAL ACS GROUP

6,852

GRADUATES WITH
INTERMEDIATE AND
UNIVERSITY
DEGREES

2,206

EMPLOYEES WITH A
MANAGEMENT
POSITION (WORKS/
PROJECT MANAGER/
OR SIMILAR AND
SUPERIOR)

9,503

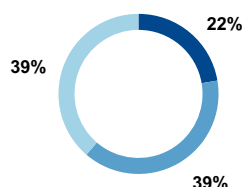
NON-QUALIFIED
TECHNICIANS AND
ADMINISTRATIVE
STAFF

11.0%

TOTAL STAFF
TURNOVER

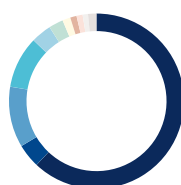
54,659

OTHER STAFF



<35 years of age
35-50 years of age
>50 years of age

DISTRIBUTION OF ACS GROUP EMPLOYEES BY COUNTRY



Spain 62%
United States 11%
United Kingdom 4%
Portugal 1%
Hong Kong 1%
India 2%
Australia 10%
Germany 3%
Canada 1%
Poland 1%
Rest of the Countries 4%



MEN

42.0%

OF TOTAL ACS GROUP

12,993

GRADUATES WITH
INTERMEDIATE AND
UNIVERSITY
DEGREES

8,534

EMPLOYEES WITH A
MANAGEMENT
POSITION (WORKS/
PROJECT MANAGER/
OR SIMILAR AND
SUPERIOR)

11,421

NON-QUALIFIED
TECHNICIANS AND
ADMINISTRATIVE
STAFF

20.1%

TOTAL STAFF
TURNOVER

27,074

OTHER STAFF

Regarding the distribution of employees by country, 62.0% work in Spain and 38.0% in other countries, which demonstrates the Group's significant international presence.

The distribution of the workforce at year-end by type of contract shows the predominance of f contracts over temporary contracts, with 72.3% of the workforce having this type of contract. Regarding the type of workday, 59.3% of the workforce of the ACS Group work full time.

	31-Dec-21		
	Men	Women	Total
Fixed Contracts	40,446	48,157	88,603
Temporary Contracts	11,042	22,857	33,899

	31-Dec-21		
	Age <35	Age between 35-50	Age >50
Fixed Contracts	16,883	33,551	38,169
Temporary Contracts	10,494	14,168	9,236

	31-Dec-21		
	Graduates with intermediate and university degrees	Non-qualified technicians and Administrative staff	Other staff
Fixed Contracts	18,648	17,945	52,011
Temporary Contracts	1,197	2,979	29,722

31-Dec-21			
	Men	Women	Total
Full-time contracts	43,841	28,824	72,665
Part-time contracts	7,646	42,190	49,836

31-Dec-21				
	Age <35	Age between 35-50	Age >50	Total
Full-time contracts	18,120	29,558	24,987	72,665
Part-time contracts	9,258	18,160	22,418	49,836

31-Dec-21				
	Graduates with intermediate and university degrees	Non-qualified technicians and Administrative staff	Other staff	Total
Full-time contracts	17,929	15,123	39,613	72,665
Part-time contracts	1,916	5,801	42,119	49,836

In 2021, the total employee turnover in the ACS Group was 14.7% (vs. 13.1% in 2020) and voluntary employee turnover was 11.1% (vs. 8.5% in 2020).

It is important to note that due to the health crisis caused by COVID-19, the ACS Group was forced to file Temporary Workforce Restructuring Plans, or their equivalent based on the geographic scope in which the company is located,

which affected 4,631 employees during the year (vs. 11,414 in 2020). Of these, 26.4% of the cases involved the partial reduction of the workday and 73.6%, temporary suspension of contracts.

The number of redundancies in 2021 was 2,948 people, including those resulting from the termination of projects.

