

# 8. EMPLOYEES

## 8.1. THE ACS GROUP'S PEOPLE

### 8.1.1. STRATEGIC PRIORITIES

The ACS Group's<sup>14</sup> business success comes from its team. Hence the company maintains its commitment to continuously improving their skills, capabilities and level of responsibility and motivation, at the same time as it attends to working and safety conditions with the greatest dedication.

The ACS Group applies modern and efficient human resource management tools with the objective of retaining the best professionals. Some of the fundamental principles governing the Group companies' corporate human resources policies are based on the following common actions:



- Attracting, retaining and motivating talented individuals.
- Promoting teamwork and quality control as tools to drive excellence as work well done.
- Acting quickly, promoting the assumption of responsibilities and minimising bureaucracy.
- Supporting and increasing training and learning.
- Innovating to improve processes, products and services.

The ACS Group is an active defender of the human and labour rights recognised by various international organisations. The company promotes, respects and protects the forming of labour unions and employees' rights to freedom of association and guarantees equal opportunities and treatment, without discriminating on the basis of sex, ideology, religion or any other social or individual circumstance or condition.

Likewise, the Group promotes the professional development of its workers. With this aim, it has an employment policy in place which generates wealth in the zones where it operates and produces links which create positive synergies for the environment. Furthermore, it shows special interest in ensuring dignified working conditions, subject to the most advanced measures for health and safety at work. It promotes management by skills-based management, performance assessment and management of the professional careers of its workers.

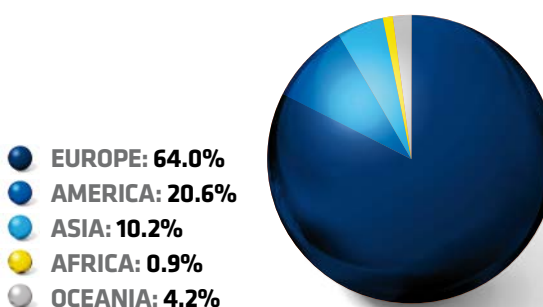
<sup>14</sup> The data referring to the ACS Group included in this section were calculated by analysing the information supplied by the Group's different companies, weighted by number of employees. The data is expressed in terms of percentage of total Group employees at 31 December 2015. In order to weight the 2013 year, Clece employees are included: at 31/12/13, the company had 65,774 employees. The 2014 data include the employees of John Holland (3,874 employees), Thiess Services (1,070 employees) and Leighton Contractors Services (3,758 employees). These companies were sold by HOCHTIEF in December 2014.

The ACS Group applies modern and efficient human resource management tools with the objective of retaining the best professionals.

### 8.1.1.1. KEY FIGURES

The ACS Group employs a total of 196,967 people, 83,750 of whom work in Spain and 113,217 abroad. Of all the employees, 38,983 people are of a different nationality to that of their company's head office. The ACS Group has employees in more than 70 countries, in which it promotes its workers' economic and social development.

### PERSONNEL BY GEOGRAPHICAL AREA



### NUMBER OF EMPLOYEES BY AREA OF ACTIVITY

	2013	2014	2015
Construction	87,457	74,440	57,903
Industrial Services	41,635	41,272	40,006
Environment	94,319	94,581	99,005
Corporate Unit	52	52	53

### PERSONNEL BY PROFESSIONAL CATEGORY AND AREA OF ACTIVITY

	Construction	Industrial Services	Environment	Corporate Unit	Total
Graduates	15,297	4,021	1,552	31	20,901
Personnel with diplomas	3,196	5,341	2,609	6	11,152
Non-graduate line personnel	7,260	5,688	4,107	0	17,055
Administration staff	4,653	2,727	1,580	12	8,972
Other staff	27,497	22,229	89,157	4	138,887

### TYPES OF CONTRACT

	2012	2013	2014	2015
Permanent contracts	100,132	94,056	82,740	57,756
Temporary contracts	62,339	129,407	127,605	139,211

