

# PEOPLE



Human capital is a priority for ACCIONA. The company shares the values of respect, transparency, equal opportunity, meritocracy, continuous communication and diversity with all its employees.

CHALLENGES 2016	PROGRESS IN 2016
Adapt the talent review process to the company's new needs.	Design of a new talent identification process to complement the one currently in place.
Achieve 94 % coverage for performance evaluations. The target for 2016 was to assess 10,000 people.	Achievement of 94 % coverage, a two-point increase over the previous year. This process ends this year, and will be replaced by a new overall performance management model.
Launch a development programme for new ACCIONA Emerging Talents.	Launch of a pilot Emerging Talent programme in the Infrastructure division, with excellent results.
Launch an information programme for raising employee awareness of the challenges of the company's digital transformation.	Launch, in Q4 2016, of a digital transformation programme for all employees through the Campus Online and Netexplo Academy, a prestigious organisation in this area of knowledge.
Extend and promote the Health and Well-Being Plan in more countries.	Dissemination of the Health and Well-Being Plan via communication campaigns in Spanish. Also disseminated in Brazil and Portugal (16 countries in total).
Conduct new awareness and participation campaigns in line with the EU-OSHA motto in 2016-2017: Healthy Workplaces for All Ages. Through the promotion of sustainable and healthy work practices, these campaigns focus on active ageing - anti-ageing in the workplace.	Engagement with audio-visual media to disseminate safe, healthy and sustainable practices in the workplace, among other actions.
Maintain 100 % OHSAS 18001 certification in countries with more than 150 company FTEs.	Maintaining 100 % OHSAS 18001 certification.
Reduce the frequency rate of company and outsourced employees by 5 % compared to ACCIONA's 2015 value.	Reduction of the frequency rate of company employees in the ACCIONA group by 4.7 %.

## CHALLENGES 2016

## PROGRESS IN 2016

Establish a volunteer programme for 50 % of suppliers participating in fixed projects or centres under the conditions of the Volunteer Protection Programmes (VPPs) in 2016.



Conclusion, in collaboration with the Corporate Procurement Department, of 23 improvement plans under the Construction Business Area's VPP programme.

Development of a global model, which will be implemented in 2017.

Establish leadership habits in Occupational Risk Prevention for 20 % of ACCIONA Construction's workforce in 2016 (Leadership Programme).



Training of 324 executive officers and 165 middle managers in the Construction Leadership Programme.

Establish a behavioural programme for 100 % of the fixed centres and 20 % of ACCIONA Construction projects lasting more than one year in 2016 (BBS4U programmes).



Development of 32 projects under the BBS4U Construction programme.

Continue development of the 'Project Management' project with regard to occupational risk prevention.



Review processes and re-adapt the Integral Management System (IMS) following the project management standards of the Project Management Institute (PMI), in order to facilitate subsequent process digitalisation and data modelling.

Implement the training standards of the Global Wind Organisation in ACCIONA Energy.



Demanding certification of minimum training standards for working in wind farms from all suppliers, in keeping with Global Wind Organisation (GWO) standards.

Design and implement the Triple Zero strategy and the 50:50 and Safety We Do behavioural models in order to establish a cultural model that encourages integration, communication and dissemination of health and safety targets, policies, programmes and controls in all ACCIONA Industrial centres and projects.



Inclusion of the Triple Zero strategy and the 50:50 and Safety We Do behavioural models in the PLPRL-IND-IND-005\_General HSE Requirements\_Ed.0 document, approved by ACCIONA Industrial's General Management in July 2016. The document is aimed at contractors and subcontractors who join ACCIONA Industrial projects.

## CHALLENGES 2017



Effect a cultural change in the company based on a new performance management model at ACCIONA, reinforcing managers' roles and their work in people management and development processes.



Implement the Technical Leaders development programme in order to transform the know-how of expert employees into high-value technical capacity.



Draft a development programme called Project Directors, focusing on professionals who are capable of leading highly complex, large-scale projects.



Develop initiatives that help build the company's public image, telling success stories through its employees.



Dedicate a specific area of the Employment Channel to candidates, improving their experience in selection processes.



Review selection tests more efficiently, in order to find the candidates who best fit the required profiles, at global level for all types of profiles.



Review internal candidate assessment processes in order to strengthen the selection process.



Train all managers and executive officers in the new method for selecting candidates.



Launch the Human Resources function scorecard for monitoring profiles and career paths.



Maintain 100 % OHSAS 18001 certification in countries with more than 150 company FTEs.



Maintain the frequency rate in fixed centres at the levels reached in 2016.



Promote integral health internationally through an awareness campaign about endemic pathologies and immunisation for travellers.



Draft health guidelines for pregnant workers.

## HIGHLIGHTS IN 2016

» Design of a new performance management model based on three pillars: identifying, developing and recognising the talent of ACCIONA professionals

» Winner of the NAOS Strategy award at the 9<sup>th</sup> presentation ceremony of these awards in recognition of the promotion of sustainable and healthy work

» Engagement with audio-visual media to disseminate safe, healthy and sustainable practices in the workplace

ACCIONA's main challenge in its Human Resources strategy is to leverage **profitable growth** through talent quality **globally**

## ACCIONA focuses on caring for and improving the health and safety of its workers and of its supply chain

### The human team: a priority

The availability of adequate talent and leadership is one of ACCIONA's competitive advantages. The company seeks to lead the creation of an attractive, inspirational and successful work environment, with the objective of being known and recognised as the best place to work.

In 2016, the company began efforts to adapt to the challenges of the changing environment, with four priority focal points:

- Globalisation
- Simplification and optimisation of people management processes
- Digitalisation and digital transformation
- Enhancement and improvement of the quality of information

In 2017, Human Resources will begin several important changes:

- Revision of the entire candidate attraction and selection process. In doing this, ACCIONA will work on evolving its employment and activity brand in order to attract the best talent. Moreover, it will reinforce internal selection processes.
- Reinforcement of internal talent identification and development processes. On the one hand, the current talent review process will be reinforced. On the other, the performance evaluation method will be replaced with a new, much more responsive and simple process (Performance Status). Finally, a site will be launched on the Interacciona Intranet, via which each individual can drive their own development within the company.
- Development of key groups: Technical Leaders, project directors and people with high executive potential, among others.

### THE THREE MOST IMPORTANT LEVERS OF CHANGE

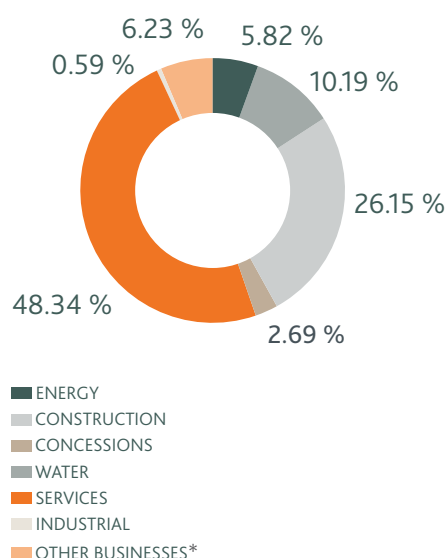
- **An employment brand** so that potential candidates can recognise and gauge the extent of the company's position against climate change (mitigation, adaptation and resilience with regard to changes), with a global approach.
- **Experience of each employee** at the company - that this may be excellent, improve employee buy-in and be more attractive for candidates.
- **Digitalisation of tasks**, which is key to developing these two trends and transforming work, making it more efficient and attractive to teams.

### PEOPLE, MORE THAN NUMBERS

At the end of 2016, ACCIONA had an overall workforce of 32,835 people (2.14 % more than the previous year). No collective measures occurred in any country during the present financial year. The adjustments to the workforce involved changes in calculation perimeters and individual actions rather than major collective restructuring measures. Satisfactory dialogue is the commitment through which ACCIONA has structured all adopted measures other than those deriving from the finalisation of the projects.

The company's global stance is shown in the geographical distribution of the workforce, 39 % of which works outside of Spain. Similarly, the number of people working in a country other than their home country has also increased. ACCIONA employs professionals of 115 different nationalities, and the average age of the workforce in 2016 was 41.59 years.

### Breakdown of total workforce by business line



\* Note: 'Other businesses' includes Bestinver, Corporate, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria and Trasmediterranea.