	2020 Rest.*			2021		
	Men	Women	Total	Men	Women	Total
Redundancies	3,596	825	4,421	2162	786	2,948

	2020 Rest.*				2021			
	<35 years of age	35-50 years of age	>50 years of age	Total	<35 years of age	35-50 years of age	>50 years of age	Total
Redundancies	1,187	1,764	1,470	4,421	709	1295	944	2,948

	2020 Rest.*				2021			
	Graduates with intermediate and university degrees	Non-qualified technicians and Administrative staff	Other staff	Total	Graduates with intermediate and university degrees	Non-qualified technicians and Administrative staff	Other staff	Total
Redundancies	907	1,124	2,390	4,421	750	463	1735	2,948

* 2020 restated for the sale of Industrial Services and the 50% interest in Thiess.

5.2.1. PROFESSIONAL DEVELOPMENT

The ACS Group is positioned as one of the world's leaders in developing infrastructure and services, and this would be impossible without the best team of professionals. The Group's human resources teams seek to attract and retain specialised talent in each of the Group's activity sectors.

In 2021, 39,480 professionals joined the company, 40.7% of whom were under 35, highlighting the commitment to young talent, with Dragados standing out for the programmes implemented in this area.

YOUNG TALENT PROGRAMME (DRAGADOS)

In 2021, despite the circumstances caused by the pandemic and in a still adverse environment, the Dragados Group made efforts to retain staff and to continue with Training and Development programmes such as Young Talents.

This programme was started in 2014 with the incorporation of the first Young Talents in Dragados Spain. It is currently fully consolidated at both the national and international levels, with 85 new young people joining in 2021.

These new graduates in Civil Engineering, Industrial Engineering and Business Administration and Management or equivalent local qualifications are included in the main national and international projects. This programme is a guide for the learning and development of these young people, through experience in construction works, with a specific training plan, tutoring and an assessment aimed at obtaining information to identify and retain their talent.

At the international level, in 2017 this programme was implemented in Dragados USA and Canada, adapting it to the specific characteristics and needs of each company (Engineering & Finance Development programme). In 2020, the scope of the programme was extended and it was carried out in the United Kingdom, Chile, Poland and Argentina.

This programme currently has 297 participants, 189 of whom are included in national projects and 108 at the international level.

YOUNG TALENT PROGRAMME CONSTRUCTION AREA 2021

	Current	
	Spain	International
Civil Engineering	134	96
Industrial Engineering	25	0
Administration and Business Management	30	12
Total	189	108

LEARNING AND PRACTICES PROGRAMME (UGL)

UGL actively supports new industry workers and the improvement of the skills of current employees through its Learning and Practices programme. UGL currently has 94 staff on the programme, 80 apprentices and 14 interns.

UGL employed 41 new apprentices in 2021. The programme helps develop required capabilities in UGL and focuses on how to expand this programme to meet the demand for technical skills over the next 10 years. The apprentices and interns started this year at the UGL facilities distributed throughout Australia, joining the teams of the Services and Projects divisions in trades such as electricity, mechanics, line staff and welding. Once the programme has been successfully completed, it is expected that the apprentices will be offered full-time positions so that they can continue to expand the knowledge acquired and contribute capacity to UGL.

Attracting and retaining talent requires the ACS Group to offer its employees the best employment practices, encouraging their professional development within the Group. In this regard, the ACS Group maintains a human resources management approach that is committed to continuously improving the skills and capacities of its teams.

Each ACS Group company manages the development of its staff independently, adapting its needs to the specific characteristics of its activity, although they all address the elements defined in the Talent Promotion and Evaluation Policy.



Talent Promotion and Evaluation Policy

TALENT PROMOTION AND EVALUATION POLICY

The ACS Group seeks to develop the following best practices in regard to talent development and assessment:

1. Strengthen performance evaluations through the achievement of goals.
2. Multidimensional performance evaluation (180° or 360°).
3. Strengthen the individual evaluation of employees, recognising and encouraging leadership among those with high potential.
4. Apply incentives related to long-term goals for staff below senior management.
5. Associate incentives related to long-term goals with non-financial performance indicators (environment, health and safety, customer satisfaction, relationship with stakeholders, etc.).
6. Implement measures to reduce the rate of voluntary turnover.
7. Measure employee satisfaction.
8. Take measures to increase employee satisfaction.
9. Implement a global metric to quantitatively evaluate the benefits for the business of investing in human capital.