### PERSONNEL BY PROFESSIONAL CATEGORY AND GENDER

	Women	Men	Total
Graduates	4,935	15,966	20,901
Personnel with diplomas	3,319	7,833	11,152
Non-graduate line personnel	4,493	12,563	17,056
Administration staff	4,798	4,174	8,972
Other staff	61,351	77,536	138,886
<b>Total</b>	<b>78,896</b>	<b>118,071</b>	<b>196,967</b>
<i>Proportion of ACS Group total</i>	<i>40.1%</i>	<i>59.9%</i>	

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### 8.1.2. MANAGEMENT PRINCIPLES

#### 8.1.2.1. EQUALITY, DIVERSITY, INTEGRATION, RIGHTS

Equal opportunities, lack of discrimination and respect for human rights, which are basic principles included in the Group's Code of Conduct, are also determining factors when advancing the professional and personal development of all the ACS Group's employees. Companies representing 89.8% of Group employees express their formal, documented commitment to the Universal Declaration of Human Rights in the development of their Human Rights policy.

The ACS Group rejects any type of discrimination, in particular that due to age, sex, religion, race, sexual orientation, nationality or disability. This commitment extends to selection and promotion processes, which are based on assessment of the person's capabilities, on the analysis of the requirements of the job post and on individual performance.

Currently, companies representing 95.4% of ACS Group employees have formal programmes to ensure equal opportunities. These Equality Plans include specific actions as regards selection and hiring of personnel, salary, training, working days, professional promotion, assistance, bonuses and social, health and occupational risk prevention policies, as well as in matters of gender violence. A total of 1,559 women were reported in management posts in the company in 2015 (14.9% of the total management staff).

The ACS Group also promotes the hiring of people with disabilities and offers them a working environment which enables them to develop under conditions of equality. In this regard, 5,804 disabled people were working in the ACS Group at 31 December 2015.

The ACS Group also understands the relevance that having local roots and being sensitive to each place's particular nature has in the company's success. For that reason, it promotes direct hiring of local employees and managers. A total of 508 executives came from the local community in 2015 (4.9% of the Group's total management personnel).

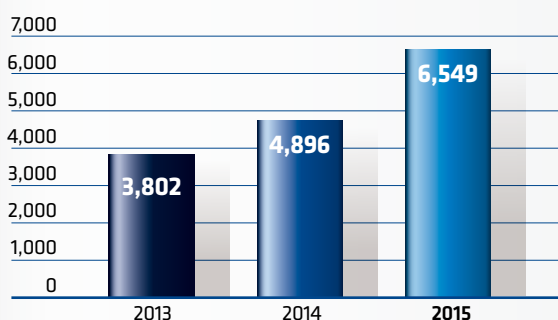


## CLECE: INTEGRATION OF UNDERPRIVILEGED SECTIONS OF SOCIETY IN THE WORKFORCE

The Clece Group is committed to helping underprivileged members of society get a foothold in the labour market, and this is the main driver for its social initiatives. Clece focuses particularly on the labour integration of disabled persons, women who have been victims of gender violence, persons at risk of social exclusion, unemployed people and victims of terrorism. All these people play an active role in the company, and they are a source of pride for all the other employees.

The success of the company's strategy has been evidenced by the annual growth in integration ratios. In 2015, the number of employees from underprivileged backgrounds grew by 33.7%. The number of women who had been victims of gender violence, people at risk of social exclusion and young unemployed people, were particularly noteworthy.

### NUMBER OF EMPLOYEES FROM UNDERPRIVILEGED BACKGROUNDS IN CLECE



Clece carries out this project with over 200 associations, foundations, social institutions and public bodies, which choose the underprivileged groups and find gaps for them on the job market, as well as Clece's own labour integration team, which prioritises the labour integration of people from underprivileged backgrounds.