### Geographical distribution of the workforce (no. of employees)

	2015			2016		
	Male	Female	Total	Male	Female	Total
Spain	13,548	7,236	20,784	12,657	7,251	19,908
Germany	792	131	923	691	144	835
Algeria	15	-	15	17	-	17
Australia	184	68	252	306	86	392
Brazil	1,354	345	1,699	1,618	289	1,907
Canada	166	203	369	291	218	509
Chile	1,074	705	1,780	1,394	163	1,557
China	-	-	-	3	1	4
Colombia	329	198	527	214	157	371
South Korea	0	0	0	5	1	6
Croatia	0	0	0	8	2	10
United Arab Emirates	34	5	39	42	3	45
Ecuador	19	7	26	307	34	341
United States	182	29	211	140	25	164
Egypt	-	-	-	3	-	3
France	-	-	-	2	3	5
Gabon	68	26	94	102	12	114
Greece	-	-	-	3	1	4
Netherlands	30	6	36	29	8	37
India	-	-	-	31	1	32
Italy	329	41	370	328	43	371
Morocco	71	9	80	79	11	90
Mexico	936	458	1,394	999	796	1,795
Norway	-	-	-	253	13	266
Panama	-	-	-	20	6	26
Peru	187	60	247	647	172	819
Poland	907	593	1,500	960	553	1,513
Portugal	617	652	1,270	583	598	1,181
United Kingdom	-	-	-	1	0	1
Dominican Republic	30	11	41	76	16	93
South Africa	26	12	38	33	10	43
Venezuela	86	17	103	15	12	27
Rest of the world	279	71	351	272	77	349
<b>Total employees</b>	<b>21,263</b>	<b>10,884</b>	<b>32,147</b>	<b>22,129</b>	<b>10,706</b>	<b>32,835</b>

## Breakdown of workforce by contract type and gender

(no. of employees)

	2015						2016					
	Temporary			Permanent			Temporary			Permanent		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Energy	225	49	275	1,866	554	2,419	37	15	53	1,386	471	1,857
Infrastructure	3,150	2,059	5,208	14,611	7,587	22,198	3,360	1,611	4,971	15,993	7,916	23,909
Construction	457	139	595	6,920	1,825	8,745	848	115	963	6,214	1,408	7,622
Concessions	-	-	-	-	-	-	87	12	99	638	145	783
Water	239	36	275	1,678	381	2,059	289	42	330	2,489	525	3,015
Services	2,444	1,878	4,322	5,972	5,366	11,338	2,101	1,425	3,526	6,552	5,795	12,347
Industrial	10	6	16	41	15	56	35	18	53	99	43	142
Other businesses*	192	95	287	1,219	542	1,760	186	105	291	1,167	588	1,754
<b>Total</b>	<b>3,568</b>	<b>2,203</b>	<b>5,771</b>	<b>17,695</b>	<b>8,681</b>	<b>26,376</b>	<b>3,583</b>	<b>1,731</b>	<b>5,314</b>	<b>18,546</b>	<b>8,975</b>	<b>27,521</b>

\* 'Other businesses' includes: Bestinver, Corporate, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria and Trasmediterranea.

## New hires by business line

	2015			2016		
	Male	Female	Total	Male	Female	Total
Energy	607	115	722	652	151	803
Infrastructure	6,531	3,381	9,912	8,944	4,173	13,117
Construction	2,532	303	2,835	4,380	579	4,959
Water	335	64	399	334	80	414
Services	3,635	3,002	6,637	4,190	3,504	7,694
Industrial	29	12	41	40	10	50
Other businesses*	319	188	507	280	184	464
<b>Total new hires</b>	<b>7,457</b>	<b>3,684</b>	<b>11,141</b>	<b>9,876</b>	<b>4,508</b>	<b>14,384</b>

\* 'Other businesses' includes: Bestinver, Corporate, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria and Trasmediterranea.

## Management indicators

	2014	2015	2016
Revenue (€ million)	6,499	6,544	5,977
Workforce cost/revenue (%)	20 %	19 %	21 %
Revenue/workforce (€)	193,659	203,564	182,031
EBITDA (€ million)	1,087	1,174	1,192
EBITDA/workforce cost	0.85	0.93	0.92
EBITDA/workforce	32,391	36,519	36,303
<b>Costs (€ million)</b>	<b>1,275</b>	<b>1,254</b>	<b>1,288</b>

## Employees eligible for maternity/paternity leave

	2015			2016		
	Male	Female	Total	Male	Female	Total
No. of employees entitled to paternity/maternity leave	513	298	811	313	187	500
No. of employees who took paternity/maternity leave	513	298	811	313	187	500
No. of employees who returned to work following paternity/maternity leave	513	298	811	297	187	484
No. of employees who returned to work following paternity/maternity leave and continued to work for 12 months after their return	492	295	787	269	182	451
Retention ratio*	0.96	0.99	0.97	0.91	0.97	0.93

\* The GRI does not establish a specific definition for the ratio. Accordingly, in order to calculate the rate, the number of people who remain at their job on 31 December 2016 after taking paternity/maternity leave in 2016, divided by the number of paternity/maternity leaves the same year, will be reported.

## Development of Human Capital

For ACCIONA, the talent of the people who make up its workforce is its main asset and competitive advantage. Consequently, it is vital for the company to recruit the best professionals and provide them with new learning experiences so as to continue their professional development.

### TALENT ATTRACTION AND ACQUISITION

In order to strengthen this basic pillar, the talent identification and recruitment strategy was reinforced in 2016 via the use of social media, which increased the dissemination of offers and recruitment needs by means of virality.

In line with its employer branding strategy, the ACCIONA TAP (Talent Acquisition Process) methodology is the company's integral and overall solution for attracting and recruiting talent. This methodology answers the need to find different profiles in multiple locations around the world, each with new and complex requirements as a result of the diversification and specialisation of the businesses.

The methodology provides new search and recruitment methods which are adapted to the current environment and situation, putting the focus on international growth and expansion. TAP, which was successfully implemented in Australia, Brazil, Canada, Chile, Mexico and Spain, is structured into a series of tools that cover the different talent attraction and recruitment subprocesses: TAP Employer Branding, TAP Recruitment and TAP Assessment.

The ACCIONA 'Hace Cantera' ('Building the Workforce from the Ground Up') programme was relaunched in 2016, this time with a markedly international character. Its challenge is to promote talent in all the countries in which ACCIONA operates.

## 'BUILDING THE WORKFORCE FROM THE GROUND UP' PROGRAMME

The goal of this programme (ACCIONA 'Hace Cantera') is to create an international pool of young professionals who can meet the company's needs in the medium and long term. This programme is now in place in the Construction and Energy divisions, and has a pool which spans several countries: Australia, Canada, Chile, Mexico, South Africa, Spain and the United States.

The programme is based on three pillars:

- **Rotation programme:** where participants are rotated through several job positions and projects over a period of two years so that they can acquire the greatest visibility and learn the most about the business.
- **Training programme:** where management skills are reinforced with digital and multi-cultural competencies.
- **Mentoring programme:** where mentors and bosses in each rotation will consolidate participants' learning.

In 2016, ACCIONA organised a new edition of this programme, with 48 young professionals participating in Spain, Mexico, Chile, the United States and Australia.

## In 2016 the talent identification and recruitment strategy was reinforced via the use of social media

### ACCIONA CHANNELS FOR RECRUITING POTENTIAL CANDIDATES

Multi-channel dissemination increases brand recognition globally, making it known to future employees and improving the recruitment of young talent.

- **Employment Channel:** this portal constitutes the main source for recruitment.
- **Social media:** this is key for disseminating job offers, namely via: Twitter @ACCIONAJobs, Google+, ACCIONA First Job on Facebook (focusing on junior candidates) and the LinkedIn corporate profile (both from the *Career page* and in the sector-based Energy, Infrastructure and Water groups). Positioning on social media has improved with regard to last year, particularly on LinkedIn, which saw a 40 % increase. The flow of visitors from countries where ACCIONA is present has also increased, especially in Mexico and Australia, where the number of visits to the Employment Channel has risen significantly.
- **ACCIONA Jobs app:** available for smartphones and tablets, this is the company's most downloaded app. Candidates can check job offers that best suit their profiles using a Q&A game about ACCIONA business activity.

### JOB MOBILITY

Mobility policies offer better opportunities for professional development, evolution and advancement for a large number of employees, meeting the growth expectations of those people with the highest potential.

As part of its International Transfer Policies, ACCIONA's localisation process seeks to respond to the growing number of employees who, at the end of an international assignment, choose to stay in the destination country as local employees. Accordingly, the localisation procedures in Australia, Canada, the United States, Mexico and Poland have been extended.

