

# People, attracting and retaining talent

ACCIONA performs initiatives that promote improvements in the areas of training, recruitment, equal opportunities, and health and safety, aimed at the professionals who make up the Company.

## 2013

Challenges	Advances
<ul style="list-style-type: none"> <li>■ Reformulation of the Human Resources strategy for 2013-2015.</li> </ul>	<ul style="list-style-type: none"> <li>■ Review of the HR strategy for 2013-2015.</li> </ul>
<ul style="list-style-type: none"> <li>■ Extending the ACCIONA Bonus to every country.</li> </ul>	<ul style="list-style-type: none"> <li>■ Implementation of ACCIONA Bonus in Australia, Brazil, Colombia, Chile, Gabon, Sweden, Mexico, the United States and South Africa.</li> </ul>
<ul style="list-style-type: none"> <li>■ Launch of ACCIONA TAP, the new talent acquisition, recruitment and selection methodology.</li> </ul>	<ul style="list-style-type: none"> <li>■ Detailed design, launch and implementation of TAP talent attraction methodology.</li> </ul>
<ul style="list-style-type: none"> <li>■ Implement the Executive Development programs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continuation of training program in management capacities and implementation of professional development program for executives and pre-executives.</li> </ul>
<ul style="list-style-type: none"> <li>■ Train 80% of executives and 50% of managers in people management in ACCIONA.</li> </ul>	<ul style="list-style-type: none"> <li>■ 16% of executives and 24% of managers trained.</li> </ul>
<ul style="list-style-type: none"> <li>■ Attaining a 2.90% employment ratio of people with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Attained a 3.08% employment ratio of people with disabilities in Spain.</li> </ul>
<ul style="list-style-type: none"> <li>■ Socially responsible hiring program to be deployed in countries with more than 500 full-time employees in 2012.</li> </ul>	<ul style="list-style-type: none"> <li>■ Launch of socially responsible hiring programs in Brazil, Colombia and Portugal.</li> </ul>
<ul style="list-style-type: none"> <li>■ Drawing up and implementation of a pre-executive training program for women.</li> </ul>	<ul style="list-style-type: none"> <li>■ Mentoring program with the inclusion of pre-executive women developed. Signing of promotional program with Spanish Ministry of Health, Social Services and Equality.</li> </ul>
<ul style="list-style-type: none"> <li>■ Increasing the integration of health and safety in the chain of command.</li> </ul>	<ul style="list-style-type: none"> <li>■ Inclusion of OHS targets in annual bonus of all ACCIONA executives through global SMP and division targets.</li> </ul>
<ul style="list-style-type: none"> <li>■ Advance in the implementation of the second phase of the Health and Wellness Plan.</li> </ul>	<ul style="list-style-type: none"> <li>■ International launch of the program: Australia, Brazil and Mexico.</li> </ul>

## 2013

Highlights
<ul style="list-style-type: none"> <li>■ ACCIONA launched development programs of Talent Plan and T-Max skill training program for technical staff.</li> <li>■ A new model and process for evaluating the effectiveness of employee training has been designed and implemented.</li> <li>■ 206 people at risk of social exclusion have been hired, including 49 women who are victims of gender violence.</li> <li>■ For the second consecutive year, ACCIONA had zero fatal accidents among its own employees.</li> <li>■ In 2013, the accident rates of subcontracted personnel decreased on the previous year's levels.</li> </ul>

## 2014

Challenges
<ul style="list-style-type: none"> <li>■ Strengthen a performance culture through implementation of a performance improvement program.</li> <li>■ Consolidate the new ACCIONA TAP selection methodology.</li> <li>■ Continue extending the ACCIONA Bonus to new groups and countries.</li> <li>■ Train 80% of executives and 50% of managers in people management in ACCIONA.</li> <li>■ Scale workforce and cost control within restructuring of operations to improve Company efficiency.</li> <li>■ Improve effectiveness and efficiency in geographic mobility, with a complete support program for transferred people.</li> </ul>
<ul style="list-style-type: none"> <li>■ Extend the training and development programs in Australia, Brazil, Canada, Chile, the United States, Italy and Mexico, and reach 75% of employees with access to IT tools.</li> <li>■ Obtain and/or maintain OHSAS 18001 certifications in all operations with more than 200 direct employees.</li> <li>■ Design and implement gender-based equality of opportunities plans in countries with more than 500 direct employees.</li> <li>■ 5% improvement of frequency rate on 2011.</li> </ul>

## People first

Throughout 2013, the Company continued to make advances in policies and programs aimed at creating the most highly skilled and diverse teams that are best equipped to add value to the business and work in a highly demanding and constantly evolving environment. At the same time, measures have been strengthened to foster a Company culture based on high performance, equal opportunities, social responsibility and the satisfaction of the people who work in the Company.

In 2013, an in-depth review of the ACCIONA Human Resource strategy was completed, in order to contribute more effectively to attaining the Company's three basic principles: cost-effectiveness of operations, an overall strengthening of the ACCIONA brand and efficiency of organization and business processes.

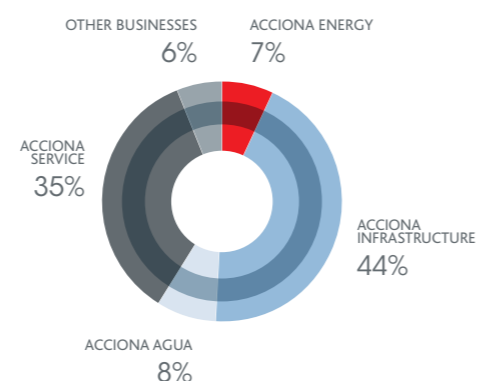
This vision is based on three main principles that guide Company action: having the best talent, having the best leaders and a positive impact on business results.

### PEOPLE IN FIGURES

At the end of 2013, ACCIONA had a total workforce of 34,108 people (3.65% more than the previous year). It is worth noting the increase in ACCIONA Agua throughout 2013 in the number of permanent contracts, a factor with a clear impact on employees' stability and outlook. In countries where workforce adjustments were necessary, a satisfactory climate of dialogue was maintained with workers' legal representatives and measures with a pronounced social responsibility orientation with people were implemented.

ACCIONA's calling as a global Company is reflected in the geographic breakdown of the workforce: 41% of the workforce is located outside Spain. Similarly, the number of people who perform their duties outside their countries of origin has increased. ACCIONA has employees of 112 nationalities. In 2013, the average age of the workforce was 42.5.

### → Breakdown of total 2013 workforce by division



### → Geographic breakdown of workforce (no. of employees)

Country	2012			2013		
	Men	Women	Total	Men	Women	Total
Spain	12,372	7,482	19,855	13,223	7,033	20,256
Germany	808	142	950	745	126	871
Australia	167	72	239	175	64	238
Brazil	1,074	224	1,298	2,100	458	2,558
Canada	281	217	508	194	177	371
Chile	900	78	978	1,077	147	1,224
Colombia	44	41	85	281	192	472
USA	192	44	236	131	27	158
Gabon	118	13	132	293	29	322
Italy	254	27	281	256	25	281
Mexico	783	276	1,049	704	208	912
Poland	4,504	1,635	6,140	3,458	1,468	4,925
Portugal	355	425	780	368	557	925
Other countries	288	89	374	441	151	595
<b>Total employees</b>	<b>22,140</b>	<b>10,765</b>	<b>32,905</b>	<b>23,446</b>	<b>10,662</b>	<b>34,108</b>

### → Breakdown of workforce by contract type and gender (no. of employees)

	2012						2013					
	Temporary			Permanent			Temporary			Permanent		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Energy	191	52	243	1,542	546	2,088	137	34	171	1,649	547	2,196
Water	577	69	647	1,490	408	1,898	333	40	373	1,833	509	2,343
Infrastructure	1,963	222	2,185	9,620	3,393	13,013	1,927	161	2,088	9,587	3,414	13,000
Service	1,041	934	1,975	5,064	3,412	8,476	1,466	1,187	2,654	5,385	3,772	9,157
Other businesses	57	39	97	1,198	1,084	2,282	55	29	85	1,073	968	2,041
<b>Average year-end headcount (no. of employees)</b>	<b>4,081</b>	<b>1,689</b>	<b>5,770</b>	<b>18,059</b>	<b>9,076</b>	<b>27,135</b>	<b>3,920</b>	<b>1,451</b>	<b>5,371</b>	<b>19,527</b>	<b>9,211</b>	<b>28,738</b>