The team is made up of a group of 18 people who operate all over Spain. The team focuses mainly on four types of groups: Disabled People, Victims of Domestic Violence, Victims of Terrorism and people at risk of Social Exclusion. Clece's labour integration team acts to:

- Raise awareness internally regarding who the recruitment agents in Clece are.
- Use in-house assessment experts for recruitment of people from underprivileged backgrounds.
- They are the main point of contact with social institutions.

In 2015, Clece achieved the following number of first job integrations, not including any subrogations, and with the first work contract being with the Clece group:

### NUMBER OF JOBS INTEGRATION

	2015
Disabled People	891
People at risk of Social Exclusion	1,399
Victims of Gender Violence	302
Victims of Terrorism	18
<b>Total</b>	<b>2,610</b>

Clece has been awarded the following prizes for these efforts: Incorpora de la Obra Social La Caixa Awards: Large Company Category, in the Principality of Asturias, Autonomous Communities of La Rioja and Madrid, recognising its commitment towards finding jobs for underprivileged communities.



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### 8.1.2.2. LABOUR RELATIONS

All the ACS Group's employees, including expatriate Spanish workers, are subject to the collective agreements in force applicable to the sector in which they work, as well as the regulations relating to management personnel and, in all cases, the labour legislation in the countries where they work. For example, collective agreements on matters of notice period(s) regarding organisational changes are rigorously respected.

In the field of labour relations, the ACS Group considers dialogue to be an essential element. For this reason, it holds regular meetings with union representatives for all its companies. Of Group employees, 23.1% are members of trade unions or union organisations.

Furthermore, companies representing 82.3% of ACS Group employees have developed protocols or policies to avoid situations in which union rights or rights of association could be compromised in certain countries. It is the policy of the ACS Group to promote good labour practices and respect for applicable laws.

### 8.1.2.3. TURNOVER AND ABSENTEEISM RATE

#### INDICATORS OF TURNOVER AND ABSENTEEISM

	2013	2014	2015
<b>Total staff turnover</b>	<b>11.2%</b>	<b>20.9%</b>	<b>13.5%</b>
Male staff turnover	12.1%	21.7%	15.2%
Female staff turnover	9.0%	17.0%	11.9%
<b>Total voluntary turnover</b>	<b>N/A</b>	<b>7.6%</b>	<b>5.8%</b>
Male voluntary turnover	N/A	6.6%	4.3%
Female voluntary turnover	N/A	6.6%	5.1%
<b>Percentage days lost through absenteeism</b>	<b>1.4%</b>	<b>2.3%</b>	<b>2.3%</b>

\* 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

\*\* The total rotation data between 2014 and 2015 are impacted by HOCHTIEF, whose rotation indices in the HOCHTIEF Asia Pacific and HOCHTIEF Americas divisions are not comparable due to the high number of workers engaged in projects. In 2015, 11,942 employees left HOCHTIEF Asia Pacific (28,000 in 2014), while 1,105 left HOCHTIEF Americas (3,122 in 2014).



#### 8.1.2.4. SERVICES FOR EMPLOYEES, FLEXIBILITY AND WORK/LIFE BALANCE

ACS Group companies provide their workers with many different kinds of social benefits. Worthy of note among these services, going under various names, with differing content and scope of application, are the following:

- Life and accident, travel and health insurance.
- Salary advances.
- Annual medical checks and medical care.
- Assistance for those with children with disabilities.
- Help with schooling for children and workers taking courses in official centres.
- Economic assistance for food or company canteens.
- Company bus service.
- Company Welfare programmes.
- Agreements with banks.
- Commercial discounts in affiliated establishments.
- Cultural and social activities.
- Pension fund.

The companies offer these services to all the companies no matter if they are employed on a temporary basis or part-time, and only 19.79% of the companies have reported that these services are used by full-time employees but not by temporary or part-time employees.

Companies representing 96.48% of Group employees have programmes promoting life/work balance available to them.