In 2016, in an effort to combine international expansion with steady, sustained growth in the countries where ACCIONA is present, the following actions were established:

- **Specialised experts' group** made up of more than 160 experts, each with a global profile, high level of technical excellence and inter-cultural skills, and who have permanent international mobility. These people are in charge of transmitting knowledge to local employees, which is crucial given the company's increasingly complex needs that arise from its globalisation process.
- **Local talent map** to promote stable and sustained growth in ACCIONA's strategic countries. In complementary fashion, the number of international assignments to these countries, as well as their duration, have been limited. In this way localisation processes are encouraged, and, as a result, the number of employees on temporary international assignment dropped from 405 in 2015 to 395 in 2016.
- **Definition of salary ranges according to standard group methodology.** With the goal of ensuring external competitiveness, the salary ranges of 55 countries and the internal equity of relocated and local employees were reviewed. The aim of this is to support localisation processes and foster local talent.



**MANAGING KNOWLEDGE: SKILL MAPPING**

The people management model at ACCIONA is based on the definition of roles as basic organisational units that group together job positions and that share a mission, responsibilities, knowledge and skills.

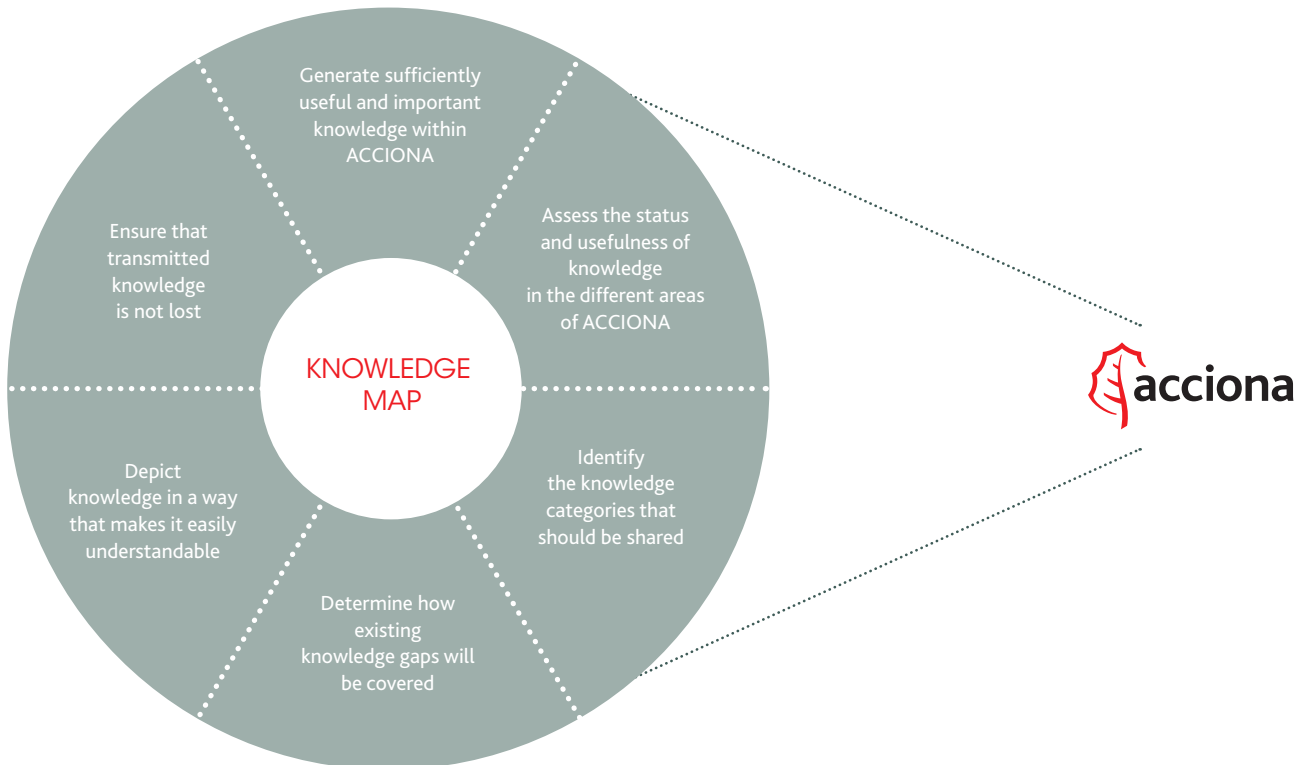
This model makes it possible to pinpoint the skills needed to achieve objectives and fulfill business strategies. The framework facilitates a standardised application of human resources policies, both in terms of recruitment and compensation, training and development. Moreover, this model contemplates the possibility of a dual career path: technical as well as management.

Within the professional development model, ACCIONA continues working towards the goal of favouring the development of each and every one of its professionals. To do this, it provides information and tools for professional growth and improvement. One of the most noteworthy of these tools is the Knowledge Map, which facilitates the identification of knowledge categories that serve

as support for the development of business strategies and the achievement of goals in the different areas of its organisation.

The application, called My Knowledge and developed on the basis of the Knowledge Map, provides the company with an inventory of experts in each and every key knowledge area. This application is critical for the processes of mobility, promotion and creation of high-performance teams. Based on this information, different communities were created featuring practices linked to specific fields of knowledge and specialities, directly connected to the "formative itineraries " of the Corporate University's technical schools.

In 2016 work continued on the design of a new personal and professional space for each employee, called My Development, which will be integrated in the new version of the Interacciona Intranet. This web space, which focuses on the principle of self-development, will foster the strengths and skills of the ACCIONA professionals who commit to their own development.



Work also continued last year on the design of a new development model, which rests on three major pillars: identifying strengths, defining aspirations and managing priorities. These actions will allow each employee, in collaboration with, and with the support of, their manager, to perform a diagnosis and design an action plan focusing on improving skills and consolidating knowledge.

### ACCIONA UNIVERSITY

The company's range of training offerings is structured around the ACCIONA University, the mission of which is to guarantee the permanent overall development of people through the alignment of training with the needs generated by business strategies. The company has a physical corporate training centre, with multiple classrooms and hi-tech rooms, as well as

a Campus Online with more than 2,000 learning resources in several languages and formats.

Additionally, in 2016 a pilot experience of an innovative platform called "Learn in World" was carried out with certain groups of employees. This platform identifies experts and shares knowledge through communities. It also allows knowledge sharing between groups and technical communities. Any expert can update the sources, videos, articles and comments, which all focus on the generation and dissemination of knowledge.

### Training received by professional category and gender

		2016					Total
		Executives	Managers	Technical Staff	Support	Workers/ Operators	
Total no. of hours received	Men	9,276	83,896	128,723	4,889	129,070	355,854
	Women	2,153	25,880	77,308	19,324	19,988	144,653
	<b>Total</b>	<b>11,429</b>	<b>109,776</b>	<b>206,031</b>	<b>24,213</b>	<b>149,058</b>	<b>500,507</b>
No. of students	Men	207	1,175	2,229	223	6,359	10,193
	Women	31	290	1,269	562	1,736	3,888
	<b>Total</b>	<b>238</b>	<b>1,465</b>	<b>3,498</b>	<b>785</b>	<b>8,095</b>	<b>14,081</b>
Training hours employee/year	Men	38.65	60.66	36.78	11.67	7.79	16.08
	Women	61.51	76.12	45.47	23.98	2.55	13.51
	<b>Total</b>	<b>41.56</b>	<b>63.71</b>	<b>39.48</b>	<b>19.72</b>	<b>6.11</b>	<b>15.24</b>

### Investment in training given in 2016

	Executives and Managers	Technical Staff	Support	Workers/ Operators	Total
Total investment (€)	2,435,053	3,740,644	365,175	2,107,221	<b>8,648,093</b>
Investment in employee/year	1,218.75	716.87	295.93	86.41	<b>263.38</b>

The company has a **Campus Online** with more than 2,000 learning resources available in several languages and formats



The company's model of formative itineraries can be broken down into five lines: Skills Development Centre, Business School, Functional Itineraries focusing on sustainability, Technical Schools and Language School.

### SKILLS DEVELOPMENT CENTRE

The Corporate University, together with its Skills Development Centre, continues making its so-called Basic Itineraries available to all company employees. The Basic Itineraries are designed to develop skills associated with the role of each person. These itineraries, which have been extended with new content called ACCIONA Skills, are composed of a series of multi-channel resources that are made available to employees in different editions throughout the year. All of the itineraries that focus on skills development were renewed and extended in 2016. The itineraries are designed sequentially, with three key components: a presentation of the skill, an expert's video, and blocks of content available on the corporate platform. The total number of hours taught in the Skills Development area was 111,097 in 2016; a 12 % increase over 2015.

The most noteworthy programmes of the Basic Itineraries were the T-Max programme, the M3 programme and training in digital skills.