It should be noted that in companies that represent 100.0% of the Group's employees there are variable remuneration systems, with 22.1% of the workforce being subject to professional performance appraisal plans and 21.6% of employees being subject to measurable targets set with their superiors who influence the determination of the percentage of the variable they receive and that is part of the Group's professional career culture. In addition, companies that represent 99.7% of the Group's employees have professional career plans for their employees.

The training programmes defined in the different Group companies all share the common aspect of encouraging individual talent to create the best professional teams. The Group's commitment to offering its employees specialised training in the Group's different sectors of activity is based on the quality and improvement of the products and services.

As in 2020, the year 2021 was marked by the constraints on seating arising from COVID-19, which led to moving from face-to-face training to new online training courses.

For example, in 2020, work was done in Dragados to adapt the existing training so that it could be provided by electronic means, through the virtual classroom and online courses. In 2021, the Dragados Virtual Classroom was consolidated as one of the ways to reach a large number of workers and continue to encourage their training.

Another example of the increase in the importance of online training would be given in Clece, where in 2021 copyrighted digital training contents were developed. Thus, five training actions were carried out with customised online teaching content tailored to the needs of the company, maintaining their rights of property over them. In this way, different

groups were run, saving 25% of the cost and 2,417 participants were trained through these actions this year.

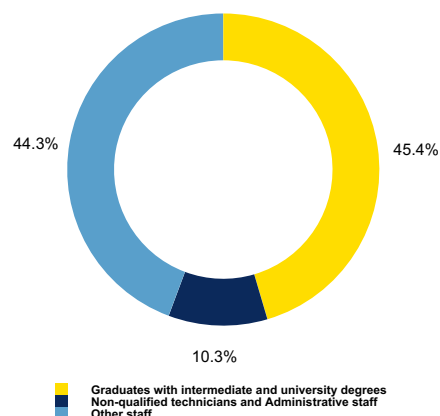
The ACS Group's ongoing training model makes it possible to identify the training needs among employees during the year, which means that training programmes are constantly revised. To determine the effectiveness of the training programmes, the Group companies assess the courses taught at different levels: participant satisfaction, knowledge acquired by participants, and impact on participant performance in the field of their training.

In 2021, after the effect of the cessation of certain face-to-face training activities arising from the impact of COVID-19 in 2020, the number of employees trained during the year increased by 22.9%. The number of school hours increased by 33.5% compared to 2020, reaching 963,760 hours in the period. The ACS Group thus shows its ongoing commitment to the professional development of the Group's employees and their training in new skills, increasing the scope of training programmes for its employees as defined in one of the goals of the Sustainability Master Plan 2025.

	2020 Rest.*	2021
Total hours taught	721,895	963,760
Teaching hours per employee (out of total employees)	6.0	8.0
Employees participating in training activities	45,768	56,263
Hours of training per employee (out of total employees trained)	15.8	17.1
Investment in training (M€)	10.7	14.4
Investment per employee in training (over total employees) (€)	89.4	119.0
Investment per employee in training (over total employees trained) (€)	234.4	255.3

* 2020 restated for the sale of Industrial Services and the 50% interest in Thies.

BREAKDOWN OF TRAINING HOURS BY PROFESSIONAL CATEGORY



SKILL DEVELOPMENT PROGRAMMES (CLECE)

The Senior Development programme for Service Managers aims to improve the skills that ensure efficient service management, within the company's strategy. The content of the programme was developed by professionals from the organisation itself, who are responsible for the different areas and activities, as well as by external experts in the different subjects taught. The programme lasts 300 hours and consists of practical cases, online content and practical in-person classes. This training develops technical, commercial, economic-financial, people management and leadership skills. In 2020, 44 participants completed this programme, bringing the total number of participants to 456 Clece employees. This programme could not be carried out in 2021 due to the situation arising from the pandemic. The 10th programme has already been launched in 2022, which will end in 2023 with 80 participants.