## → New hires by division

	2012			2013		
	Men	Women	Total	Men	Women	Total
Energy	85	26	111	224	47	271
Water	233	60	293	590	129	719
Infrastructure	1,015	145	1,160	4,392	495	4,887
Service	853	543	1,396	2,149	1,361	3,510
Other businesses	709	296	1,005	414	140	554
<b>ACCIONA Total</b>	<b>2,895</b>	<b>1,071</b>	<b>3,966</b>	<b>7,769</b>	<b>2,172</b>	<b>9,941</b>

## → New hires by country in 2013

	Spain	Australia	Brazil	Canada	Chile	Mexico	Rest of the world
Infrastructure	415	22	2,794	37	903	75	641
Service	3,357	-	8	24	4	94	23
Energy	68	13	86	5	7	39	53
Water	502	8	-	-	7	27	175
Other businesses	520	-	-	-	-	2	32
<b>Total per country</b>	<b>4,862</b>	<b>43</b>	<b>2,888</b>	<b>66</b>	<b>921</b>	<b>237</b>	<b>924</b>

## → Employees eligible for maternity/paternity leave in 2013

	Men	Women	Total
No. of employees eligible for maternity/paternity leave	481	330	811
No. of employees who took maternity/paternity leave	470	313	783
No. of employees who returned to work at the end of their maternity/paternity leave	470	313	783
No. of employees who returned to work at the end of their maternity/paternity leave and who continued on the job for 12 months after returning to work	456	307	763
Retention ratio*	0.970	0.981	0.974

\* GRI does not provide a specific definition for the ratio. To calculate it, the Company reports the number of people who remain in their workplace as of 31 December 2013 after taking a maternity/paternity leave in 2013, out of the total maternity/paternity leaves taken in that year (2013).

## → Management indicators

		2011	2012	2013
Revenue	Total (million euros)	6,646	7,016	6,607
	Workforce cost/revenue (%)	19%	19%	20%
	Revenue/workforce (euros)	208,620	213,218	193,707
EBITDA	Total (million euros)	1,312	1,431	1,228
	EBITDA/workforce cost	1.03	1.08	0.92
	EBITDA/workforce	41,184	43,476	36,011
Costs	Total (million euros)	1,274	1,325	1,334

## Human Capital Development

Having the best talent means attracting the best professionals and providing them with new learning experiences and continuously boosting their professional development.

### ATTRACTING AND RETAINING TALENT

In ACCIONA, talent is considered a source of competitive advantage. To bolster this main pillar, in 2013 ACCIONA implemented the Talent Acquisition Process (TAP), an integral and global solution for attracting and capturing talent both at a local and global level, reaching both active and potential candidates, defining with the greatest precision the identification of key profiles, maximizing the dissemination of offers, optimizing response times and ensuring the reliability of evaluation. Throughout the year, the methodology has been successfully implemented in Australia, Brazil, Canada, Chile, Spain and Mexico.

The methodology covers the three basic stages: employer branding, recruitment and assessment. TAP also contributed to strengthening ACCIONA's strategy as an employer brand. At the same time,

a complete and innovative online and social network recruitment strategy was designed, called Social Recruitment, which encompasses social search engines and influence measurement tools.

The improvement in internal processes was completed with the implementation of a global technology solution for recruitment and selection, called Taleo-Oracle, which can comprehensively manage the selection process. The new tool is interconnected with more than 200 local employment portals in more than 100 countries.

New technology solutions and procedures have achieved a 47% improvement in time-to-fill for vacancies. TAP has also brought about a 67% cost savings compared to the market.

### ACCIONA Employment Channel

ACCIONA developed a new 2013 version of the Employment Channel. Now available in English, Spanish and Brazilian Portuguese, it has been deployed at a worldwide level.

The use of 2.0 tools and utilities has been boosted in the channel, thus fostering interaction and the use and access of the different social networks most commonly used by candidates. Integration with social networks has been increased, with a presence in Google+, Pinterest, Twitter, Facebook, YouTube and LinkedIn, and in portals focused on specific groups, such as Gonway, which is mainly used by students.

The candidate training center of the portal has been improved, with an increase in the number of resources available, such as training sessions, and sections with specific content have been created.

**MOBILITY**

With the different mobility policies in place for both people and knowledge, throughout 2013 ACCIONA was able to provide the business, more quickly and accurately, with the resources it needs to fulfill its objectives. At the same time, it offered better opportunities for development, evolution and a professional career for a larger number of employees, thereby meeting the growth expectations of people with the greatest potential.

In 2013, the number of international assignments increased by 32% on 2012, reaching a total of 450 people.

Virtual and transnational teams have also been established, in addition to work practice communities and international experience networks to transfer and share information, ideas, experiences and good practices among different business units.

**SKILL MAPPING**

The ACCIONA people management model is based on an exhaustive identification of roles: the basic organizational unit that contains jobs sharing a mission, responsibilities and the required knowledge and skills in each position of the career. All Company employees know their role.

The Company also has a Skill Map that has been used to identify categories of knowledge that support the development of business strategies and the achievement of the goals of different areas of the organization. The map can identify where key sources of information

are found and select relevant and useful information for different areas.

**ACCIONA CORPORATE UNIVERSITY**

The training provided by the Company is channeled through the ACCIONA Corporate University, which was created in 2008 with the mission of ensuring the permanent development of people, with a global scope, thus aligning training with the necessities generated by business strategies. The University has a corporate training center with a number of classrooms and hi-tech rooms, and a virtual campus (Learn in ACCIONA), with more than 2,000 items of learning material available in a number of languages and formats.

In 2013, the Company earmarked €7,074,027 to training programs, which amounts to €279 per employee. Throughout the year, 333,769 classroom hours were given, and 29,470 people took part in training activities.

In 2013, advances were made in the design of new special fields and curricula at the Technical Schools of ACCIONA Corporate University, and in the development, improvement and digitalization of new content.

In the Business School, programs such as MBA ACCIONA, the executive capacities training programs and the M-3 Program for managers. For their part, the functional schools launched specific training programs such as Sustainability and the Code of Conduct.

**Executive MBA in Sustainable Global Business**

In 2013, ACCIONA developed and implemented the new concept of Executive MBA in Sustainable Global Business, in which the Company has included an integral approach to the sustainable business management, in addition to specific modules on the 2015 Sustainability Master Plan. This is the sixth edition of the MBA of the ACCIONA Corporate University, and more than 150 students have successfully completed the program.

**Multiculturalism**

In 2013, ACCIONA held a number of workshops on management of multiculturalism for technical staff, managers and executives, and training in the specific cultures of different countries (35 employees trained). The aim is to equip participants with the skills necessary to work effectively in a multicultural setting by developing communication styles that are appropriate to each country type.

Novelties in 2013 included initiatives with an impact on two aspects of particular importance: necessities in the field of knowledge and evaluation of the effectiveness of training. The former focused on the design and implementation of a new and complete process of detecting and analyzing training needs. The objectives include ensuring an alignment of the training plans with present and expected future necessities, focusing training on meeting business objectives and challenges and optimizing the time to market of training solutions.