The **T-Max Programme**, which was designed in collaboration with the Madrid School of Industrial Organisation (Escuela de Organización Industrial - EOI), is a training programme that specifically targets the ACCIONA technical team. The aim of the programme is to make progress in the consolidation of the skills that technical staff are required to have, and which are marked as a development need during the performance evaluation process. The programme was completely overhauled in 2016, to include development of the following skills: Efficiency and Efficacy, Customer Orientation, Management Quality, Teamwork and Results Achievement.

The programme, which is modular in structure, consists of three levels: basic level (two skills to be developed), superior level (four skills to be developed) and advanced level (five skills to be developed). A total of 24,986 hours were taught, and 477 employees from all of ACCIONA's business areas were certified.

A new edition of the **M3+ Programme** was delivered in 2016, in collaboration with the Instituto de Empresa (IE Business School), and targeting ACCIONA executives. The programme focuses on the three basic pillars of management: people management, sales management and project management. With a score of 4.5 out of 5, 5,142 hours of training were completed in blended format, by a total of 236 participants.

As for **digital skills**, a Digital Transformation programme was delivered in Q4 2016, which targeted all employees via the Campus Online and Netexplo Academy, a prestigious organisation in this field of knowledge. In addition, a specific continuity programme called Mastering Skill Digital is being designed in collaboration with the Madrid Polytechnic University. The programme has three objectives:

1. Offering a common digital culture within the company that favours the development of business projects.
2. Showcasing a selection of the best digital innovation projects developed each year.
3. Maintaining and reinforcing the skills of company collaborators (employability).

There are currently 1,575 people receiving training under the Digital Transformation programme.

## BUSINESS SCHOOL

Throughout the year, the Business School has developed programmes like the ACCIONA MBA, the Manager Development Programme and the Emerging Talent Programme.

The 8<sup>th</sup> Edition of the **Executive MBA in Sustainable Global Business** was developed in 2016. This edition included an integral approach to sustainable corporate management, in addition to specific modules on the Sustainability Master Plan. 31 ACCIONA professionals in several different parts of the world participated in the following edition, which also began in 2016.

The **MDP Programme** was set up in 2016 by ACCIONA's Training and Corporate Development Department, in collaboration with the businesses' Human Resource department and ESIC. This programme is aimed at managers and experts in all the company's divisions and businesses. It is structured into four blocks: Strategic, Implementation, Finance and Marketing, which unfold over a period of two years. The methodology combines the case method (internal and external individual and group case analysis) with hands-on workshops. The programme comprised a total of 200 training hours, culminating in a high success rate for the programme.

## ACCIONA EMERGING TALENT, PRELIMINARY PROGRAMME ASSESSMENT

Launched in 2015, the initiative, which consists of introducing skills management to the technical team, makes it possible to perform an employee evaluation based on the employee's new individual role and its implications, with special emphasis on the skills that are most needed for their new managerial position: leadership, negotiation, flexibility and change management.

- In the first part of the programme, the new manager performs a self-diagnosis of their newly acquired critical skills.
- The training involves e-learning materials that detail skills and best practices by company executive profiles.
- Finally, the transfer of the knowledge gained is evaluated through an assessment of the skills developed during the programme.

The average score of these assessments was 4.5 out of 5, and a pilot test was run in ACCIONA Infrastructure. The programme will be extended to other group companies in 2017.

### TECHNICAL SCHOOLS

The ACCIONA University Technical Schools comprise a basic pillar for ensuring the availability of qualified professionals, and they are designed to have an impact on improved productivity, technical excellence, specialisation and internationalisation.

The Technical Schools offer training in specialities and sub-specialities. Each of them provides training paths that include activities designed to follow a structured pedagogical sequence. The perception and response of the General Management, business units and employees has been excellent.

### LANGUAGE SCHOOLS

The Language School, which targets all employees, was launched in June 2016. The programme, adapted to the Common European Language Framework, is aimed at any employee who wishes and/or needs to train in the following languages: English, French, Portuguese, Italian, German and Spanish. The new programme involved 19,286 training hours, with 88,719 hours clocked in language training in general.

### FUNCTIONAL ITINERARIES, A FOCUS ON SUSTAINABILITY

Three new courses were launched in 2016 by the Corporate University in the area of sustainability:

- **People and Sustainable Values:** videos on important sustainable values such as generosity and multi-culturalness were produced in collaboration with the IE Business School. 3,943 people signed up for this course.
- **Anti-Corruption Course:** The course's objectives are to take a close look at corruption and the consequences it could have on the group, and to raise awareness among employees of the business areas that are most exposed to conduct related to corruption. 1,738 people signed up for this course.
- **Compliance: Zero Tolerance to Crime.** a criminal risk prevention programme that establishes the guidelines that should be followed by employees and executives to avoid improper behaviour. This course is based on the Spanish Criminal Code and on ACCIONA's Code of Conduct and its Operating Standards. A total of 5,274 people signed up for this course.

## GLOBAL CAREERS: THE TECHNICAL LEADERS PROGRAMME

ACCIONA has created a Technical Leaders group, comprising people who provide exceptional technical knowledge in key business areas. These professionals, who are capable of transforming this knowledge into high-value technical skills, are recognised both inside ACCIONA and out, possess a global profile, and have published their own work in specialised media, or teach in different forums. The goal of this initiative is to recognise and support people with differential technical knowledge and skills, allowing ACCIONA to continue positioning itself as a leading company in technical excellence, innovation and sustainability.

All of the resources the Technical Leaders need to achieve professional success and to be able to compete successfully in each of their business areas will be made available to them. ACCIONA will invest in the ongoing improvement of professional talent to continue being leaders, among others, in:

- Access to external specialised training.
- Access to basic internal training in skills acquisition and a restricted online space with specific knowledge, collaboration and training environments.
- Availability of resources (technological devices, internal events and work teams).
- Inclusion in the Advisory Board of ACCIONA Corporate University.

Initially 76 Technical Leaders were identified and classified into two groups: Master Technical Leaders (29) and Senior Technical Leaders (47).

## Talent reviews can identify key or strategic groups and prioritise areas of action

Assessment levels		
Level 5 ROI	Return on investment.	Analysis of the impact of training on selected business indicators.
Level 4 Results	Business results achieved through the training.	Training Efficacy Assessment Questionnaire.
Level 3 Performance	Changes that have taken place in the position held by the person who has attended the training.	Training Efficacy Assessment Questionnaire.
Level 2 Learning	Determines whether there has been a transfer of knowledge and a learning process.	Knowledge assessment test at the end of the training itinerary.
Level 1 Reaction	Equivalent to measuring participant satisfaction.	Assessment questionnaire filled out by the student once the course has been completed.

### LEADERSHIP AS A CORNERSTONE FOR THE FUTURE

ACCIONA has a talent review process for identifying professionals who can develop at a quicker rate, making them compatible with business growth needs. Talent reviews allow people managers to identify key or strategic groups where they can prioritise certain actions. The identification of participants in corporate development programmes or promotion proposals is based on information generated in this process.

In 2016 a new model was designed for identifying talent among employees. This model is called Performance Status, and it will complement the current ACCIONA process. People identified via this process will participate in the different programmes designed by the company so that they can take on greater responsibilities in the future.

### NEW TALENT IDENTIFICATION MODEL: PERFORMANCE STATUS

ACCIONA's main divisions (Energy, Infrastructure and Corporate) will participate in this process, which consists of an assessment of each professional using various sources (hierarchical and/or functional managers) in the businesses of their main countries.

All the managers will identify the talent and potential of their teams on a yearly basis. All roles, from technical to executive, will take part in the process. This identification will also be carried out through digital channels, via mobile phone, tablet and PC.

This process replaces the classic performance evaluation model that had been applied in the company since 2013. This identification model will allow the subsequent application of training and development plans that are far better suited to the needs of each professional.

## Talent Retention

The ACCIONA people management model is composed of policies and initiatives that are geared towards achieving: a high performance from all employees, objective compensation based on results, and career development inside the company.

### PERFORMANCE EVALUATION

ACCIONA aims to promote the development of a high performance culture and assess established objectives through its own performance evaluation process. To do so, the company uses tools which are integrated in a single technological environment, making it possible to standardise calendars and calibrate results in more than ten countries.

Specifically, performance evaluation is the annual process through which each manager plans, monitors and assesses the objectives defined with each member of their team. This tool makes it possible to improve professional capabilities and align individual expectations with the strategic expectations of the company. The degree of coverage of this process within ACCIONA has been gradually extended (84 % in 2011, 86 % in 2012, 88 % in 2013,

89 % in 2014 and 92 % in 2015), reaching 94 % of the groups subject to the evaluation process this past year. A total of 7,734 people were evaluated in 2016.