In addition, two other skills development programmes related to training for specific jobs were carried out in 2021:

Care Centre and Service Management Programme, with 6 trainees in 2021, with a total of 207 cumulative participants, a programme aimed at training in the skills required for the position of Care Centre Manager.

Security Director programme, training that provides the professional skills necessary for the position of Head Surveillance Services in the private sector, with 3 trainees 2021 and 37 cumulative participants.



DEVELOPMENT OF PROFESSIONAL SKILLS ONLINE (UGL)

UGL launched an initiative in 2021 to provide employees with 8 weeks of access to LinkedIn Learning, an à la carte learning solution designed to help people acquire new skills and advance their careers. UGL intends for its employees to have access to more learning opportunities so as to help them become productive, develop their interpersonal skills, use productivity tools more effectively, and support their well-being.

With LinkedIn Learning, they have:

- Unlimited access to more than 17,000 courses that cover business, creative and technological topics.
- Customised recommendations that allow them to explore the most in-demand skills based on their experience.
- Access to expert instructors so that they can learn from industry leaders, all in one place.
- Convenient learning with access to courses at any time, from any computer or mobile device.

5.2.2. EQUAL OPPORTUNITIES, DIVERSITY AND INCLUSION

The ACS Group strives to maintain relationships of trust with its employees and therefore considers it essential to safeguard basic principles intrinsic to its business model. In its Code of Conduct, the Group emphasises equal opportunities, non-discrimination and respect for human and labour rights, which form part of the Group's business commitment. The ACS Group rejects all types of discrimination, in particular discrimination based on age, sex, religion, race, sexual orientation, nationality or disability.

Beginning with objectivity in selection processes, the ACS Group seeks to ensure equal access to these processes in all phases, from recruitment to hiring.

In 2021, the ACS Group continued different actions in line with its Diversity Policy, the purpose of which is to manifest, implement and develop the Group's commitment to diversity and inclusion of all types of groups. The ACS Group understands diversity from many areas and is convinced that the creation of a diverse team allows it to successfully meet global challenges.

It is important to highlight that the ACS Group's extensive international presence makes it a multicultural team in which professionals from different races, ethnicities, ages, nationalities, languages, education, capacities, religions and genders converge, making this a constant aspect in the Group's day-to-day work. The company is aware of the relevance of local roots and, in line with its intention to promote the local development of the communities in which it operates, it promotes the direct hiring of local employees and executives. 97.4% of the Group's employees correspond to the local community.

The Group's commitment to equal opportunities and diversity is reflected in all areas of the company:

- Regarding gender, companies representing 95.9% of the Group's employees have adopted measures to promote equal treatment and opportunities for men and women, and 85.1% of the Group's employees are covered by Equality Plans.
- In companies that represent 100.0% of the Group employees, there are anti-sexual harassment protocols.
- In companies that represent 100.0% of the Group's employees, measures have been adopted to ensure equal opportunities and avoid discrimination in the selection process for any position. In this respect, it is important to highlight that, in recent years, the ACS Group's commitment to the presence of women in the labour force and their professional development has resulted in an increase in the proportion of women in management positions. In 2021 women in positions of responsibility represented 20.2% of the total, while women in senior management positions increased by 6.6% compared to 2020. Similarly, in companies that represent 42.7% of the Group's employees, specific development programmes have been implemented to promote talented female employees.



[Code of Conduct](#)



[Diversity Policy](#)

EMERGING WOMEN LEADERS PROGRAMME (UGL)

UGL, one of the main companies through which the CIMIC Group operates in the Asia Pacific region, focuses on supporting gender equity and increasing female representation in leadership positions in all of its divisions as part of its **Strategic Diversity and Inclusion Plan**. The introduction of an Emerging Women Leaders Programme is one of the most prominent initiatives for achieving this objective, along with the implementation of specific individual development plans.