EVALUATION LEVELS		
<b>Level 5 ROI</b>	Return on investment	Analysis of impact of training on selected business indicators
<b>Level 4 RESULTS</b>	Business results achieved by training	Questionnaire on Evaluation of Effectiveness of Training
<b>Level 3 CONDUCT</b>	Changes occurred in the workplace of the person who received training	Questionnaire on Evaluation of Effectiveness of Training
<b>Level 2 LEARNING</b>	Determine if a transfer of knowledge, i.e., learning, has occurred	Knowledge evaluation test at end of training
<b>Level 1 REACTION</b>	Equivalent to measuring participants' satisfaction	Questionnaire on evaluation completed by student at end of course

→ Training hours and actions and investment by category in 2013

	Skills	Functional	Languages	Technical	OHS	Total
Total no. of hours received	21,802	72,501	41,002	70,492	127,972	333,769
Total no. of training actions	433	485	456	2,287	14,794	18,455
Investment by content type (euros)	487,338	1,466,251	1,277,642	1,174,387	2,668,408	7,074,027

→ Average hours of training/year per employee in 2013

	Executives	Managers	Technical staff	Support	Workers/Operators	Total
Women	49.00	71.71	28.79	16.17	4.72	10.49
Men	37.94	44.48	22.90	32.86	9.74	14.64
<b>Total</b>	<b>38.90</b>	<b>49.08</b>	<b>24.84</b>	<b>20.89</b>	<b>7.95</b>	<b>13.16</b>

In the latter, a new model and process for the evaluation of the effectiveness of training was implemented throughout the year. It enables evaluating the transfer of knowledge at the end of programs, determining the contribution of training to specific improvements in job performance, assessing the impact of training on business results and measuring the return on investment in training.

**LEADERSHIP NOW AND FOR THE FUTURE**

In 2013, emphasis was placed on the importance of the role of executives and managers in making people management be seen as a key aspect in business management. To advance towards this objective, training sessions were carried out with 351 executives and managers in 2013, and the participation of 80% of executives and managers is expected for 2014.

One of the key processes in the people management model is Talent Review, which increased its scope by 78% in 2013, encompassing 1,590 people. This process identifies professionals who are capable of quicker development, thus making it compatible with the needs of business growth.

With the aim of preparing the people identified in the talent review process to take on greater responsibilities in the future, a number of development programs were carried out in 2013, notably the following:

→ **ACCIONA Talent Plan**

Programs	Recipients
ACCIONA PDP (professional development program)	Managers and Top 300
ACCIONA Futura	Technical staff
ACCIONA International Emerging Talent Pool	Young graduates
ACCIONA M3	Managers and experts

These programs combine self-knowledge and feedback tools with initiatives to foster the exposure of these professionals to new situations and challenges on the job. Further, internal and external support networks play a significant role. Hence, ACCIONA develops mentoring and coaching programs and "learning from co-workers" actions. For example, in the R&D mentoring program, senior experts who are leaders with management and business knowledge capacity have helped professionals with less experience to set specific goals.

■ **M3 Program on 3 key management areas**

ACCIONA's M3 program is structured into three modules: people management, project management and economic and business management. Given jointly with the IE Business School, the program combines high-quality training content in both classroom and online format, with the practical approach given by ACCIONA training staff.

Since its start, the M3 program has seen the participation of 851 managers and experts, which amounts to 23,440 training hours of the management team in these fields. More importantly, perhaps, is that 39% of the Company's managers have taken part in the program. The 2013 edition had 310 participants.

The program had a direct positive impact on the international expansion of business objectives, cost optimization and technical and management excellence, and on specific engagement and diversity indicators.

■ **T-Max Program: Maximize your skills**

In 2013, the Company placed a special emphasis on developing the skills and capacities of the technical staff through the T-Max program: Maximize your skills.

The new model of skills training aims to achieve progress in skills marked as a developmental need during the Performance Evaluation process. Designed in collaboration with the School of Industrial Organization (EOI) of Madrid, it has achieved the participation of experts and professional speakers from TopTen Management Spain.

**Talent Retention**

ACCIONA's people management model is completed by initiatives related to attaining high performance levels among all employees, objective compensation for results and the importance of achieving the engagement of all employees.

**PERFORMANCE EVALUATION**

ACCIONA continues to carry out monitoring of people's performance through the Performance Evaluation process. In 2013, the Company completed a project of bringing tools together in a single technology environment, enabling a standardization of calendars and the measurement of results in more than ten countries. ACCIONA achieved a participation rate of 88% of the staff subject to Performance Evaluation, compared to 86% in the previous year.

**COMPENSATION**

The Company's compensation policies are designed and implemented with objectivity, external competitiveness and internal equity criteria. In Spain, the lowest salary in ACCIONA was 1.75 times higher than the minimum wage in 2013. It should be noted that greater value was placed on the variable remuneration component in 2013 through the standardization of the ACCIONA Bonus, thus strengthening the link between this compensation and the results of both the Company and of each business division.

In 2013, ACCIONA maintained the Long-Term Incentives Plan based on the delivery of shares to executives and managers. Under this program, beneficiaries can elect to have part of their variable salary paid in shares of the Company and thus benefit from an award (also paid in shares) for which they are

required to remain in the Company and to keep the shares for three years. The award percentage is established each year by the Board of Directors. In 2013, 377 people took part in the Plan.

In Spain, membership in the Flexible Remuneration Plan increased on the previous year to 1,347 workers, compared to 1,291 in 2013, which amounts to more than 26% of potential beneficiaries. The most contracted product in the year was medical insurance, above the transport pass, computer equipment, training, meal vouchers, day care vouchers, etc.

→ **Percentage of employees evaluated out of the total workforce required to undergo Performance Evaluation \***

	2012			2013		
	Men	Women	Total	Men	Women	Total
Executives	75%	85%	76%	88%	93%	89%
Managers	66%	73%	67%	83%	88%	84%
Technical staff	85%	87%	86%	81%	64%	74%
Support	82%	123%	107%	172%	174%	173%
Workers / Operators	101%	107%	101%	135%	80%	127%
<b>Total</b>	<b>83%</b>	<b>92%</b>	<b>86%</b>	<b>92%</b>	<b>81%</b>	<b>88%</b>

*Note: Some groups have percentages required to undergo Performance Evaluation above 100% as lower-level operators or support personnel sometimes are included in the process.  
\* The total workforce subject to Performance Evaluation does not include lower qualified operators or admin personnel (roles corresponding to levels below 4 for operators and below 2 for admin support staff).*



## ACCIONA Bonus

In 2012, the Company approved the ACCIONA Bonus, a new variable remuneration program for ACCIONA employees taking into account the Company's financial results and individual targets based on objective, pre-established metrics.

Pursuant to the objectives set out in the Sustainability Master Plan, the ACCIONA Bonus has been extended internationally to all divisions and all the main countries.

In 2013, 1,351 employees in Spain benefited from the ACCIONA Bonus, including 100% of executives and managers. Internationally, the Bonus was extended to 449 employees in Australia, Brazil, Chile, the United States, Gabon, Mexico, South Africa and Sweden, and it is applicable to some 1,800 employees throughout the world. Implementation in these countries required a preliminary analysis of the legal and trade union framework environment, and an execution and communication plan adapted

to the environment and conditions of each country.

The goal structure is standardized, including:

- The Company's overall targets, which have a weighting of at least 10% for all employees and 20% in the case of executives.
- Objectives for the division, company, country or unit that has its own income statement.
- Individual objectives, the attainment of which is measured through Performance Evaluation

In addition, 5% of the Bonus depends on targets linked to sustainability and identified for each division as defined in the Sustainability Master Plan. For example, these include targets for reduction of CO<sub>2</sub> emissions, the implementation of the methodology for managing the social impact of the projects, an increase in the number of women in management, consultations with stakeholders, etc.

## SATISFACTION AND ENGAGEMENT

In 2013, the global results of the Climate and Engagement Survey were published through the internal communication channels open to all Company employees. The results of the survey, the third edition of which was carried out globally in late 2012, in which 56% of the workforce took part, identified high levels of engagement and commitment.

According to the results, the global engagement in ACCIONA is 64%, which is in line with the best employers according to the benchmark, and above the average of other global companies for Spain. It should be noted that 82% of the respondents expressed personal engagement with the results to be achieved, and they were willing to voluntarily invest an extra effort in their work. Some 78% would recommend ACCIONA as a good company to work for.