### COMPENSATION

The basic criteria used to design and implement the company's compensation policies are objectivity and external and internal competitiveness.

In Spain, the Flexible Remuneration Plan extended to 1,930 workers last year, compared to 1,612 employees in 2015, which represents an increase of 20 %. Again in 2016, the most widely contracted product throughout the year was medical insurance, which outstripped nursery care, travel cards, training, food tickets or company stock.

### Employees subject to performance evaluation by gender and professional category\*

		2015			2016		
		Male	Female	Total	Male	Female	Total
Number of employees subject to performance evaluation	Executives	252	34	<b>286</b>	230	32	<b>262</b>
	Managers	1,226	288	<b>1,514</b>	1,264	308	<b>1,572</b>
	Technical Staff	3,021	1,583	<b>4,604</b>	2,943	1,710	<b>4,653</b>
	Support	70	219	<b>289</b>	116	317	<b>433</b>
	Workers/Operators	865	96	<b>961</b>	690	124	<b>814</b>
	<b>Total</b>	<b>5,434</b>	<b>2,220</b>	<b>7,654</b>	<b>5,243</b>	<b>2,491</b>	<b>7,734</b>
Percentage of total workforce subject to performance evaluation	Executives	100 %	100 %	<b>100 %</b>	95 %	94 %	<b>95 %</b>
	Managers	94 %	98 %	<b>95 %</b>	95 %	97 %	<b>95 %</b>
	Technical Staff	95 %	99 %	<b>96 %</b>	92 %	99 %	<b>94 %</b>
	Support	55 %	73 %	<b>68 %</b>	91 %	96 %	<b>95 %</b>
	Workers/Operators	80 %	82 %	<b>80 %</b>	90 %	95 %	<b>90 %</b>
	<b>Total</b>	<b>91 %</b>	<b>94 %</b>	<b>92 %</b>	<b>92 %</b>	<b>98 %</b>	<b>94 %</b>

Note: The total workforce subject to performance evaluation does not include workers/operators or administrative support positions with lower qualifications (roles at levels lower than four for workers/operators and lower than two for administrative support employees).

## ACCIONA BONUS

Implemented in 2012, ACCIONA Bonus is a programme for those employees with variable remuneration that is linked to the company's financial results and individual goals, and is based on objective and pre-established metrics.

In accordance with the aims established in the Sustainability Master Plan, the ACCIONA Bonus programme has been extended internationally to all divisions in the company's main countries of operation<sup>1</sup>. In 2016, more than 3,100 employees benefited from the ACCIONA Bonus programme, including 95 % of executives, 90 %<sup>2</sup> of structural managers and part of the technical and support staff. Internationally, the Bonus has been applied in most countries where ACCIONA is present, including Algeria, Australia, Brazil, Canada, Chile, China, Colombia, Costa Rica, Croatia, Gabon, Greece, India, Italy, Mexico, Morocco, Panama, Peru, Poland, Portugal, Qatar, Saudi Arabia, South Africa, South Korea, Spain, Sweden, Trinidad and Tobago, the United Arab Emirates and the United States.

The structure of the targets is standardised across countries and includes:

- Overall company targets, which have a weighting of at least 10 % for all employees and 15 % in the case of executives.
- Targets of divisions, companies, countries and units with their own profit and loss accounts.
- Individual targets measured through performance evaluation.

Additionally the Bonus system includes approximately 3.5 % of the sustainability-related targets that have been defined for each of the divisions in the framework of the Sustainability Master Plan's areas. These include, for instance, targets for reducing CO<sub>2</sub> emissions, implementing the Social Impact Management methodology in projects, increasing the presence of women at executive level and consulting with stakeholders, among others.

## The ACCIONA Bonus system includes sustainability-related objectives defined in the framework of the SMP 2020 areas

### EMPLOYEE SATISFACTION AND COMMITMENT

Employee satisfaction and commitment are the key attributes of the relationship model that ACCIONA aspires to achieve with its employees. The climate survey, conducted globally every two years, is the tool that allows the company to identify factors that have an impact on these attributes. The last climate survey was conducted with employees in 2015. It was made available in five languages (Spanish, English, French, Italian and Portuguese), online, via email and on paper.

In 2016, ACCIONA included buy-in metrics and identification of areas for improvement and areas to be maintained in the corporate human resources and business line report. It also included the data reported in the 2015 climate and commitment study. The goal of integrating this data and the human resources report in the tool is to give visibility and continuity to the work areas that each business segment (division, business, activity) develops based on the results obtained.

In addition, as it does every year, ACCIONA participated in the MERCOTalent study. In its latest report (2016), MERCOTalent once again ranked the company at the top of the infrastructure, services and construction sector ranking. In the general ranking, ACCIONA places 30<sup>th</sup> among the top 100 companies that have the greatest ability to attract and retain talent in Spain.

1. ACCIONA Windpower was not included in the analysis this year, as it is not part of the group.

2. Executives who do not have an associated bonus target are not included in this figure.



## Social responsibility with people

### WORKERS' COVERAGE

At ACCIONA, practically all groups of employees are covered by collective bargaining agreements in the different countries where they operate. In specific countries there may be small groups of workers that are not covered, due to start-up reasons or the legislative framework. In any case, these represent less than 1 % of the total workforce.

Collective bargaining agreements are signed for all works and projects; except in those countries where trade union affiliation or representation is not standardised practice or is even considered illegal. In these cases control mechanisms have been established with regard to conditions agreed upon both by the company and its suppliers. ACCIONA is a member of Building and Woodworkers' International (BWI), which covers all work in the industries in which it operates.

In Spain alone, the company has more than 626 legal worker representatives and more than 350 collective bargaining agreements in place in different areas.

The social benefits offered to ACCIONA employees in 2016 included accident, life, medical and travel insurance policies as well as international health policies for expatriate personnel.

Furthermore, on the Interacciona site there is a section called 'Tu Club' which publishes special offers for employees. 185 offers were processed in 2016. The offers provide ACCIONA employees with discounts or special conditions when purchasing goods or services.

### EQUALITY AND DIVERSITY

ACCIONA's commitment to values such as integrity, transparency, safety and equal opportunity is described in detail in the company's Code of Conduct. ACCIONA works hard to achieve real equal opportunities for all groups of workers, and to incorporate the diversity factor as a strategic element of its people management.

In response to this commitment, and as a key part of its diversity management policy, the company has been developing a process of continuous support for the incorporation of women in the company's management teams.

An example of this is ACCIONA's monitoring of women's participation in the group of qualified employees (technical staff, managers, executives) as part of the implementation of the Human Resources strategy launched in 2011. The purpose is to ensure that gender equality is guaranteed and represented by an adequate number of people in the current managerial teams, as well as in future promotions of managers to directors. As a result of this monitoring, there has been a significant increase in the ratio of women, who now account for 29 % of the qualified employees group. This represents a rise of almost 10 percentage points in 5 years.

### Percentage of women in the qualified employees group

(% of employees)

Group	2013	2014	2015	2016
Executives	10.60	10.54	11.89	12.73
Managers	18.03	18.51	18.80	19.73
Technical Staff	31.49	30.57	34	32.58
Total	27.59	26.65	29.32	28.75

The percentage of women in the total workforce (both qualified and unqualified), is 32.6 %.

It is important to note that all the company's business lines are covered by equality plans in Spain. Additionally, ACCIONA Engineering, Facility Services and ACCIONA Energy have all earned the Equality seal.

Highlights of the company's participation in equality-related activities in 2016 include:

■ **International Women's Day.**

■ **International Day for the Elimination of Violence Against Women.** The company worked with various institutions to disseminate the awareness campaign: the Red Cross, the Ministry of Health, Social Services and Equality, and Integra Foundation.

■ **Wage Equality Day.** ACCIONA joined the cause in 2015. This cause is also included as one of the company's strategic objectives in its Sustainability Master Plan.