In September, UGL held the last session of its 2021 Emerging Leaders Programme. The programme involved some of the female talents who are part of the programme and develop their skills as they progress in their careers within UGL. Facilitated by "Xplore for Success", the programme supports women leaders to take the next step, exploring and determining the professional targets they aspire to, expanding leadership skills and building a personal brand to unleash the participants' full potential. The participants presented their leadership legacies, sharing their inspiring and heartfelt presentations to their line managers, the students of Emerging Women Leaders at UGL and the executive leaders. The UGL diversity and inclusion strategy includes a focus on building gender equity. The Emerging Leaders programme is a key initiative under the aegis of Women@UGL, which supports efforts to increase the number of women in positions of responsibility.

The ACS Group is committed to the employment integration of people with disabilities and other vulnerable groups, and uses employment as an instrument for social inclusion. At year-end, the ACS Group had 7,662 disabled employees and 2,658 employees from other vulnerable groups. In this area, the Group's most prominent exponent is Clece, with

numerous collaboration agreements with institutions. In addition, companies that represent 98.6% of the Group's employees have implemented systems that guarantee universal accessibility for people with disabilities with infrastructure adapted to remove physical barriers for all people.

EMPLOYMENT INTEGRATION OF VULNERABLE GROUPS AT CLECE

In 2021, Clece continued to develop its Social Project, a project aimed at a wide variety of vulnerable groups such as victims of gender-based violence, persons with functional diversity, persons at risk of social exclusion or unemployed young people. This project aims to ensure that all people have equal access to employment without being discriminated against due to disability or due to their social circumstances. With this philosophy, diversity and inclusion have become a cornerstone at Clece, which includes 9,299 workers from these groups in its organisation, representing 11.9% of the total workforce in 2021.

In addition, in 2021, Clece obtained the gold category, the maximum possible, in Discert, a European certification awarded to companies committed to the inclusion of disabled people in the workplace, which recognises the value contributed beyond the requirements established by law.

The key points for to this recognition are Clece's effort to maintain the level of commitment to people with disabilities despite the pandemic. In this regard, in 2021 the Company carried out various actions. First, it prioritised this group in its selection processes and strengthened its network of alliances with social organisations, which it has integrated into the corporate recruitment and selection system. Secondly, it consolidated its Support Unit, made up by professionals who help integrate people with disabilities after their recruitment, which now has special protection mechanisms in cases of workplace and sexual harassment. Thirdly, the Company was certified in the corporate social responsibility standard IQNet SR 10, demonstrating its alignment with its stakeholders with regard to the maximum value given to disability in the surveys carried out in relation to this standard. This certification has also highlighted the Clece social project within its supplier network.

Clece has been Discert certified since 2012, which confirms its conviction to continue making progress in the inclusion and integration of disabled people within its organisation.

Specifically, the Nominations Committee ensures that the selection procedures for Board members favour diversity in regard to the aforementioned issues and, in particular,

seeks to facilitate the selection of directors in a number that allows a balanced presence between women and men. The Board's total remuneration is shown in the table below.

Thousands of euro	2020 Number of Directors	2021 Number of Directors	Average remuneration for the 2020 financial year	Average remuneration for the 2021 financial year	Variation
EXECUTIVE DIRECTORS (1)(3)	5	5	3,259	3,386	3.9%
Fixed remuneration			1,489	1,352	-9.2%
Variable remuneration(2)			881	1,278	45.1%
Contributions to long-term savings systems			883	748	-15.3%
Other concepts			7	8	15.0%
NON-EXECUTIVE DIRECTORS	11	11	235	241	2.4%
WOMEN	3	3	188	202	7.3%
MEN	8	8	251	255	1.7%

(1) The Executive Directors of the ACS Group are men.

(2) Includes short-term annual variable remuneration and long-term plans

(3) Includes the remuneration in 2021 of Mr. Marcelino Fernández Verdes until his resignation as Executive Director and of Mr. Agustín Batuecas as Executive Director until the end of 2021, when he changed his status to External Director.