In addition to the publication in the corporate intranet of the main data from the study, each division and the main countries had specific reports. All human resources team initiated the process of identifying action plans that would be suitable to different results and organizational needs. The priority focus areas dealt with as part of the global results were as follows: talent management and professional development to enhance retention and career opportunities; accessibility of management, communication and well-being as key aspects in improving the evaluation of people and, lastly, effective collaboration.

## Social responsibility with people

In 2013, a very broad and structured process was carried out to continue with the workforce adjustment to dimension it to the reality of projects and business in countries where the Company operates.

All processes were carried out through dialogue and in agreement with workers and their legal representatives (trade unions and shop-floor committees) both through collective and individual processes. It should be noted that all collective dismissals were carried out in agreement with the workers and their legal representatives, without any conflicts. In Brazil and Poland, works and projects were completed before scheduled, with contract terminations of less than 100 employees in Spain (Energy and Engineering), Australia, the United States and Colombia. In no case were working hours lost from strikes due to these adjustment processes.

The Company's strategy in this delicate field was complemented by a proactive search for alternatives to the termination of employee contracts in order to adjust production capacity to Company needs. Some of these measures included:

- 23 employment adjustment processes in Spain, in which the working day of 2,500 workers was adjusted to real needs.
- Processes of modification of conditions and geographic (both national and international, with more than 400 movements) and functional mobility.

- Renegotiation of collective conditions to ensure competitiveness of conditions and maintenance of employment.

These measures made a significant contribution to reducing the social impact of contract terminations and ensured two key elements:

- Retention of Company talent and return on investment in professionals.
- ACCIONA's evaluation as a socially responsible employer.

The results of these measures maintained the global volume of employment in 2013, and even led to growth in sectors of activity that are less affected by the financial crisis.

## ERTE Infrastructure training program

An ad-hoc training program was designed for workers affected by the employment adjustment in ACCIONA Infrastructure in order to improve their versatility and employability. The program offered employees two options:

**Option 1:** Online classroom English course with Vaughan, consisting of 150 hours online with one year of access, with an approximate pace of 2-3 hours a week.

**Option 2:** Technical online course of 25 hours.

STAFF TURNOVER (%)	2012	2013
Turnover of men	1.97	2.82
Turnover of women	1.99	2.23
Turnover of people below the age of 30	1.98	2.60
Turnover of people between the age of 30 and 50	3.96	5.21
Turnover of people over the age of 50	1.99	2.23
Turnover of people who work in Spain	1.44	2.59
Turnover of people who work outside Spain	3.40	2.65
<b>Total turnover</b>	<b>2.56</b>	<b>3.65</b>
<b>Voluntary turnover</b>	<b>1.80</b>	<b>1.93</b>

### EQUALITY AND DIVERSITY

In 2013, ACCIONA strengthened its commitment to equality by implementing an Equality Management System on an international scale. The system consists of a web-based application making it possible to analyze and monitor more than 20 equality indicators for ACCIONA companies.

BREAKDOWN OF WORKFORCE BY GENDER (%)	2011	2012	2013
Men	75	67	69
Women	25	33	31

At present, virtually all employee groups are covered by collective labor regulations in different countries (in certain countries, and due to start-up operations or local legislation, there may be small groups of uncovered workers, which are less than 1% of the total workforce). In 2013, a number of collective bargaining agreements in the areas of construction and water were renewed. In the Service division, a new agreement was signed for Multiservice activity, affecting more than 500 workers in Spain.

### → Breakdown of workforce by professional category and gender (no. of employees)

	2012			2013		
	Men	Women	Total	Men	Women	Total
Directors	259	29	288	253	30	283
Managers	1,413	252	1,665	1,291	284	1,575
Technical staff	3,277	1,329	4,606	3,498	1,608	5,106
Support staff	635	883	1,519	1,137	1,945	3,082
Workers/Operators	12,408	5,741	18,149	15,322	6,213	21,535
Other	4,147	2,531	6,678	1,946	582	2,528
<b>Total employees</b>	<b>22,140</b>	<b>10,765</b>	<b>32,905</b>	<b>23,446</b>	<b>10,662</b>	<b>34,108</b>

ACCIONA's commitment to effective equality between men and women is evidenced in the advances made towards the goals set in this area. In 2013, the percentage of women increased in virtually all professional categories, in terms of graduates, technicians and managers and executives.

### → Effect of 2011-2013 HR strategy on graduates

% WOMEN	2011	2012	2013
Executives	9.97	10.07	10.60
Managers	10.08	15.14	18.03
Technical staff	23.87	28.85	31.49
<b>Total</b>	<b>19.60</b>	<b>24.54</b>	<b>27.59</b>

The Company achieved a percentage of 18.03% of women in managerial and pre-executive positions, thus complying with the 18% target set for this year in the Sustainability Master Plan.

### → Wage gap by professional category and gender

	2012		2012 gross wage gap	2013		2013 gross wage gap	Difference percentage points
	Men	Women		Men	Women		
Directors	100.3	97.2	3.10%	100.3	97.6	2.70%	-0.40
Managers	102.7	87.3	14.98%	102.7	87.6	14.71%	-0.27
Technical staff	103.0	93.6	9.13%	103.0	93.6	9.13%	0.00
Support staff	99.4	100.4	-0.97%	99.2	100.4	-1.20%	-0.23
Workers/Operators	112.3	77.2	31.24%	109.9	75.5	31.34%	0.10
Other	120.4	71.4	40.68%	110.3	65.4	40.69%	0.01
<b>Total</b>	<b>112.8</b>	<b>77.4</b>	<b>31.37%</b>	<b>110.9</b>	<b>76.1</b>	<b>31.42%</b>	<b>0.05</b>

### → Breakdown of workforce by professional category and age (no. of employees)

	2012				2013			
	< 31	From 31 to 50	> 50	Total	< 31	From 31 to 50	> 50	Total
Directors	0	164	124	288	0	156	127	283
Managers	17	1,224	424	1,665	14	1,099	462	1,575
Technical staff	718	3,263	625	4,606	680	3,535	891	5,106
Support staff	289	916	314	1,519	329	1,734	1,019	3,082
Workers/Operators	2,533	10,444	5,172	18,149	3,009	12,312	6,214	21,535
Other	1,099	3,782	1,797	6,678	405	1,506	617	2,528
<b>Total employees</b>	<b>4,656</b>	<b>19,793</b>	<b>8,456</b>	<b>32,905</b>	<b>4,437</b>	<b>20,342</b>	<b>9,329</b>	<b>34,108</b>

Continuing the equality policies the Company has been implementing, in 2013 ACCIONA signed a number of Equality Plans. In 2013, 89.56% of the workforce in Spain was covered by Equality Plans. In 2014, 100% of the workforce in Spain is covered by equality plans when including ACCIONA Agua.

### Equality Seal of Distinction for ACCIONA Energy

ACCIONA Energy received in 2013 the "Equality at the Company" Seal of Distinction from the Spanish Ministry of Health, Social Services and Equality.

This seal is granted annually to companies that show excellence in the field of equality. The seal takes into account facets such as the commitment to fostering a gender discrimination-free environment, balanced participation between men and women in decision making, access to job positions of greater responsibility and a commitment to remuneration criteria and systems that narrow the wage gap.

This distinction is added to that obtained by ACCIONA Facility Services and ACCIONA Engineering, certified in 2010 and 2011, respectively, and which ACCIONA Engineering renewed this year.

Significant initiatives in equality throughout 2013:

#### ■ Network of Companies with Equality Awards

ACCIONA participates in the Network of Companies with Equality Awards of the Spanish Ministry of Health, Social Services and Equality, which fosters the exchange of good practices among companies that have won the Equality Seal, through technical workshops and forums.

#### ■ Promociona Project

ACCIONA participates in this project of the Spanish business association CEOE with the support of the Ministry of Health, Social Services and Equality and ESADE. It seeks to improve women's access to executive positions and the Boards of Directors of companies in Spain, promoting shared leadership.

