

Staff of the ACS Group by activity

Staff of the ACS Group (Breakdown by Activity)	Construction		Concessions		Services		ACS Group	
	Men	Women	Men	Women	Men	Women	Men	Women
Staff at year end 2021	44,351		409		77,492		122,502	
% of the total staff	81.5%	18.5%	69.4%	30.6%	19.2%	80.8%	42.0%	58.0%
Employees with a management and senior management position (all management positions)*	10,532		134		823		11,489	
%Employees with a management and senior management position (all management position)*	81.6%	18.4%	74.6%	25.4%	57.5%	42.5%	79.8%	20.2%
Employees with a management and senior management position*	8,597	1,935	100	34	473	350	9,170	2,319
Employees with a management position*	9,826		102		812		10,740	
% of employees with a management position	81.4%	18.6%	74.5%	25.5%	57.1%	42.9%	79.5%	20.5%
Employees with a management position	7,994	1,832	76	26	464	348	8,534	2,206
% of employees with management positions in revenue-generating functions	86.2%	13.8%	80.0%	20.0%	57.7%	42.3%	83.5%	16.5%
Top management position*	706		32		11		749	
% of top management position	85.4%	14.6%	75.0%	25.0%	81.8%	18.2%	84.9%	15.1%
Senior management position	603	103	24	8	9	2	636	113
Employees with graduates in engineering/ architecture/building... (STEM related positions)	12,312		145		350		12,687	
Employees with graduates in engineering/ architecture/building... (STEM related positions)	84.2%	15.8%	83.4%	16.6%	71.7%	28.3%	83.8%	16.2%
Revenues of the Group 2021 (mn €)	25,879		93		1,643		27,837	
% of total revenues	93.0%		0.3%		5.9%		100.0%	

* Excluding Corporate and other investments staff

COMMITMENT WITH EQUAL OPPORTUNITIES AND DIVERSITY

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.

In the context of the Sustainability Master Plan 2025, the Group has targeted, among others,:

- to increase by 25% the presence of women in senior management positions compared to 2019 and that the total number of women in senior positions represents 20% by 2025.

- to increase by 7% people from vulnerable groups.

- to deepen the evaluation of wage differences to implement the necessary measures to ensure wage equity.

Related to this target of the Sustainability Master Plan 2025 of wage equity and following the principles contained in the Code of Conduct and Human Rights Policy of promote decent work and living wage, the ACS Group is assessing wages of their employees, contractors and suppliers following generally methodologies of living wage calculation (such as "Anker Methodology"). The variables considered by ACS in the calculation of the living wage are housing and related expenses, clothing, food, healthcare, education and other basic expenses per family unit extracted from official statistical sources, where it has been possible, in the different countries, such as the INE (National Statistics Institute) in the case of Spain or external consultants. The calculation includes only base salaries of employees, excluding bonuses, one-off payments, etc

COMMITMENT WITH WORK-LIFE BALANCE

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.

In companies that represent 98.62% of ACS Group's employees has adopted measures in 2021 designed to facilitate the work-life balance and to encourage the co-responsible exercise of these measures by both parents. Some of these measures make it possible to promote work-life balance and in 2021, 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 formalized 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 (implemented in companies that represent 100% of ACS Group's employees) 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.

Although the application of measures for work-life balance and other support programs are common for all ACS Group's companies, each company apply their own support programs and measures based on their activities, geographical area and the needs of their employees. For example , Clece (63% of ACS Group employees) is certified by EFR as a Family-Responsible Company , recognising its people management model in which equality and work-life balance are fundamental axes, including among other measures: flexible working hours, Working-from-home arrangements part-time working options, breast-feeding benefits.... Also, in its II Equality Plan , all measures implemented are detailed. Also, in different companies of the ACS Groups, there are flexible salary (Salariflex) that includes flexible remuneration and the option of including in the remuneration different issues such as health insurance, childcare facilities or transport.