In 2021, the ACS Group Management Committee consisted of 6 executives until 7 May and 5 executives from that date (all men) who in 2021 had an average⁵ annual remuneration of EUR 3,459 thousand (vs. EUR 2,758 thousand in 2020), including fixed and variable remuneration, and an average annual contribution to pension plans of EUR 768 thousand (vs. EUR 797 thousand in 2020).

The Group also ensures that the remuneration and talent retention policies are aligned with these basic principles. For the average remuneration, the average annual remuneration of the ACS Group employees was taken into consideration considering their basic salary and other cash incentives. The consolidated data show the weighted average broken down by gender, professional classification and age.

The salary differences detected are due to several reasons. On the one hand, the greater presence in countries with higher per capita income, which is relevant in activities such as Construction, as well as the type, specialisation,

workday, seniority, factors of danger or location of the various activities of the Group. In this regard, the comparison will equate operators at heights in the United States, with high danger levels and higher per capita income, with the Services activity, whose personnel are mainly located in Spain and with activity focused on cleaning services, home help and care for the elderly, with salaries regulated by the collective agreements of each activity.

This diversification of activities and the distribution of employees in countries with different levels of income is what justifies the differences presented in the average remuneration table. Furthermore, in the evolution of wages, it is important to highlight that, given the large degree of geographic diversification of activities and types of contracts, it is very difficult to show a homogeneous evolution of wages and salaries in different years, given the variations of the weight that the different countries/activities represent of the total, with the composition of the salary mass changing significantly from year to year.



⁵ The remuneration of Mr. Marcelino Fernández Verdes is included until May 7, 2021, date on which he did not stand for re-election as CEO.

Average annual remuneration (€)(3)	2020 (1)(2)			2021(2)		
	Men	Women	% Difference between average salary for men/ average salary for women	Men	Women	% Difference between average salary for men/ average salary for women
Senior management and university graduates (3)	92,189.5	70,669.3	-23.3%	102,040.9	76,502.0	-25.0%
Non-qualified technicians, similar positions and administration staff (4)	56,250.7	35,893.2	-36.2%	61,967.1	37,549.7	-39.4%
Operators and other staff						
Construction and Concessions (5)	42,841.4	42,388.9	-1.1%	49,802.1	46,347.8	-6.9%
Services	15,597.4	14,787.5	-5.2%	15,868.7	14,992.1	-5.5%

Average annual remuneration (€)	2020	2021
Age <35 years	34,938.2	35,850.1
Age between 35-50 years	34,871.7	35,973.4
Age >50 years (6)	29,908.9	30,001.1

(1) During 2021, ACS has reviewed the consolidation methodology to ensure that homogeneous reporting criteria are established in all subsidiaries. Based on this review, the 2020 data has had to be recalculated to allow comparability between the 2020 and 2021 data. It should be considered that in 2020 the information has been restated with the sale of Industrial Services and the 50% shareholding of Thiess.

(2) For the calculation of average salaries for both 2020 and 2021, the average salary data for the year including both fixed and variable salaries are taken.

(3) Salary differences by gender for managers and graduates are related to the geographic distribution of the workforce and the effect of the exchange rate.

(4) The salary differences by gender for the category of non-certified technicians, similar and administrative staff are related to the geographic distribution of the workforce and the effect of the exchange rate. Likewise, the heterogeneity of profiles in these categories as well as the greater male presence, with a ratio of two men for every woman, thus generating a greater diversity of positions and salaries in this category for the male gender, make comparability by gender difficult.

(5) The salary differences by gender for the category of Operators and other personnel, for the Construction division, are related to the geographic distribution of the workforce and the effect of the exchange rate. Specifically, 60% of the workforce included in the calculation works in the Australian geography, with a large male presence, with a ratio of more than 20 men for every woman, resulting in a wide range of positions with different salaries in this category for the male gender, thus making comparability by gender difficult.

(6) The 50+ age group includes a large number of employees in the Services division, who perform cleaning, home help and elderly care services, with part-time contracts being the predominant type of working day.