The following are noteworthy among the different initiatives applied by ACS Group companies to promote life/work balance:

- Flexitime: the workforce can take up the offer of flexible working time schemes, with a margin of one hour, to accommodate their periods for entering or leaving work to their personal needs.
- Reduced working day: there are people in ACS who have a working day without a break or who have a reduced day.
- Accumulation of breast-feeding periods.
- Time off or part-time working for fathers and mothers after childbirth.
- Change of work centre due to change of residence.
- Management of shift changes between workers in services.
- Expatriate workers: helping the family's move to the new location.

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### 8.1.2.5. DEVELOPMENT OF HUMAN RESOURCES: EMPLOYEE SKILLS, ASSESSMENT, DEVELOPMENT, REMUNERATION AND SATISFACTION

#### DEVELOPMENT OF HUMAN RESOURCES (% OF TOTAL EMPLOYEES)

	2013*	2014	2015
Employees covered by a formal professional development system	87.8%	91.4%	91.6%
Employees in posts defined according to a formal skills map	33.1%	33.1%	34.3%
Employees subject to performance assessment processes	55.5%	32.6%	33.1%
Employees covered by variable remuneration systems	91.3%	96.2%	96.7%
Of these, the percentage of variable remuneration systems that include aspects related to Corporate Responsibility	21.6%	84.4%	84.8%
Level of coverage of working environment surveys (% of total employees)	31.7%	1.5%	2.0%
Satisfied or highly satisfied (% of total surveys made)	84.9%	66.2%	70.0%

\* 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

The performance assessment models in ACS companies are based on the skills and parameters for each work post, as described in the management systems.

Although the companies manage the professional development of their workforces independently, they all share some common elements, namely:

- They allow the worker to talk about their job situation, express their interests and motivations, both personal and professional, their geographic flexibility, their training interests and their idea of their professional future in the company.
- The carrying out of performance assessments using numerous methodologies, including 360° analyses, meetings with clients, periodic follow-up meetings, evaluation of the profitability of the work post compared to the results obtained, etc.
- They enable the company to show a receptive attitude to the information obtained from its workers, in order to be able to deal with their concerns, as far as possible, by implementing corrective actions.
- They allow decision-making to be accelerated when selecting appropriate personnel for specific posts, as well as in determining professional promotion or increasing worker employability.
- They enable fair and equitable measures to be established for setting the variable remuneration, in management by objectives, in which the goals the employee needs to achieve to obtain their variable remuneration are agreed systematically and recurrently.
- Compliance with the ACS Group Code of Conduct is confirmed. It is important to emphasise that there is a zero tolerance policy in the ACS Group to breaches of the Code of Conduct. See the section on Ethics in this document.

These methodologies are consolidated and functioning fully in various ACS Group companies.

One of the most significant employee motivation and satisfaction initiatives is the possibility of promotion. The turnover of the ACS Group and its continuous growth generate a significant number of annual promotions among employees who, due to their efforts and effectiveness, are nominated for positions of greater responsibility.

Remuneration systems are established independently by each operational unit, although in fact all Group companies calculate these remunerations in accordance with operational and economic factors. A small part of the remuneration also depends on objectives as regards Corporate Social Responsibility, especially in terms of Health and Safety, the Environment and Quality.

In the 2015 year, no percentage increase was applied to the annual remuneration of the Chairman and Chief Executive Office of the ACS Group. Refer to the ACS Group Remuneration Report for further details.

Each ACS Group company manages its professionals' development independently, adapting this to its needs and the specific nature of its activities. A significant majority of ACS Group companies adopt competence management models to improve personal knowledge and skills and use training as a tool to achieve ideal performance of the work.

Skills maps, prepared in ACS Group companies, are aligned with the strategy and particular features of each one. These maps, which are reviewed regularly, define the basic and specific competences of each work post which are essential for its effective performance.

In 2015, formal employee satisfaction measurement processes were performed, which involved 2.0% of ACS employees. On average, 69.98% of employees who took part in these satisfaction surveys said that they were "satisfied" or "very satisfied".





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Additionally, other types of tools have been used to assess this aspect:

- Exit interviews carried out when employees leave voluntarily. Often in many ACS companies, their aim is to go into the reasons for the worker leaving the company in greater depth and into

those aspects they would highlight as negative and as positive.