#### ■ Equality training of workers' representatives

ACCIONA and the signatory trade union federations of the equality plans of ACCIONA Energy and Infrastructure launched in 2013 a training and awareness-raising project on equality. The Company also carried out two in-person training sessions, with the attendance of more than 30 workers' representatives, with the aim of educating them on applicable regulations in this field.

#### ■ International Women's Day

ACCIONA joined in the celebration of International Women's Day by publishing messages and infographics in a number of corporate channels, and in the Network of Companies with the Equality Award.

In terms of socially responsible employment, ACCIONA hired 206 people in 2013, amounting to an increase of 43% on the previous period.

Specifically, the Company hired 49 victims of gender violence in 2013, 19% more than in 2012, when it hired 41 such victims.

ACCIONA, as a member company of the "companies for a society free of gender violence" campaign, renewed its written agreement with the Ministry of Health, Social Services and Equality to foster awareness-raising on gender violence and the labor market insertion of its victims. As a result of the agreement, the Company is participating in different awareness campaigns on gender violence, such as the "There is a Way Out" initiative, aimed at sending a message of hope to the victims of gender violence and their surroundings and involve society as a whole.

#### ■ Red Cross Agreement

ACCIONA renewed its agreement with the Red Cross Foundation in 2013, and extended the scope of its hiring to all groups at risk of social exclusion.

#### ■ Adunare Agreement

Through the Service division, ACCIONA has entered into an agreement with the Adunare Foundation for participation in projects of psycho-social intervention for the appropriate labor market integration of at-risk groups.

ACCIONA's Code of Conduct includes non-discrimination of disabled people as a guiding principle in all ACCIONA companies.

In 2013, ACCIONA achieved and surpassed the percentage of equivalent employment in Spain that was set as a target of 3% in the SMP 2015, achieving 3.08%. Of this percentage, 2.56% is direct employment, thus surpassing the level of 2012.

ACCIONA has two Special Employment Centers, one in Barcelona and the other in Madrid. In this way, the Company strives to support the employment and social and labor integration of people with a physical, psychological, sensorial or mental disability.

In addition, ACCIONA carries out training and awareness-raising, and social and labor integration programs of people with differing abilities:

#### ■ Awareness raising course on disability

In 2013, ACCIONA organized this course a number of times in the ACCIONA Corporate University. More than 370 people completed the course.

The course enables participants to devise a proposal for improvement in the area of disability that the Company may adopt. To date, more than 90 proposals for improvement have been received.

#### ■ Labor integration agreements in Brazil

Through ACCIONA Infrastructure, ACCIONA signed an agreement with the Ministry of Labor of Brazil for the hiring of disabled people, and 31 such hirings were made in 2013.

The Company also carried out training and awareness-raising on the management of disabled people for executives and managers in the country.

#### ■ Agreement with the Down Syndrome Foundation

In 2013, ACCIONA signed an agreement with the Down Syndrome Foundation to support the integration of people with intellectual disabilities. As a result of this partnership, personnel from this group were hired through Bestinver.

#### ■ Multi-regional Operational Program against Discrimination

ACCIONA took part in a study as part of the activities of the *Multi-regional Operating Program against Discrimination* led by the ONCE Foundation, aimed at learning the degree of employability of disabled people in available job positions in the environmental sector.

#### ■ Active Participation in International Day of Persons with Disability

ACCIONA supported the dissemination of the "Never Give Up" campaign of FSC Inserta, a personalized employment plan for people with disability, which includes training courses and labor intermediation actions with companies, including ACCIONA.

### Work recognized in society

In 2013, ACCIONA was one of the first companies to receive the **Bequal Seal**, which again emphasizes the value of the Company's actions and of its commitment to society. This certificate is granted by the Spanish Committee of Representatives of People with Disability (CERMI), the ONCE Foundation, the Spanish Business Federation of Associations of Special Employment Centers (FEACEM) and the Seeliger y Conde Foundation, and verified by PwC as the independent auditor.



## Health & safety at ACCIONA

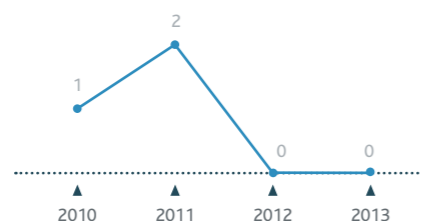
In line with ACCIONA's firm commitment, all business lines make a significant effort in promoting and fostering health and safety in the workplace. Moreover, the Company's growing presence in international markets gives rise to the need for global answers to Occupational Health and Safety (OHS) challenges in all countries where it operates, in accordance with the particular features of each country.

In 2013, progress was made in broadening divisions' policies internationally, thus standardizing the common minimum standards of prevention to be implemented. Emphasis was also placed on achieving greater integration of the chain of command in matters relating to prevention.

### EVOLUTION OF MAIN ACCIDENT RATES

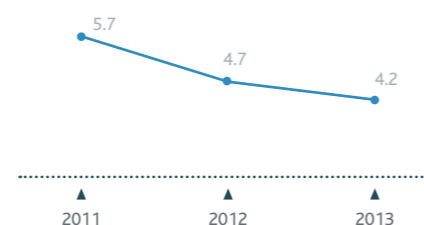
The results of ACCIONA's OHS initiatives and efforts can be seen in the main accident rates. It is particularly important to note that there were zero fatal accidents among the Company's own employees for the second consecutive year.

#### → Number of employee fatal accidents (globally)



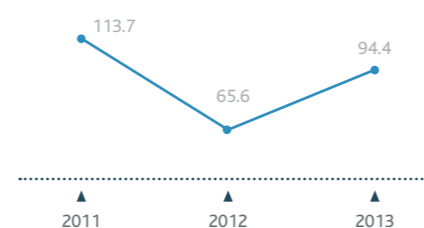
Further, as shown in the next chart, the accident frequency rate has fallen in recent years. The target set in the 2015 Sustainability Master Plan, of a 5% improvement in the frequency rate in 2013 on 2011 levels, has been achieved.

#### → Frequency rate among own employees (globally)



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

#### → Severity rate among own employees (globally)



OHS - SR = (no. of workdays lost/hours worked) x 200,000

	Frequency rate (globally)		Severity rate (globally)	
	2012	2013	2012	2013
Water	5.9	2.8	137	88.4
Corporate	0	0.4	9.1	60.3
Energy	1.5	1.2	13.2	19.2
Infrastructure	2.4	2.2	39.7	59.4
Service	7.9	7.7	96.3	143.7
Other businesses	2.5	4	62.2	176.2

In 2013, a substantial improvement was achieved in third-country information highly oriented towards establishing standard indicators of both accident and absentee rates.

The evolution of the severity rate is mainly the direct consequence of the incorporation of new activities in Service. It should be noted that in such activities, the mass incorporation of new contracts - and, hence, of numerous employees - requires the implementation of our health and safety policies among a large number of people. In such activities, it is also common for minor accidents to cause a large number of lost workdays.

In terms of figures by country, the frequency and incidence rates in Spain decreased, while the severity rate was up on the previous year, although it was below the 2011 level.

In ACCIONA Energy, in a number of countries, such as the United States or Poland, accident rates were zero. In the United States, owing to the reduction of leave days, a reduction of \$5,000 in costs due to lost workdays and medical expenses is estimated.

Further, the main divisions continue to work on reducing accident rates. For example, a special plan to reduce accidents was implemented by ACCIONA Energy in the wind turbine blade manufacturing plant, where measures included:

- Training in preventative approaches for managers in the chain of command and operators who perform risky tasks.

- Awareness-raising campaign on OHS duties for chain of command.

- Launch of a specific checklist for each work area with critical points that must be checked on a daily basis.

With regard to the absentee rate, below is a breakdown by division and business line for 2013 that is carried out in a standard manner across all countries in which the Company operates, in accordance with the international standard indicator.