5.2.3. ORGANISATION OF WORK AND LABOUR RELATIONS

The health crisis has accelerated trends and initiatives that ACS Group companies implemented in the previous years as time flexibility measures or the promotion of teleworking in the jobs that allow it. It should be noted that ACS Group employees have additional improvements in regard to their working conditions in terms of the legal provisions, such as more holidays, more days of paternity/maternity leave, an improvement in the conditions for the reduced working day, or the accumulation of breastfeeding periods, etc.

Some of these measures make it possible to promote work-life balance and in 2020, this led to the reincorporation of 84.2% of women after maternity leave and 96.0% of men.

ACS Group companies currently do not have any formalised employment disconnection policies, but one of

the targets set in the 2025 Sustainability Master Plan is the implementation of these policies.

Likewise, the implementation of health-hygiene protocols and measures has changed the work systems, particularly in the Construction and Services division to ensure the health and safety of its employees.

The reduction of seating to comply with social distancing measures has led to team reorganisation. The promotion of remote work has also led to the development of new procedures to guarantee the best working conditions and ensure the physical and mental health and safety of employees in this new work environment.

[102-41]

The situation resulting from the health crisis, although mitigated compared to 2020, has continued to have a direct impact on the increase in the absenteeism rate, which in 2021 reached 1.2% and resulted in 2,903,552 hours of absenteeism.

	2018	2019	2020	2020 Rest.*	2021
Total number of days missed (due to absenteeism)	700,019	694,806	939,915	459,332	420,814
Percentage of days missed due to absenteeism	1.3 %	1.3 %	1.9 %	1.2 %	1.2 %

* 2020 restated for the sale of Industrial Services.

	2020 Rest.*	2021
Total number of days missed (due to absenteeism)	3,370,989	2,903,552
Hours missed due to COVID	187,584	146,887

* 2020 restated for the sale of Industrial Services and the 50% interest in Thiess.

The ACS Group promotes, respects and protects the freedom to unionise and freedom of association of its workers. The percentage of Group employees who were members of trade union organisations in 2021 was: 11.3% , while 78.9% are covered by collective bargaining agreements or by an independent trade union. In accordance with each company's activity, these agreements define the number of working hours and set minimum notice periods for significant operational changes.

By country, in companies whose head offices are in Spain, the number of employees covered by collective bargaining agreements or by an independent trade union was 99.4%, 80.2% of employees in companies with headquarters is in Germany, 26.6% for Australia and 23.4% in the US and

Canada. In regard to collective bargaining agreements with health and safety, in 2021, 100.0% of the ACS Group employees is represented on formal joint health and safety committees for management and employees, and 97.1% of the health and safety issues are covered by these. Over the course of 2021, these committees met more than 1,864 times.

Lastly, in addition to the relationship between trade unions, the ACS Group offers formal dialogue channels for the relationship with its workers, such as ethical channels or work atmosphere surveys. In any case, for more information on the communication channels in relation to employees, see Chapter 5.5.

5.2.4. RISK MANAGEMENT IN HR MATTERS

The functions attributed to the Audit Committee of the Group's Board of Directors include the review, monitoring and assessment of the Group's Sustainability Policy, as well as the other related internal regulations, including the Code of Conduct, Diversity Policy, as well as the Human Rights Policy, which will be developed in accordance with the characteristics and needs of each of the Group's companies.

Likewise, in accordance with the Group's risk map, and the materiality analysis, the Group has prioritised the risks

based on their potential relevance for the company's activity, depending on the type of activity, action areas, policies and management approaches.