- Regular interviews with the employee's supervisor. Enabling the employee's situation to be known.
- Suggestions box. Collecting workers' ideas, initiatives and complaints.

### CLECE: SKILLS ASSESSMENT

In 2015, Clece went further in the number of company employees included within its skills assessment programme. All the company employees are defined using a formal skills map. There are currently 1,415 of them, and currently 1,062 employees undergo skills assessment.

Our system distinguishes between:

- Departmental profiles: seven profiles, each of which is assigned to a certain skills catalogue.
- Skills catalogue for operational positions: Service Head, Group Head, Manager, Director and Regional Director.

Our catalogue has a total of 15 skills, each of which is divided into different compartments.

For the 2015 year, the following milestones were included:

- Design of platform for skills-based knowledge management, mainly geared towards helped evaluators in drawing up an Improvement Plan for the employees assessed
- Continuing with the Skills Schools, on-line training based on participatory communities and case studies for Service Heads.

## 8.1.2.6. TRAINING PLANS

### TRAINING

	2013*	2014	2015
Total teaching hours given**	3,457,414	3,088,710	2,283,239
Teaching hours per employee (over total employees)	15.5	14.7	12.9
Employees participating in training activities**	180,143	118,404	89,241
Teaching hours per employee (over employees trained during the year)**	19.2	26.1	25.6
Investment in training (€ million)**	158.2	135.3	90.7
Investment in training per employee (over total employees) (€)	708.0	643.1	513.1
Investment in training per employee (over employees trained during the year) (€)	878	1,143	1,017

\* 2013 data are not comparable due to organisational restructuring processes of the ACS Group.

\*\* In 2015, these data are applicable to a scope of 89.57% of employees as opposed to 100% of the scope of the data for 2014, thus the data per employee are calculated in accordance with the scopes obtained each year.

The ACS Group has programmes for continuous training and skills development, aimed at covering the employees' training shortcomings and needs, as identified during the year and in line with the competences established in the management models. The aim of the training plans is to meet the employees' training needs for correct execution of their work and for their personal and professional development.

The training plans for the different companies are updated regularly to adapt them to the needs of each business and, in the end, of each person. Companies representing 95.89% of Group employees report the existence of tools for managing development of human resources such as training platforms, on-line training or even agreements with training centres. Indeed, there are tools available adapted to the various skills profiles for analysing training needs, disseminating training opportunities, joint databases, specific, adapted and general courses,

etc. Specifically, in ACS Group companies, courses are given in areas related to the following aspects, among others:

- Management training
- Technological specialisation in management and production systems
- Knowledge of products and services provided
- Policies on quality and the environment
- Job safety.

In Group companies aspects such as participant satisfaction, the knowledge acquired by each participant during the course are compiled after the course and information is also gathered about the possible impact of the course in the area in which they have been trained on the participant's performance.

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At the end of each Clece Training Course, all the participants are given satisfaction questionnaires. In mid-2015, a knowledge test was added for all courses included in the Training Plan: the aim of this test is to guarantee the control of learning in accordance with the targets set out in the course, so as to measure the degree of success. Then, when the annual Training plan is completed, the training efficiency assessment questionnaire is performed. In all training programmes, 10% of participants are

sent a post-programme questionnaire, in which they are asked to judge if they have improved their performance through their training. Also, the Dragados quality plan includes criteria and procedures to assess the training programmes, and is audited every year by AENOR.

Specifically, an initiative is being carried out at Group level focused on training on Human Rights, Ethics, Integrity and Conduct. As this was dealt with in the section of Ethics, it is included in this part of the report as a summary.