#### → 2013 Employee Absenteeism Rate

Country	Water	Corporate	Energy	Infrastructure	Other Businesses	Service	Country total
Saudi Arabia	59	-	-	0	-	-	59
Australia	0	-	4	2	-	-	2
Brazil	0	-	274	138	0	-	141
Canada	-	-	-	5	-	1,723	849
Chile	0	-	-	117	-	-	114
Colombia	620	-	-	11	-	-	44
USA	1,340	-	0	-	-	-	8
El Salvador	-	-	-	244	-	-	244
Spain	1,122	584	58	556	303	1,173	828
Gabon	-	-	-	245	-	-	245
Italy	473	-	0	0	-	-	440
Mexico	0	-	55	46	328	-	50
Peru	44	-	-	0	-	-	41
Poland	-	-	0	37	476	-	43
Portugal	0	-	222	0	0	1,364	1,035
Dominican Republic	14	-	-	-	-	-	14
Venezuela	91	-	-	0	-	-	42
Other countries or territories	-	-	-	140	-	-	140
<b>Total</b>	<b>806</b>	<b>584</b>	<b>58</b>	<b>273</b>	<b>304</b>	<b>1,199</b>	<b>621</b>

OHS - AR = (no. of workdays lost due to absenteeism/no. of hours worked) x 200,000.

Other countries or territories include those with a workforce of less than 10 full-time employees in the Infrastructure division.

The table includes those countries in which the rate of absenteeism is greater than zero.

#### TRAINING AND AWARENESS-RAISING

All ACCIONA divisions have implemented training and awareness-raising programs and have designed an annual training plan that includes requirements in training on occupational health and safety.

The following actions are highlights in training and awareness-raising activities by business line:

- The strategy of ACCIONA Agua aimed at reducing the accident frequency rate, which included more exhaustive monitoring of accidents and a strengthening of awareness-raising and training in workplaces with the largest number of accidents.

- At ACCIONA Energy, a specific project was developed for contractors (EHS for Contractors) to ensure better coordination and transfer of information.

- ACCIONA Service provided nearly 2,000 hours of field training by its own personnel.

- Trasmediterranea has its own online training platform for fleet workers who are unable to participate in traditional learning methodologies such as in-person classroom training.

Along with training, ACCIONA has internal communication mechanisms that are key for preventing accidents and preserving employees' health and safety. In general terms, the following communication tools are used: the Interacciona intranet, bulletins, e-mail, suggestion box, communications through

#### → 2013 OHS Training (Corporate University)

	No. of OHS hours given	Total no. of employees	No. of OHS hours per employee/year
ACCIONA Agua	16,795	963	17.44
ACCIONA Energy	5,416	470	11.52
ACCIONA Infrastructure	6,965	346	20.13
ACCIONA Service	31,921	3,704	8.62
Other businesses	7,779	973	7.99

#### → Infrastructure: Extensive training (number of hours)

	2012	2013
ACCIONA Infrastructure	8,653	87,319
Subcontract	11,608	36,169
Joint venture	2,339	640
<b>Total</b>	<b>22,600</b>	<b>124,128</b>

posters or the payroll slip, and specific actions in the workplace.

Of these, it is worth noting the so-called Red Book in some ACCIONA Energy plants. This is a book in which any employee can make comments related to safety (unsafe conditions, incidents, etc). All comments are analyzed by plant managers with a view to implementing corrective measures.

**INTERNATIONAL OCCUPATION HEALTH & SAFETY COURSE IN ACCIONA INFRASTRUCTURE**

The main objective of the training was to supplement the training of Company professionals with a global and cross-cutting vision of health and safety at the workplace, thus providing basic knowledge of the setting and of the countries in which the Company operates.

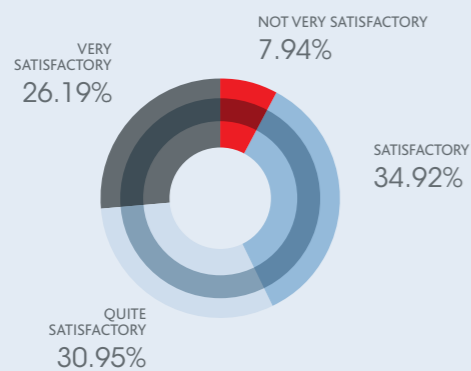
The course includes the following modules:

- Module 1: Basic international OHS
- Module 2: OHS management and regulation
- Module 3: Country-specific module
- Module 4: Construction
- Module 5: Construction in water sector
- Module 6: Construction in energy sector

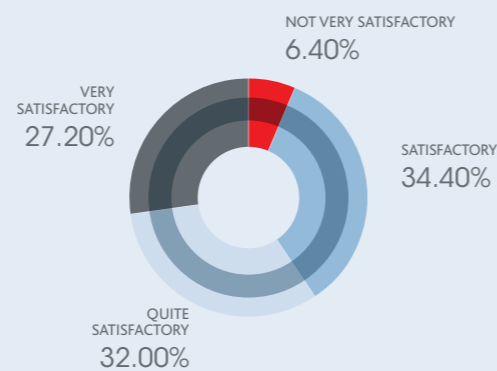
The course was launched at the beginning of 2014 for a total of 348 people registered internationally in the *Learnin* ACCIONA platform. Ultimately, 332 students participated, amounting to 95%, of which 141 finished the course.

The final survey among the students yielded the following results:

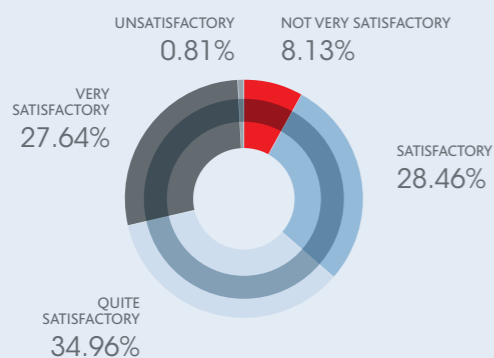
→ International OHS course met my expectations



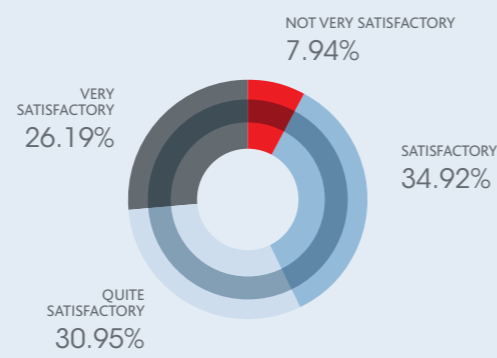
→ Content of international OHS course



→ Your overall opinion of the activity is...



→ Do you consider the training received is useful for your work?



**ROAD SAFETY**

In 2013, ACCIONA carried out different initiatives to promote driving safety and reduce accidents. The common denominator to all these actions is the use of training as the key tool and the launch of awareness-raising campaigns:

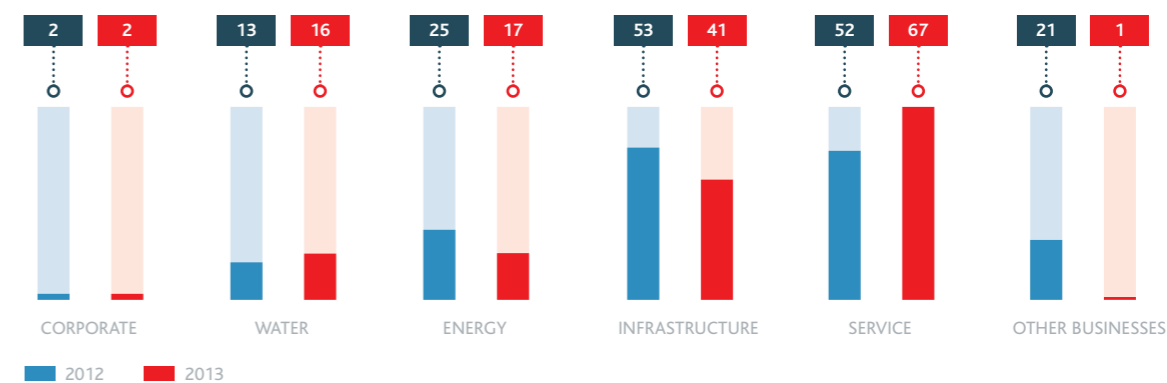
■ At a corporate level, the Company drew up and implemented a procedure for a specific road risk evaluation. Mobility and driving plans were developed, as were online road safety and preventive driving training.