	2018	2019	2020	2021*
Total number of employees	195.461	190.431	179.539	122.502
<i>Of the reported number of employees, number of men</i>	119.544	111.308	103.507	51.488
<i>Of the reported number of employees, number of women</i>	75.917	79.123	76.032	71.014
<i>Of the reported employees, number of employees with ages < 35 years old</i>	55.585	47.366	47.111	27.378
<i>Of the reported employees, number of employees with ages between 35 -50 years old</i>	87.441	82.346	75.168	47.719
<i>Of the reported employees, number of employees with ages >50 years old</i>	52.435	60.719	57.260	47.405
<i>Of the reported employees, number of employees in reporting year that belong to University Graduates and Lower degrees Graduates</i>	35.185	32.440	32.069	19.845
<i>Of the reported employees, number of employees in reporting year that belongs to non-graduate personnel and administrative staff</i>	33.914	37.447	33.734	20.924
<i>Of the reported employees, number of employees in reporting year that belongs to other personnel</i>	126.362	120.544	113.736	81.733
Total number of new employee hires	94.606	77.038	55.792	39.480
<i>Of the reported hires, number of men</i>	68.562	52.456	36.413	17.247
<i>Of the reported hires, number of women</i>	26.004	24.582	19.379	22.233
<i>Of the reported hires, number of new hires with ages < 35 years old</i>	29.452	33.566	24.788	16.081
<i>Of the reported hires, number of new hires with ages between 35 -50 years old</i>	24.834	30.042	21.946	15.127
<i>Of the reported hires, number of new hires with ages >50 years old</i>	11.399	13.295	9.058	8.272
Total number of employees dismissed	27.239	17.264	16.364	2.948
<i>Of the reported number of employees dismissed, number of men</i>	n.a.	15.715	14.857	2.162
<i>Of the reported number of employees dismissed, number of women</i>	n.a.	1.549	1.507	786
<i>Of the reported employees dismissed, number of new employees dismissed with ages < 35 years old</i>	n.a.	7.574	6.566	709
<i>Of the reported employees dismissed, number of new employees dismissed with ages between 35 -50 years old</i>	n.a.	6.946	6.779	1.295
<i>Of the reported employees dismissed, number of new employees dismissed with ages >50 years old</i>	n.a.	2.744	3.019	944
<i>Of the reported employees dismissed, number of employees dismissed in reporting year that belong to University Graduates and Lower degrees Graduates</i>	n.a.	1.654	1.461	750
<i>Of the reported employees dismissed, number of employees dismissed in reporting year that belongs to non-graduate personnel and administrative staff</i>	n.a.	3.907	6.071	463
<i>Of the reported employees dismissed, number of employees dismissed in reporting year that belongs to other personnel</i>	n.a.	11.703	8.832	1.735

*Please consider that 2021 figures don't include neither Industrial Services activity nor Thies employees figures due to their sales in December 2021 and December 2020 respectively.

	2018*	2019	2020	2021
Total employee turnover rate	18,5%	20,8%	18,7%	14,7%
Total employee turnover rate (Men)	23,0%	27,2%	25,5%	20,1%
Total employee turnover rate (Women)	11,9%	11,5%	9,7%	11,0%
Voluntary employee turnover rate	11,2%	10,8%	8,5%	11,1%
Voluntary employee turnover rate (Men)	12,7%	12,4%	9,8%	14,8%
Voluntary employee turnover rate (Women)	9,0%	8,6%	6,8%	8,5%

* Recalculated 2018 data.

Note: Please consider that 2021 figures don't include neither Industrial Services activity nor Thies employees figures due to their sales in December 2021 and December 2020 respectively.

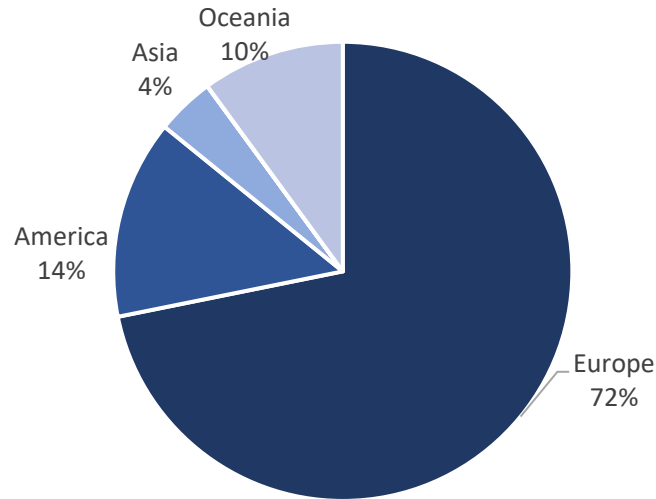
WORKING ENVIRONMENT SURVEY STATISTICS

	2018	2019	2020	2021
% of Employees who answered "satisfied" or "very satisfied" in the working environment survey	67.0%	70.7%	82.1%	83.8%
% of Employees who answered "satisfied" or "very satisfied" in the working environment survey (MEN)	nd	68.3%	78.2%	84.0%
% of Employees who answered "satisfied" or "very satisfied" in the working environment survey (WOMEN)	nd	72.1%	83.9%	88.0%