### TRAINING IN HUMAN RIGHTS, ETHICS AND THE CODE OF CONDUCT

	2013*	2014	2015
Scope of training plans in this regard (% of employees)	85.5%	90.3%	93.8%
Number of courses given with Human Rights, Ethics, Integrity or Conduct content	778	755	1,384
Number of employees trained in Human Rights, Ethics, Integrity or Conduct content during the year	21,983	64,094	51,326
Percentage of total current Group employees who have received at least one course in Human Rights, Ethics, Integrity or Conduct during their career	38.1%	36.3%	33.6%
Training hours per trained employee	2	2	3

\* 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

### 8.1.3. MAIN INDICATORS

#### MAIN MANAGEMENT INDICATORS - PEOPLE

	2013*	2014	2015
Percentage days lost through absenteeism	1.4%	2.3%	2.3%
Employees covered by a formal professional development system	87.8%	91.4%	91.6%
Employees in posts defined according to a formal skills map	33.1%	33.1%	34.3%
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Investment in training per employee (over total employees) (€)	708.0	643.1	513.1
Percentage of total current Group employees who have received at least one course in Human Rights, Ethics, Integrity or Conduct during their career	38.1%	36.3%	33.6%

\* 2013 data are not comparable due to organisational restructuring processes of the ACS Group.

## 8.2. SAFETY IN THE WORKPLACE IN THE ACS GROUP

### 8.2.1. STRATEGIC PRIORITIES

The prevention of labour risks<sup>15</sup> is one of the strategic pillars of all ACS Group companies. Each of these companies and the Group in general maintain the commitment to reach the most demanding standards in this area and so become a reference in health and safety protection, not only for its own employees, but also for its suppliers, contractors and collaborating companies.

The main challenge lies in designing and implementing, in all its operating fields, a risk prevention service which meets expectations. Furthermore, the company considers it fundamental to reinforce its commitment to a risk prevention culture and to optimising resources.

Thanks to the individual commitment of all its employees and the involvement of suppliers, contractors and collaborating companies, the ACS Group continues to advance in building the desired risk prevention culture, approaching its ultimate objective of achieving an accident rate of zero.

### 8.2.2. MANAGEMENT MODEL

The ACS Group's risk prevention policy complies with the various Occupational Health and Safety regulations which

govern the area in the countries where it operates, at the same time as promoting integration of labour risks into the company strategy by means of advanced practices, training and information.

Despite the fact that they operate independently, the great majority of the Group's companies share common principles in the management of their employees' health and safety. These principles are the following:

- Compliance with current legislation on occupational risk prevention and other requirements voluntarily observed.
- Integration of occupational risk prevention into the set of initiatives and at all levels, implemented through correct planning and its putting into practice.
- Adoption of all those measures necessary to ensure employees' protection and well-being.
- Achieving continuous improvement of the system by means of appropriate training and information as regards risk prevention.
- Qualification of staff and application of technological innovations.
- Definition and spreading worldwide of shared, homogeneous standards which enable assessment of Group companies in Safety terms.
- Variable remuneration depending on the success of the risk prevention and safety policy.

<sup>15</sup> The data referring to the ACS Group included in this section were calculated by analysing the information supplied by the Group's different companies, weighted by number of employees. The data is expressed in terms of percentage of total Group employees at 31 December 2015. In order to weight the 2013 year, Clece employees are included: at 31/12/13, the company had 65,774 employees. The 2014 data include the employees of John Holland (3,874 employees), Thiess Services (1,070 employees) and Leighton Contractors Services (3,758 employees). These companies were sold by HOCHTIEF in December 2014. The concepts of occupational risk prevention and safety at work are used indistinctly.



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### 8.2.2.1. SYSTEMS

The great majority of Group companies report the existence of a health and safety management function and system which deals with the implementation of the policy and of the action plans developed in accordance with the priorities identified. In general, these ACS Group companies share a series of characteristics in risk prevention management:

- Implementation of systems for prevention management according to the OHSAS 18001 reference standard. This policy was reported by companies representing 79.70% of Group employees.
- The existence of systems audited internally and/or externally, in addition to the audits regulated by law (99.18% of Group employees).
- Definition of objectives and planning of preventive actions in the framework of the policy and particular nature of each company, an aspect which affects 100.00% of the Group's employees.
- A worldwide system affecting 97.12% of ACS's people.