■ For its part, ACCIONA Energy focused its efforts on maintaining road signaling and protection in wind farms.

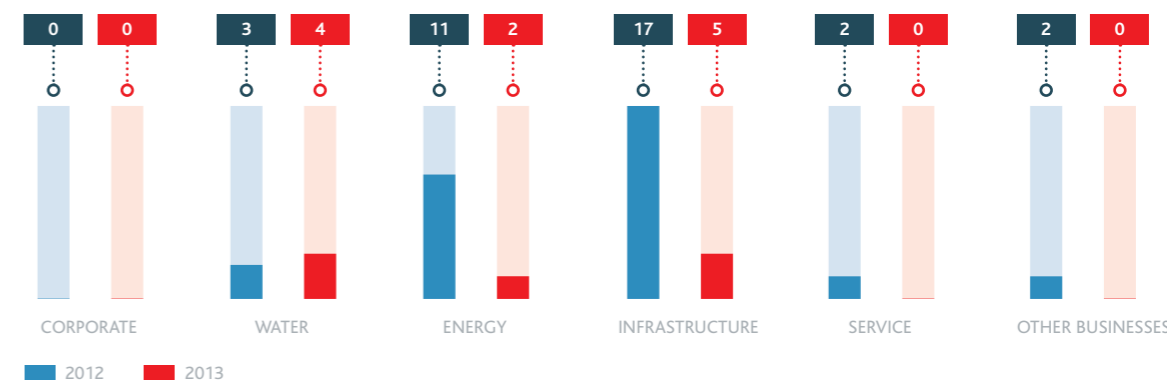
■ ACCIONA Agua carried out an online road safety course for 533 people.

Data on incidents on route or on mission are as follows:

→ Employee incidents on route (globally)



→ Incidents on mission (globally)



**HEALTH AND WELLNESS**

ACCIONA's commitment to its employees' health goes beyond complying with legal requirements. The Company carries out an active health promotion campaign through periodic medical examination, prevention and early detection of diseases campaign and psycho-social evaluations of working conditions. At the corporate level in 2013, a total of 13,993 medical examinations were carried out in 2013, of which 2,803 were at the beginning of employment.

Regarding occupational diseases, the total rate in 2013 was 0.04 (0.12 in 2012). In the majority of countries where the Company operates, the rate was 0, except in Spain, where it was 0.08 (0.05 in 2012) and Canada, where it was 0.31 (0.62 in 2012).

OCCUPATIONAL DISEASE RATE OF EMPLOYEES IN 2013 (GLOBALLY)	
Water	0.11
Corporate	0
Energy	0.15
Infrastructure	0.03
Other businesses	0
Service	0.03
<b>ACCIONA Total</b>	<b>0.04</b>

OHS - ODR = (no. of cases of professional diseases / hours worked) x 200,000

At corporate level, some workers are exposed to occupational diseases due to exposure to biological risk, noise, etc. In all cases, they are evaluated and necessary actions in preventive medicine are taken.

In ACCIONA Infrastructure, occupational diseases in the construction sector like silicosis, asbestosis or hypoacusia do not affect a large portion of employees' professional activities. In activities at risk of occupational diseases, preventive measures such as hearing protection, protection of the respiratory tract, etc., are taken.

**HEALTH AND WELLNESS PLAN**

ACCIONA favors the implementation of Company-level strategies that encourage workers to adopt healthy habits and thus eliminate or, at least, mitigate diseases associated with present-day life and work, such as a sedentary lifestyle.

In 2013, the Company made advances in the implementation of the Health and Wellness Plan, having launched the program in countries with the largest number of employees, such as Brazil, Mexico and Australia. Data from the epidemiological study of 2013 was also analyzed to assess the impact of informational campaigns on people's diet and level of physical activity.

The second phase of the Health and Wellness Plan is being carried out in two areas:

■ **Nutrition**

- Seasonal publication on seasonal food products, with details by geographic area.
- Education on the benefits of the Mediterranean diet.

■ **Physical activity**

- Publication of the benefits of regular physical activity among employees.
- Encouragement of participation in races that contribute to social causes to improve health.

**IMPROVEMENTS IN OCCUPATIONAL HEALTH & SAFETY MANAGEMENT IN ACCIONA AND PROGRESS IN SYSTEM INTEGRATION**

In recent years, the Company is advancing towards the adoption of integrated management system. In 2013, the partial integration of the OHS management system with the Quality and Environment area took place. At present, the integrated management system is 100% implemented in ACCIONA Energy and ACCIONA Agua, and 80% in ACCIONA Infrastructure. In 2014, total integration is planned in this division and in Service.

In addition, ACCIONA's management of health and safety is now in a process of globalization, thus consolidating the Company's systems and maximizing the use of tools handled in different

places throughout the world. This strategy will yield a cost saving in certification with regard to unification of basic methodologies in processes under the OHSAS 18001 standard, while maintaining a flexible balance with local demands and customer demands.

The divisions are making progress towards the implementation of an OHS model based on OHSAS 18001. The current situation is as follows:

- Corporate: 100%
- ACCIONA Agua: 90%
- ACCIONA Energy: 90%
- ACCIONA Service: 80%
- ACCIONA Infrastructure: 93%
- Other businesses: 70%.

ACCIONA Infrastructure also holds other voluntary certifications with COR in Canada and the OSFC Federal Safety in Australia. For 2014, one of the challenges of the division is to increase the scope of OHSAS certification to other countries, such as Peru.

→ **OHSAS 18001 certifications by country and business line**

Key countries	Corporate	Infrastructure	Energy	Water	Service	Other businesses
Spain	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Australia	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Brazil	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Canada	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED IN 2013	CERTIFIED SYSTEM
Chile	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Italy	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Mexico	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Poland	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Germany	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
United States	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Portugal	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Colombia	CERTIFIED SYSTEM	CERTIFIED IN 2013	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
<b>Other countries</b>						
Abu Dhabi	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
South Korea	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
Greece	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM
India	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM	CERTIFIED SYSTEM

■ CERTIFIED SYSTEM ■ CERTIFIED IN 2013 ■ NO OPERATIONS

Local and customer requirements in the processes of each division and, specifically, of ACCIONA Infrastructure, give rise to different speeds in the implementation time of safety policies. Thus, the main development in 2013 in this division was the implementation of simple tools that can be used in any project, such as the *10 Rules*, in addition to standards such as *International Safety Standards* in countries where the Company is entering the market.

### 10 RULES CAMPAIGN OF ACCIONA INFRASTRUCTURE

In April 2013, ACCIONA Infrastructure carried out an international 10 Rules campaign through e-mail, the ACCIONA magazine, and other vehicles distributed at a worldwide level. The campaign was completed with specific actions such as training sessions and other actions.

#### // 10 Rules campaign

ACCIONA Infrastructure has launched a new communications campaign aimed at improving workplace safety by means of 10 basic rules all workplaces worldwide must now comply with. This is regardless of the WRP (Workplace Risk Prevention) laws and procedures in force in each country. The campaign has the support of various public administrations in the countries in which ACCIONA Infrastructure operates, including Mexico and Chile.



*10 RULES  
are the working  
standards and conditions  
that must be  
respected at  
ACCIONA sites  
worldwide*

#### REGLAS NORMAS RULES RÈGLES

# 10

**//1** Show respect at all times for the group protection installed, especially that aimed at preventing falls from heights, auxiliary measures such as scaffolding, work platforms, etc., without deviating from manufacturer specifications.

**//2** Use the appropriate individual protection equipment for work to be carried out, especially safety harnesses, and conform to the instructions given.

**//3** Pay attention to maneuvers in areas of movement of machinery, remaining seen at all times through the use of high-visibility clothing.