### Distribution of the workforce by gender

(% of employees)

	2013	2014	2015	2016
Men	69	70	66	67
Women	31	30	34	33

### Turnover by gender, age and workplace

(%)

	2014	2015	2016
Men turnover	2.37	4.51	4.21
Women turnover	3.12	5.01	7.56
Turnover of people under 30	2.62	11.52	12.56
Turnover of people between 30 and 50	5.24	6.55	9.25
Turnover of people over 50	3.12	4.48	6.65
Turnover of people working in Spain	1.46	1.42	1.91
Turnover of people working outside of Spain	5.11	5.62	12.86
<b>Total turnover</b>	<b>3.78</b>	<b>5.15</b>	<b>6.59</b>
<b>Voluntary turnover</b>	<b>2.85</b>	<b>4.66</b>	<b>6.59</b>

### Breakdown of the workforce by professional category and age band

(no. of employees)

	2015				2016			
	< than 31	31 to 50	> than 50	Total	< than 31	31 to 50	> than 50	Total
Executives	-	163	123	<b>286</b>	-	146	129	<b>275</b>
Managers	9	1,284	468	<b>1,761</b>	8	1,270	445	<b>1,723</b>
Technical Staff	722	3,627	674	<b>5,023</b>	883	3,610	726	<b>5,219</b>
Support	263	852	285	<b>1,400</b>	219	737	272	<b>1,228</b>
Workers/ Operators	3,092	13,278	6,966	<b>23,336</b>	3,259	13,414	7,295	<b>23,967</b>
Other*	42	178	121	<b>341</b>	60	221	142	<b>423</b>
<b>Total employees</b>	<b>4,128</b>	<b>19,382</b>	<b>8,637</b>	<b>32,147</b>	<b>4,429</b>	<b>19,397</b>	<b>9,009</b>	<b>32,835</b>

\* The category 'Other' corresponds to personnel not identified within the role model. These are mostly employees of Mostostal Warszawa (2013-2014 period) plus some temporary joint ventures where the model is not applied.

## Breakdown of the workforce by professional category and gender

(no. of employees)

	2015			2016		
	Male	Female	Total	Male	Female	Total
Executives	252	34	286	240	35	275
Managers	1,430	331	1,761	1,383	340	1,723
Technical Staff	3,315	1,708	5,023	3,519	1,700	5,219
Support	451	949	1,400	421	807	1,228
Workers/ Operators	15,507	7,829	23,336	16,168	7,799	23,967
Other*	308	33	341	398	25	423
<b>Total employees</b>	<b>21,263</b>	<b>10,884</b>	<b>32,147</b>	<b>22,129</b>	<b>10,706</b>	<b>32,835</b>

\* The category 'Other' corresponds to personnel not identified within the role model. These are mostly employees of Mostostal Warszawa plus a managed joint venture where the model is not applied.

## Wage gap

Group	2015*			2016*			Gross point difference 2015-2016
	Men	Women	Gross wage gap 2015	Men	Women	Gross wage gap 2016	
Executives	101.37	89.86	11.35 %	101.72	88.25	13.26 %	1.91 %
Managers	103.27	85.73	16.99 %	103.59	85.22	17.77 %	0.78 %
Technical Staff	103.47	93.4	9.73 %	103.74	92.55	10.78 %	1.05 %
Support	85.13	106.93	-25.60 %	84.08	107.99	-28.44 %	-2.84 %
Workers/Operators	96.79	106.25	-9.78 %	96.46	107.06	-10.98 %	-1.20 %
Other**	103.67	66.01	36.33 %	104.01	47.13	54.68 %	18.35 %
<b>Total</b>	<b>101.88</b>	<b>96.39</b>	<b>5.39 %</b>	<b>102.05</b>	<b>95.92</b>	<b>6.01 %</b>	<b>0.62 %</b>

\* Results of the difference in actual salary between men and women and the weighted average of the salary for each group.

\*\* The category 'Other' corresponds to personnel not identified within the role model. These are mostly employees of Mostostal Warszawa plus a managed Joint Venture where the model is not applied.

## INTEGRATION

As regards the non-discrimination of people with disabilities or those at risk of social and occupational exclusion, ACCIONA's Code of Conduct constitutes the guide to which behaviour in all of the company's businesses should adhere. The Code fosters effective equality, a term which in practice consists in promoting gender diversity as well as the professional and personal development of all employees, thus ensuring equal opportunities. Likewise, no kind of discrimination in the professional sphere, for reasons of age, race, colour, gender, religion, political views, national origin, sexual orientation, social origin or disability will be tolerated.

ACCIONA reached and exceeded the SMP 2020 target set for 2016 (3 % of equivalent employment of people with disabilities in Spain). The total figure reached was 3.55 %. Of this percentage, it is worth noting that 3.05 % corresponds to direct employment, which is up 0.9 % on the previous year, and reflects the company's commitment to direct job insertion. The remaining 0.49 % of the total figure is accounted for by indirect employment. This was achieved through EUR 2,426,610 in purchases from Special Employment Centres and donations to tertiary sector foundations and organisations.

In this regard, ACCIONA renewed its Bequal certification, including the Bequal Plus seal for several of its businesses. This is a seal in the field of disability that certifies not only compliance with the law but also ACCIONA's commitment to disability causes and social responsibility. The company was one of the first corporations to earn this certificate, and did so as a result of an auditing process that encompassed a total of 16 ACCIONA businesses.

With regard to the company's participation in initiatives in the area of social and occupational integration, the following stand out:

■ **International Day of Persons with Disabilities.** In 2016, ACCIONA supported the International Day of Persons with Disabilities, an awareness-raising initiative that facilitates an in-house assessment of what has been achieved in terms of disabilities. Internal communication actions performed as part of the day's activities include the reporting of all data involving the insertion of people with disabilities within ACCIONA, as well as reports on existing framework agreements with other institutions and foundations.

■ **Agreements with foundations.** ACCIONA works side by side with a multitude of not-for-profit foundations and organisations, notably including:

■ **Programmes for people at risk of social exclusion.** ACCIONA runs job insertion programmes for people at risk of social exclusion. In 2016 the company hired 155 people, 20 of whom had been victims of gender violence. The agreements carried out include, among others: i) the "Convenio Inserta" with the FSC Inserta Foundation for the insertion of people with disabilities, ii) collaboration with the Higher Council of Sports for the insertion of high-level athletes, and iii) collaboration with the Universia Foundation for the insertion of university students with disabilities.

The company also carries out internal awareness-raising initiatives on disability, equality, gender diversity and age, among others. Courses on equality and diversity are also taught via the corporate e-learning platform.

Institution	Purpose	Contribution
Integra Foundation	Insertion of all types of groups at risk of social exclusion.	Founding patron and partner. 87 hired.
Red Cross	Job insertion of groups at risk.	20 contracts.
Norte Joven	Insertion and promotion of underprivileged youths in Madrid.	Hired by ACCIONA Facility Services.
Carmen Pardo-Valcarce Foundation	Rights and participation of people with intellectual disabilities.	In-house dissemination of initiatives to all employees.
Princesa de Girona Foundation	Support for professional development and mentoring of youths from underprivileged backgrounds.	"Apadrinando el Talento" (Sponsoring Talent) programme: 95 volunteer executives and managers from the company.
Exit Foundation	Employability of youths at risk of social exclusion between 16 and 19 years of age through coaching and mentoring.	3 <sup>rd</sup> edition of the Coach project: 10 volunteers dedicated 27 hours each.
City Council Employment Services	Employability.	Promotion of youths in the ordinary job market.

## Health and Safety at ACCIONA

The company has a number of instruments that it uses to promote the health of its employees and outsourcers, and prevent occupational risks. Noteworthy examples include strategies based on its Human Resources Policy and Occupational Health and Safety (OHS), and a health and safety action and target plan. The company also assesses specific risks associated with each of its activities through its OHS management system.

Throughout 2016, ACCIONA worked on several initiatives aimed at ensuring the health and safety of the people who work in its different businesses, as well as in its supply chain. These measures include preventive actions such as the Health and Well-being Plan, the Road Safety Plan, and novel actions in the fields of training, communication and safety awareness based on conduct, among others. This chapter summarises the company's main health and safety statistics. More detailed information may be found in the chapters dedicated to the different divisions.

ACCIONA consults and collaborates with the representative bodies so required by the different legislations in which it operates, such as the Health and Safety Committees in Spain, and uses other communication tools, such as suggestion boxes, in its different business lines.

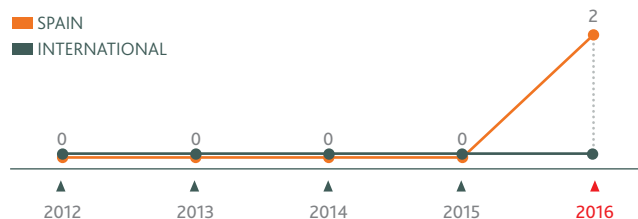
The company understands that promoting health and safety goes beyond its own employees and extends to its stakeholders: suppliers, customers and its social setting. In this regard, ACCIONA develops programmes aimed at ensuring the prevention of occupational risks of its contractors and participates with government agencies in promoting safe and healthy environments in the areas where it operates.

### EVOLUTION OF THE MAIN ACCIDENT INDICATORS

After four consecutive years without fatal accidents, in 2016, regrettably, two fatal, activity-related accidents occurred in ACCIONA's Construction and Services businesses in Spain. In addition, there were two deaths of joint-venture employees at ACCIONA Agua.