In line with the risk prevention policy, and within these Group companies' management systems, these are the main common characteristics:

- There are systems for regular assessment of the risks to which workers are exposed in companies representing 79.70% of ACS Group employees.
- Risk prevention plans are defined which take in the improvements detected in these assessment procedures (100.00% of Group employees).

- Systems which could have resulted in an incident are identified and recorded (analysis of near misses) in companies representing 99.95% of ACS's employees.
- Workers' and managers' remuneration are referenced to fulfilment of formal targets as regards health and safety in 93.66% of the ACS Group.
- There are integrated computerised systems in the great majority of Group companies, which are used to monitor data related to employee and subcontractor health and safety.

The supervision and optimisation of these systems involves setting and monitoring objectives, which are generally annual, approved by senior management and transferred to the company's various levels to be fulfilled.

The Risk Prevention Plans prepared in the Group companies include the conclusions from the regular risk assessments and guidelines for action are laid down for achieving the objectives set. Likewise, in many of the Group's companies, specific assessments are carried out for activities and centres, leading to Specific Risk Prevention Plans. Along these lines, certain groups of workers who, due to their occupation, are at high risk of contracting specific diseases, are given special consideration. In 2015, there 2,602 people were identified in this category.

## DRAGADOS: TWOFOOLD APPROACH IN CROSSRAIL

In its Crossrail project, which is part of its DSJV (Dragados Sisk Joint Venture) in the UK, Dragados has deployed a twofold approach with regard to inspections and checks through which it is able to gather information not only from its safety inspectors but also from the workers onsite. Two database systems have been designed to gather the information; they are interlinked so that the information can be directly compared. Dragados uses this method to identify preventive needs and to pinpoint what areas training contents and meetings have to be focused on sites. Leadership visits conducted by the Project Managers have been digitalised using the iAuditor app. Participants use this app to complete and send the visit report and the photographs from the site.

### 8.2.2.2. SPENDING

#### SPENDING ON HEALTH AND SAFETY

	2012*	2013*	2014	2015
Spending (€ million)**	220.1	171.7	129.0	132.6
Spending per employee (€)**	1,354.8	768.5	804.5	784.4

\* 2012 and 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

\*\* In 2014 and 2015, the scope of the data are of 78.33% and 85.57% of employees respectively (as opposed to percentages of close to 100% in previous years) due to organisational restructuring processes. Spending per employee has been calculated in accordance with these scopes.

### 8.2.2.3. PARTICIPATION OF WORKERS' REPRESENTATIVES

The consolidation of a risk prevention culture in the Group requires the participation of all the employees and, especially, of the workers' representatives, given that they are the communication channel between the workers and the company management.

In Spain, this participation takes place, basically, through risk prevention representatives and, where applicable, the occupational risk prevention committees. Companies or work centres with 50 workers or more have a Health and Safety Committee

set up. These Committees are the peer and professional body for participation dedicated to regular and periodic consultation on company actions as regards risk prevention.

The committees are made up of risk prevention representatives, on the one hand and, on the other hand by the employer and/or his or her representatives in an equal number to the prevention representatives. These committees hold quarterly meetings, for which minutes are taken on the matters discussed and the decisions adopted. These minutes must be written within the period of one month after the meeting and be presented to the parties for their consultation and comments.

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### 8.2.2.4. TRAINING

Training and information are fundamental to the development of the ACS Group's risk prevention policy and are the most effective way of raising the staff's awareness about health and safety.