The table below shows the results obtained from this prioritisation of potential risks to perform the activity related to human resource management, as well as the management measures adopted by the ACS Group:

Issue	Potential risks	Detection, prevention, management and mitigation measures	Associated management indicators	Applicable Policies ACS Group
Fair remuneration and quality employment	<p>The creation of stable, dignified and fairly paid employment is a key aspect to be taken into account in the management of the Company's risks. It can lead to a loss of productivity, competition and business profitability by generating a negative working environment and dissatisfaction among employees. On the other hand, providing quality employment increases employee satisfaction and sense of belonging.</p> <p>Likewise, to ensure adequate control, supervision and monitoring of these aspects, the risks associated with them were integrated into the ACS Group's Risk Map, the associated risk being: Attracting and retaining talent and labour relations. The main risks associated with this material issue that forms part of the group's risk management system are:</p> <ul style="list-style-type: none"> Loss of talent and key profiles. High rate of employee turnover and absenteeism, and therefore inefficiency in human resources. Reduction of feeling of belonging. 	<ul style="list-style-type: none"> The 2025 Sustainability Master Plan includes the commitment of being a leading group in the development of specialised and diverse talent, ensuring equal opportunities and best work practices. Personnel management measures, in accordance with the general principles established in the Group's policies, adapting to the specific characteristics of each of the Group's companies. 	<p>Indicators presented in this Chapter 5.2. Remuneration, type of employment contract and distribution in the workforce. Measures for social dialogue, organisation, flexibility and work-life balance</p>	<ul style="list-style-type: none"> Code of Conduct Diversity policy. Talent Development and Assessment Policy. Sustainability Policy Human Rights Policy Risk Control Policy.
Equality, diversity and non-discrimination	<p>Ensuring equal and fair treatment of employees who are part of the Group is not only due to regulatory requirements but also to increasing demand from stakeholders. Ensuring the prevalence of these principles in people management programmes ensures a greater ability to attract and retain talent and improve their productivity.</p> <p>Likewise, to ensure adequate control, supervision and monitoring of these aspects, the risks associated with them were integrated into the ACS Group's Risk Map, the associated risk being: Attracting and retaining talent and employment relationships. The main risks associated with this material issue that forms part of the group's risk management system are:</p> <ul style="list-style-type: none"> Loss of key profiles for the organisation. Reduction in economic growth. Reputation risks 	<p>The 2025 Sustainability Master Plan includes the commitment of being a leading Group in the development of specialised and diverse talent, through:</p> <ul style="list-style-type: none"> Setting up a diverse team by increasing the presence of women in positions of responsibility Being a leader in the integration of vulnerable groups Ensuring equal opportunities and best labour practices Within this common framework, each company prepares its own initiatives in accordance with its specific needs, 	<p>Indicators presented throughout this chapter 5.2, such as: Remuneration, type of employment contract and distribution in the workforce. Measures for social dialogue, organisation, flexibility and work-life balance. Policies, plans and measures for diversity and equality between men, women and persons with disabilities.</p>	<ul style="list-style-type: none"> Code of Conduct Diversity policy. Talent Development and Assessment Policy. Sustainability Policy Human Rights Policy Risk Control Policy.
Attracting talent and professional development	<p>The complexity of the sectors in which ACS Group companies operate makes it necessary to identify key profiles and launch attraction and talent development plans that respond to the new needs of the company. Socio-economic changes and the increased complexity of projects require more training for employees. Therefore, professional skills must be defined for sound business management and supported by programmes that allow them to be developed.</p> <p>Likewise, to ensure adequate control, supervision and monitoring of these aspects, the risks associated with them were integrated into the ACS Group's Risk Map, the associated risk being: Attracting and retaining talent and employment relationships.</p> <p>The main risks associated with this material issue that forms part of the group's risk management system are:</p> <ul style="list-style-type: none"> Loss of competition in the market. High employee turnover. Loss of talent. 	<ul style="list-style-type: none"> The Sustainability Master Plan 2025 includes a commitment to improving professional performance by increasing investment in training. The Code of Conduct, the Diversity Policy and the other developments in this area also define the framework for action. Within this common framework, each company manages the development of its professionals in accordance with its specific needs, taking into account the Group's policy. They define training and professional and personal development programmes, and assess their impact on participants. 	<p>Indicators presented throughout this chapter 5.2, such as: - Strategies for attracting, developing and retaining talent - Training hours, investment in training, employees trained.</p>	<ul style="list-style-type: none"> Code of Conduct Diversity policy. Talent Development and Assessment Policy. Sustainability Policy. Human Rights Policy Risk Control Policy.