#### Fatal accidents in Spain and abroad

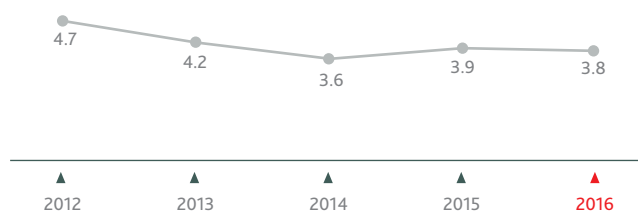
(own employees)



As indicated in the chart below, the frequency rate maintains a downward trend with regard to 2012, with a slight upswing in company employees in 2015. The 2016 frequency rate improved 4.7 % for company employees with regard to 2015. Similarly, the overall severity rate has also improved compared to 2015, declining 6.4 % thanks to the decrease in the Services and Industrial divisions.

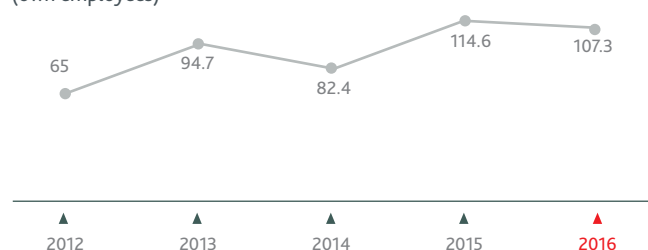
#### Employee frequency rate

(own employees)



OHS - I. Frequency rate: (no. of accidents with work loss/hours worked) x 200,000.

### Employee severity rate (own employees)



OHS-I. Severity: (no. of working days lost due to work accident/hours worked) x 200,000.

### Accident rate indicators for ACCIONA employees

	Severity Rate <sup>(1)</sup>			Frequency Rate <sup>(2)</sup>		
	2014	2015	2016	2014	2015	2016
Energy	17.6	39.8	17.1	1.3	1.6	0.5
Infrastructure	84.6	120.7	111.3	3.6	4.3	4
Construction*	61.5	38.6	64.5	2.9	1.5	1.9
Concessions**	118.7	27.9	64.2	4.2	1.7	2.3
Water	75.4	92.3	108.8	2.6	4.1	4.1
Services	91.6	156.4	126.5	4.1	5.2	4.6
Industrial	61.2	73.8	0	2.8	0	0
Other businesses***	136.3	139	134.4	4.1	1.9	2.6
Corporate	0.5	0	0	0.5	0	0

(1) OHS - SR: (no. of working days lost due to work accident/hours worked) x 200,000.

(2) OHS - FR: (no. of accidents with work loss/hours worked) x 200,000.

\* Construction includes: AMISA and ACCIONA Engineering.

\*\* Until 2015, Concessions was included under Construction.

\*\*\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA inmobiliaria, Logistics and Transport, and Trasmediterranea.

Absenteeism has risen as a result of the combination of the increased number of days lost and a shrinking workforce (and, consequently, a decline in days worked). The following table shows a breakdown of 2016 data by business line and country. Values are calculated in a common and standardised fashion for all the countries where the company has significant activity under the international standard indicator.

### Employee absenteeism rate per business line (own employees)

	2015	2016
Energy	333.79	136.77
Infrastructure*	6,431.49	9,421
Other businesses**	8,842.51	9,344.49
Corporate	2,879.74	3,864.35
<b>Total</b>	<b>6,013.76</b>	<b>8,960.60</b>

OHS - Absenteeism rate: (no. of working days lost due to absenteeism/no. of days worked) x 200,000.

\* Includes Construction, Concessions, Water, Services and Industrial.

\*\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria, Logistics and Transport, and Trasmediterranea.

### Employee absenteeism rate per country

Country	2015	2016
Spain	6,743.3	10,854.31
Brazil	391.28	40.89
Mexico	930.15	1,847.24
Chile	1,587.89	2,399.72
Poland	31.65	0
Portugal	8,394.42	11,355.51
Germany	-	-
Peru	2,259.63	3,329.17
Canada	4,607.27	8,112.83
Australia	50.77	150.54
Colombia	5,351.86	3,275.95
Italy	4,250.1	4,328.42
Ecuador	794.1	0
Norway	0	0
United States	0	0

OHS - Absenteeism rate: (no. of working days lost due to absenteeism/no. of days worked) x 200,000.

Note: Absenteeism information is reported only for countries with activity in 2016 and with more than 150 direct FTE employees, since such information cannot be obtained directly and reliably in countries with inferior structures. In some reporting countries the information is not complete because information about consortia or joint ventures is unavailable as this is not directly managed by ACCIONA. In such cases, this is indicated with a hyphen (-). The information given above accounts for 97.2 % of the total workforce.

## ROAD SAFETY

In 2016, all the divisions carried out actions to promote road safety and reduce accidents. Training and awareness-raising initiatives were key tools in this effort. The data includes not only vehicle traffic accidents, but also all other types of accident, whatever the cause, that occurred on the way to or from work.

Road safety awareness campaigns continued in 2016 via the company's intranet. Awareness campaigns targeting workers ran on a monthly basis, focusing on the most common causes of road accidents for all involved: pedestrians, motorists and cyclists.

However, there has been a significant increase in accidents, especially in the Services division in Spain, the rate of which is far higher than in the rest of countries. As for accidents occurring during missions, these have increased as well due to the growth of activities in Trinidad and Tobago, Peru, Costa Rica and the Dominican Republic. That said, the figure is not high in either case, given the total number of workers.

### On route accidents

(with and without work leave)

Business line	2015	2016
Energy	8	5
Infrastructure*	79	178
Other businesses**	3	10
Corporate	4	4
<b>Total</b>	<b>94</b>	<b>197</b>

\* Includes Construction, Concessions, Engineering, Water, Services and Industrial.

\*\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria, Logistics and Transport, and Trasmediterranea.

### On mission accidents

Business line	2015	2016
Energy	1	3
Infrastructure*	31	100
Other businesses**	0	0
Corporate	0	0
<b>Total</b>	<b>32</b>	<b>103</b>

\* Includes Construction, Concessions, Engineering, Water, Services and Industrial.

\*\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria, Logistics and Transport, and Trasmediterranea.

## HEALTH AND PREVENTION

ACCIONA promotes the health of its employees through regular medical examinations and campaigns for prevention and early detection of illnesses. It also monitors workers who travel abroad, providing preventive medical information for the destination country and immunisation where necessary. Similarly, in recent years ACCIONA has been increasing its links with private healthcare providers, which offer very competitive conditions.

The main figures for 2016 are the following:

- 15,595 medical examinations.
- 8,181 doctor and nurse visits.
- 559 immunisations given to workers.

### Rate of occupational illnesses of company staff

Business line	2015	2016
Energy	0.261	0
Infrastructure*	0.019	0.057
Other businesses**	0	0
Corporate	0	0
<b>Total</b>	<b>0.037</b>	<b>0.052</b>

OHS – OI: (no. of cases of occupational illness/hours worked) x 200,000.

\* Includes Construction, Concessions, Engineering, Water, Services and Industrial.

\*\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria, Logistics and Transport, and Trasmediterranea.

Certain activities have been identified in several divisions that may cause occupational illnesses due to exposure to biological risk, overexertion, noise, silicosis and asbestosis. In all these cases, the necessary preventive medical actions have been assessed and performed in order to minimise or eliminate the risk (training, awareness raising, protective equipment, etc.). All workers exposed to such types of risk are monitored regularly.

## HEALTH AND WELL-BEING PLAN

As part of its responsibility towards its workers, ACCIONA has implemented company-level strategies that invite workers to adopt healthy habits and reduce the occurrence of illnesses linked to lack of exercise. Below are some of the actions carried out over recent years:

- **Healthy menus.** Implementation of wellness menus in canteens at company sites, providing more nutritional information and checking daily menus to assess nutritional balance.
- **A healthy, balanced diet.** Raising dietary awareness through campaigns promoting healthy and balanced eating habits, fostering the "Mediterranean diet".
- **Sports.** Promotion of physical exercise through awareness campaigns and encouraging participation in events such as popular walks, fun runs, etc.
- **Emotional control.** Inclusion of new campaigns promoting awareness and participation with a view to developing mindfulness tools.
- **Analysis and study of biochemical and anthropometric data.** Collaboration with epidemiologists from the Pro CNIC Foundation to set up and monitor the progress of the Health and Well-being Plan.
- **Healthy habits.** Collaboration with the Spanish Association Against Cancer (AECC, as per its Spanish acronym) to promote habits that improve health.