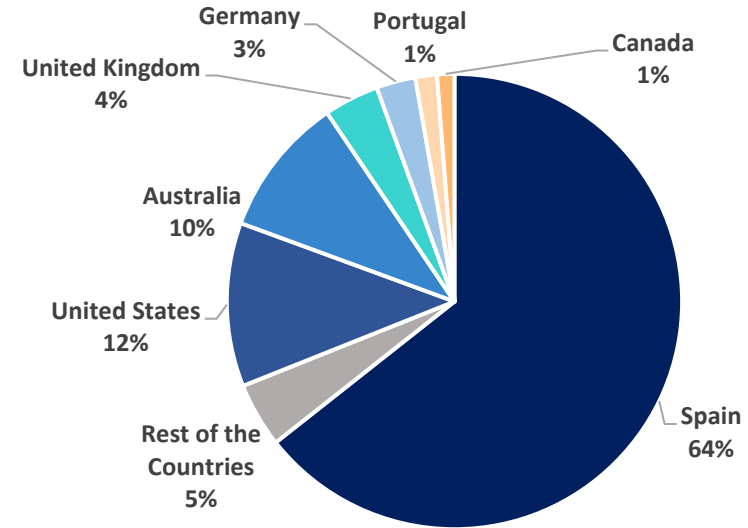
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Employees' distribution by geographical areas

Distribution of employees by geographical areas



Distribution of employees by countries



Employees/position by nationalities 2021*	% Employees	% Management
Spanish	85%	93%
British (UK)	5%	4%
Ecuadorian	1%	0%
Others	9%	3%
Total employees assessed	79.279	1.327

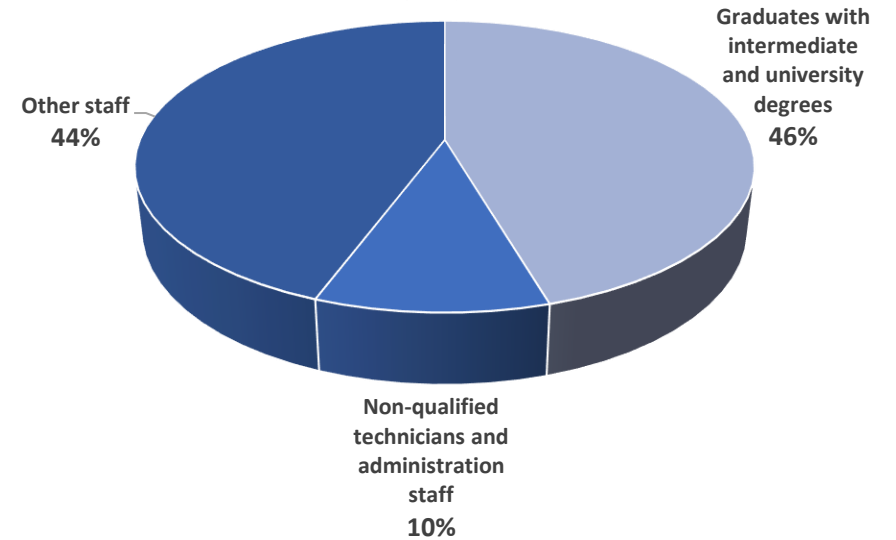
* Scope of the data 64.7% (including data from Clece and Dragados Spain) . To see Hochtief's USA breakdown by ethnic group, please see: <https://www.hochtief.com/sustainability/corporate-sustainability/key-figures>

Training

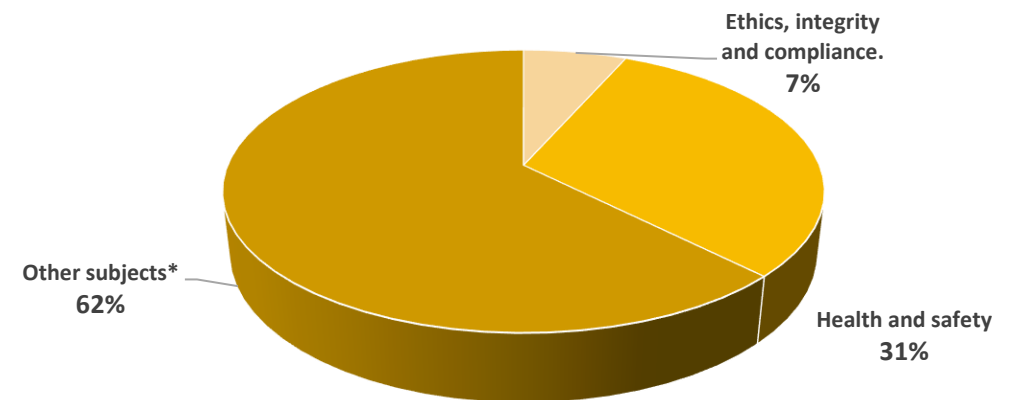
	2020 Rest.*	2021
Total hours taught	721,895	963,760
Teaching hours per employee(out of total employees)	6.0	8.0
Employees participating in training activities	45,768	56,263
Hours of training per employee (out of total employees trained)	15.8	17.1
Investment in training (M€)	10.7	14.4
Investment per employee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

*2020 restated following the sale of Industrial Services

Breakdown of training hours by professional category 2021



Breakdown of training hours by type of training 2021



*Other subjects related to skills development, performance improvement and complementary knowledge of the area.