#### TRAINING IN HEALTH AND SAFETY

	2012*	2013*	2014	2015
Employees who have received Health and Safety training during the year (%)	58.9%	66.9%	65.8%	65.0%
Employees who have received Health and Safety training during their career with the company (%)	71.2%	94.2%	97.1%	96.8%

\* 2012 and 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

### 8.2.2.5. OTHER HEALTH AND SAFETY INITIATIVES

Several common characteristics which are worthy of highlighting were found in the study of the Group's different companies:

- ACS Group companies develop measures to guarantee the safety of third parties when they visit the companies' facilities.
- It should be highlighted that, as a general guideline and for companies which contract safety personnel, it is the contracted company which is responsible for providing the corresponding training to ensure the appropriate actions of its employees. In some cases, this training includes specific content on human rights. If any Group company contracts a company which does not meet this requirement, it is suggested that this human rights training be included in the recycling courses they carry out with their personnel periodically.

Certain Group companies also make regular publications with the aim of promoting and sharing progress in good practices in the field of prevention of labour risks.

The ACS Group collaborates with organisations specialised in matters of health, safety and risk prevention and actively participates in the main conferences, congresses and forums organised domestically and internationally. This is a way of offering its experience and updating itself on the latest trends and best practices. The main organisations of which ACS Group companies are part, either as members of their health and safety commissions or committees or by participating through some kind of collaboration are:

Country	Organisation
SPA	CNC
SPA	AESPLA
SPA	SEOPAN
SPA	Spanish Construction Labour Foundation
SPA	PESI
POR	IEFP
POL	Polish Labour Inspectorate
EU	ENCORD
AUS	Australian Constructors Association
AUS	Safety Institute of Australia
AUS	National Safety Council of Australia
AUS	Federal Safety Commission Accreditation
USA	Associated General Contractors
USA	ASSE
USA	National Safety Council
USA	General Contractor Association
USA	NY Safety Committee
USA	Construction Users Round Table
USA	American National Standards Committee
IR	NISO
UK	Constructing Better Health (CBH)
UK	Considerate Contractor Scheme
UK	Construction logistics and cycle safety (CLOCS)
CAN	Infrastructure Health & Safety Association

### 8.2.2.6. EMPLOYEE ACCIDENT<sup>16</sup> RATE INDICES

#### ACCIDENT RATE INDICES EMPLOYEES

	2012*	2013*	2014	2015
<b>Frequency</b>	<b>27.84</b>	<b>19.07</b>	<b>15.20</b>	<b>18.56</b>
Construction	10.70	4.23	2.41	3.29
Industrial Services	16.83	11.95	11.14	9.15
Environment	64.89	39.79	42.69	38.96
<b>Severity</b>	<b>0.73</b>	<b>0.55</b>	<b>0.38</b>	<b>0.50</b>
Construction	0.27	0.12	0.08	0.09
Industrial Services	0.54	0.31	0.31	0.31
Environment	1.63	1.16	1.02	1.01
<b>Incident rate</b>	<b>30.20</b>	<b>33.24</b>	<b>37.38</b>	<b>36.02</b>
Construction	8.47	8.13	9.47	8.56
Industrial Services	22.39	22.11	22.55	20.13
Environment	109.29	61.00	65.10	57.44

\* 2012 and 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

\*\* In 2015, the frequency index increased because even though the number of reported accidents fell by 11%, total hours worked decreased 27% (due to the sale of companies in 2014 and organisational restructuring processes).

### 8.2.3. MAIN INDICATORS

#### MAIN MANAGEMENT INDICATORS - HEALTH AND SAFETY

	2012*	2013*	2014	2015
Percentage of total employees covered by OSHAS 18001 certification	88.9%	75.4%	83.3%	79.7%
Frequency Rate	27.84	19.07	15.20	18.56
Spending per employee on Safety (€)	1,354.82	768.49	804.50	784.42
Total number of accidents with reported employee time off	4,723.00	7,321.00	7,798.00	6,974.00
Employees who have received Health and Safety training during their career with the company (%)	71.2%	94.2%	97.1%	96.8%

\* 2012 and 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

<sup>16</sup> Frequency Rate: Number of accidents that have occurred during the working day per million hours worked.

Severity Rate: Number of working days missed due to accidents per 1,000 hours worked.

Incident Rate: Number of accidents with time off per thousand workers.