The Health and Well-being Plan, which is being developed across the company's different divisions, primarily includes activities aimed at raising awareness of healthy life habits, informing about ergonomics in the workplace and promoting physical activity. All of the plan's actions and messages are made available in several languages, in both online (banners, posts on Interacciona, emails) and offline (paper, posters, signs, etc.) formats.

## IMPROVEMENTS IN OHS MANAGEMENT AND SYSTEMS INTEGRATION

The Occupational Risk Prevention organisation structure was modified in 2016 with the creation of a Joint Prevention Service that encompasses the Corporate and ACCIONA Infrastructure divisions. OHS management procedures have also been updated based on the input of all the divisions.

ACCIONA continues its progress with the adoption of integrated management systems. Since 2013 it has been working on consolidating the partial integration of the OHS management system with the Quality and Environment areas. Implementation of the Integrated Management System was completed in 2016 in the Energy, Construction and Water businesses.

Likewise, work is ongoing on the process of globalising the company's health and safety management paradigm. This will facilitate consolidation of the system in all countries, permitting efficiency gains, leveraging of good practices and maximum use of the tools available in different parts of the world.

This global strategy will yield savings in certification costs, inasmuch as the basic methodologies will be standardised in line with the OHSAS 18001 standard, while at the same time balancing local and client demands in a flexible manner.

In a bid to extend the safety excellence standards, in 2016 a project was carried out in collaboration with the Innovation department to install and commission a 3D printer prototype for the production of concrete pieces. Through the joint work of both departments, and after an in-depth analysis of the prototype's risks and an initial assessment, additional safety measures were included in the original design, as well as organisational changes.



### OHSAS 18001 CERTIFICATIONS

In its commitment to go beyond the legal minimum in occupational risk prevention and occupational health issues, ACCIONA has achieved OHSAS 18001 certification in most of its businesses. This certification is internationally acknowledged as the standard for occupational health and safety management systems.

With regard to other countries, this year the Energy business has extended its reach in Costa Rica and South Africa. Additionally, other local voluntary certifications that add value to the business, like COR in Canada and OFSC Federal Safety in Australia, were maintained.

### OHSAS 18001 certification

Business line	% certified activity
Energy	100 %
Infrastructure	99.15 %
Construction	95.79 %
Concessions	100 %
Water	100 %
Services	100 %
Industrial	100 %
Other businesses*	60 %
Corporate	100 %

\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria, Logistics and Transport.

### HEALTH AND SAFETY TARGETS AS PART OF EMPLOYEE PERFORMANCE EVALUATIONS

One of the established performance evaluation criteria among ACCIONA's different divisions is compliance with the OHS targets defined in the Sustainability Master Plan 2020. Specifically, the occupational health and safety target set for the group is to reduce the frequency rate by 15 % compared to 2015. Achieving this, together with other targets related to people management, accounts for a percentage of employees' variable income. To achieve this overall target by the year 2020, the divisions establish annual targets, which are set at the start of the year and reviewed on a monthly basis. These have a direct impact on the bonuses earned by all employees.

For instance, in the cases of Energy and Construction, the annual targets were to reduce the frequency rate of company employees and subcontractors by 5 % compared to 2015.

**ACCIONA has set itself the target of reducing the frequency rate by 15 % in 2020 compared to 2015**

## WORKER PARTICIPATION

The different divisions have participation schemes that comply with local legal requirements, such as Health and Safety Committees, the function of which is to channel worker consultation and participation in occupational risk prevention efforts. Work centres also receive visits and are informed about accidents, safety inspections, workers' complaints, risk assessments and other activities of the Prevention Department. The percentage of employees represented by formal health and safety committees exceeds 99 %.

Some of the divisions have email accounts or suggestions boxes where workers can communicate their doubts, suggestions and concerns on health and safety.

Personnel from collaborating firms also participate through business activity coordination committees created in all the work centres where concurring business activities are identified. These committees are attended by the health and safety employees appointed by each represented company.

## TRAINING AND AWARENESS RAISING

Training plays a key role in the management of employees in all of the company's divisions. For this reason all of the divisions incorporate training and awareness-raising programmes in their annual plan as well as occupational health and safety training requirements. ACCIONA also has internal communication mechanisms that are key to preventing accidents and preserving the health and safety of employees. The most widely used communication tools are the Interacciona Intranet, bulletins, email, suggestion boxes, communications through signs or via payrolls and specific actions in the work centres.

### OHS training 2016

(Corporate University)

	No. of hours	Employees	No. of OHS hours per employee/year
Energy	20,318	1,910	10.64
Infrastructure*	103,350	28,880	3.58
Other businesses**	2,295	2,045	1.12
<b>Total</b>	<b>125,963</b>	<b>32,835</b>	<b>3.84</b>

\* Includes Construction, Water, Services and Engineering.

\*\* Includes ACCIONA S. A., Grupo Bodegas Palacio 1894 and Trasmediterranea.

ACCIONA has developed occupational risk prevention training and awareness-raising programmes using innovative techniques that make it easy to understand basic concepts through multimedia technologies. It actively participates with organisations that are dedicated to improving the training of workers in the industries in which it operates.

## Extension of the prevention commitment to the supply chain

One of ACCIONA's goals is to extend its culture and commitment in relation to health and safety to its entire supply chain. In this regard, the company tracks accident rates in the supply chains of its divisions. In 2016, frequency and severity rates involving subcontractor personnel increased in comparison to 2015. This was in essence down to the supply chain of the Water division.

The following initiatives related to the prevention of occupational risks for suppliers were developed in 2016:

- Dissemination of health and safety information to the supply chain through the publication of newsletters and safety alerts.
- Regular business activity coordination meetings.
- Publication of business activity coordination compliance reports with economic repercussions for suppliers in cases of non-compliance.
- Preventive training in specific emergency protocols.
- Tracking and reporting of accident rates in the value chain.
- Provision of OHS information and training to the supply chain.

### ACCIONA contractor accident rate indicators

	Severity Rate <sup>(1)</sup>			Frequency Rate <sup>(2)</sup>		
	2014	2015	2016	2014	2015	2016
Energy	30.5	55	46.7	1.8	1.6	1.9
Infrastructure	54.9	19.7	29.5	2.7	1.7	1.9
Construction*	65.5	30.1	30.4	3	2.8	2
Concessions	136.3	43.2	75.7	4.7	2.8	3.1
Water	11.8	2.5	12.8	1	0.3	1.7
Services	65.7	53.2	0	4.2	2.1	0
Industrial	22.7	1.5	6.8	3.7	1.5	1
Other businesses**	125.3	0	0	2.2	0	0
Corporate	5.2	0	5.8	0.9	0	0.4
<b>Total</b>	<b>50.4</b>	<b>23.4</b>	<b>31.2</b>	<b>2.5</b>	<b>1.7</b>	<b>2</b>

(1) OHS - SR: (no. of days lost due to work accident/hours worked) x 200,000.

(2) OHS - FR: (no. of accidents with loss of work/hours worked) x 200,000.

\* Construction includes: ACCIONA Infrastructure, AMISA and ACCIONA Engineering

\*\* Includes Bestinver, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria, Logistics and Transport, and Trasmediterranea.

## The Emergency Plan helps prevent occupational risks through both theoretical and practical training

### SUPPLY CHAIN TRAINING AND COMMUNICATION

The Emergency Plan defined by ACCIONA in its work centres establishes occupational risk prevention actions involving both company employees and contractor and supplier personnel. Specifically, it involves theoretical and practical emergency and first-aid training actions.

The company provides OHS training and informational materials through its supplier communication channel. Not only does this improve the health and safety of the supply chain, but it also facilitates responses to self-assessment questionnaires, specifically those on safe and healthy workplaces, labour legislation, documented occupational risk management, etc.

Similarly, the company continues to disseminate good practices through the publication of four bilingual (Spanish and English) editions of the Quarterly OHS Bulletin for suppliers of all its divisions. In 2016, which saw the publication of the 21<sup>st</sup> edition, the Bulletin was sent to more than 31,225 supplier email addresses (15,518 single-source) and more than 3,000 ACCIONA employees. The Bulletin's international circulation, as well as the number of people receiving OHS tips, experiences and lessons learned, increases year on year. In 2016, suppliers were notified of various health and safety improvement plans related to their certification processes<sup>3</sup> in order to help them correct, prevent and/or mitigate their exposure to risk and improve their incidence rates.

### Fatal subcontractor accidents in Spain and abroad



The fatal accidents occurred in the Construction and Water divisions, two involving joint venture employees and one involving subcontractor personnel, in the following countries: Colombia and the Dominican Republic.

3. See the Value Chain chapter for more information about the supplier certification process.