**//4** Respect safety signs and in-house standards for vehicular and machinery movement.

**//5** Operate neither machinery nor work equipment without the required training or authorization.

**//6** Do not interfere with electrical installations without being specialized personnel or previously authorized.

**//7** Do not stand or sit below suspended loads or within their radius of movement.

**//8** Do not consume or bring alcoholic beverages or drugs in the workplace or access facilities under the influence of such substances.

**//9** Do not enter confined spaces unless authorized, complying strictly with established restrictive procedures.

**//10** Do not enter areas where earth is being moved without authorization or checks that adequate risk control measures have been taken, especially trenches presenting serious risk of landslips.

#### RISK ASSESSMENT

As part of the OHS management system, the Company makes a continuous effort in evaluating the specific risks of each activity.

■ At corporate level in 2013, 24 reviews of assessments of risks of safety, hygiene, ergonomics, psycho-sociology and road safety for companies covered by the Joint Prevention Service. Plus, some 36 checks were formed of safety conditions in workplaces, as were 37 investigations and analyses of incidents.

■ In ACCIONA Agua, risk assessments are carried out every three years, and these are reported to all the workers in each workplace, and the communication is recorded.

■ In ACCIONA Energy, there are corporate guides that unify criteria on how safety is to be managed, although each country must make adaptations to local requirements.

■ In ACCIONA Infrastructure, a risk analysis is carried out in the bidding phase, as are initial and periodic risk assessments in fixed workplaces, periodic inspections, internal audits and incident investigations. Noteworthy is the implementation of the Conduct Observers program in Chile, in which 10% of workers are trained to make daily risk observations and a weekly report is issued on unsafe actions for the purpose of taking corrective actions through re-education by working area.

■ In ACCIONA Service, risk assessments are reviewed every three years or whenever working conditions change, new technologies are introduced, an accident occurs or a new risk is identified.

With regard to near misses<sup>1</sup>, ACCIONA is developing systems for their identification, analysis and disclosure, for the awareness of works or sectors that may be affected, with a view to studying and proposing preventive measures to avoid their repetition.

Specifically, ACCIONA Infrastructure reports such accidents as one of the types of incidents that are investigated. In the past five years, a total of 251 near misses have been recorded. These were disclosed through the established channels in works and areas and countries, in accordance with their relevance.

In ACCIONA Agua, where monitoring of near misses includes contractor personnel, a total of three near misses were reported in 2013.

In ACCIONA Energy at a worldwide level, some 278 near misses of own employees and 93 of subcontractor employees were recorded (321 and 104, respectively, in 2012).

#### Reduction of occupational risks in ACCIONA Energy

At present, the Company is working on reducing workers' thermal stress load, while maintaining protection against the risk of the electric arc. To do this, ACCIONA Energy has implemented a total change in the clothing worn by affected employees, replacing it with new, fireproof fabric that is more moisture-wicking, thus improving the thermal stress load.

The Company is also focusing its efforts on eliminating or reducing moderate or high risks in its wind turbine blade manufacturing plant, with a target of reducing 15% of risks.

To date, 57% of moderate or high risks have been either reduced or eliminated. These results are due to the following: the analysis of each risk, the design and definition of an action plan, monitoring of the actions, a review of the effectiveness of the measures taken, a re-evaluation of the task and the identification of new risks and training of all personnel affected by the new situation.

1. Any anomaly that did not give rise to any damages, but that under slightly different circumstances, could have caused damage to humans and/or materials.



**OHS TARGETS IN EMPLOYEE PERFORMANCE EVALUATION**

As a global matter, meeting OHS targets set in the Sustainability Master Plan is directly related to a percentage of employees' variable remuneration. In addition, some divisions have set their own targets in this regard:

- ACCIONA Corporate included new indicators for Performance Evaluation, such as the degree of participation in prevention training and the percentage of completion of prevention actions.
- ACCIONA Agua has implemented the target of zero accidents linked to the variable remuneration of all employees.
- In ACCIONA Service, the entire management line of the Company includes, as a remuneration variable, the achievement of certifications in OHSAS standards. The division has also bolstered the fulfillment of the accident rates set by the Company. Managers of technical staff have part of their variable pay linked to the non-existence of non-conformities or deviations in safety in inspections carried out by the Quality, Safety and Environment Department.
- In ACCIONA Infrastructure, the targets are defined annually and replicated in the different regions and countries in coordination with the OHS department.

**WORKER PARTICIPATION**

Workers are consulted on OHS mainly through the Health and Safety Committees of the different divisions.

For example, in Brazil, ACCIONA Infrastructure has formed a multi-disciplinary team (Safety, Quality and Environment), featuring both branch technicians and workers, who have brought together problems in works and set up working groups to seek out solutions to problems for projects in Brazil and that will be applicable in the future.

With regard to coverage of occupational health and safety matters by formal agreements with trade unions, in the Infrastructure division in Spain, both the Construction and the Metal agreements (applicable to ACCIONA Installation Services) cover workplace health and safety. Collective bargaining agreements of Trasmediterranea include workers' right to effective protection in health and safety, contemplating the existence of multi-workplace, fleet and land committees, as well as health and safety committees in all ships and land workplaces with more than 50 workers.

**Occupational Health & Safety in the value circle**

With the aim of spreading good practices in OHS, ACCIONA monitors the accident rate in the supply chain of its divisions. In 2013, both the frequency and severity rates among subcontracted personnel fell from 2012 levels.

However, there was a fatal accident among subcontracted personnel outside Spain in 2013. The accident involved the fall of a worker upon the termination of a construction work in Mexico. The Mexican labor authority dismissed the case, as clear evidence existed of recklessness by the worker relating to the use of available protective measures.

To improve occupational health and safety in the supply chain, ACCIONA carries out a number of training and communication activities.

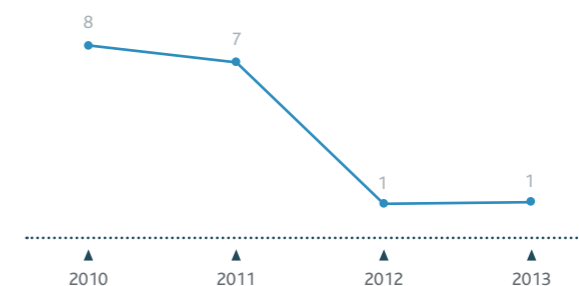
- A very deeply rooted initiative in ACCIONA Energy is the circulation of safety alerts not only to the Company's own personnel but to collaborating companies, and even to competitors, providing information on incidents suffered by the Company, as well as the causes and lessons learned. In 2013, five safety alerts were issued.

In addition, ACCIONA Energy carries out specific training for subcontracted personnel, including suppliers of thermoelectric plants, assembly workers in wind farms being built by ACCIONA Windpower, or maintenance personnel at wind farms.

	Subcontractor frequency rate (globally)		Subcontractor severity rate (globally)	
	2012	2013	2012	2013
Water	0.2	0.8	15.4	14.8
Corporate	6.8	0.9	49.8	2.2
Energy	3.1	3	64.6	55.6
Infrastructure	3.2	2.6	49.8	48.35
Service	1.4	0	27.9	0
Other businesses	0	0	0	0
<b>ACCIONA Total</b>	<b>3.1</b>	<b>2.4</b>	<b>49.1</b>	<b>43.4</b>

OHS - FR = (no. of accidents with work loss/hours worked) x 200,000.  
OHS - SR = (no. of workdays lost/hours worked) x 200,000.

**→ Fatal accidents among subcontractors (globally)**



- In ACCIONA Infrastructure, in Spain, the Health and Safety Improvement Plan developed in 2012 for collaborating companies was implemented in 2013. Through the hiring process, and in accordance with the accident rate figures provided by subcontractors, a decision is made on participation in a voluntary program to improve the subcontractor's preventive management, with the following results: 21

agreements in Brazil, 30 in Chile, 71 in Spain and 26 in Mexico.

Finally, ACCIONA Service carries out health and safety initiatives with customers, providing them monthly reports on accident rates in their facilities, working with them on safety meeting points, as well as simulations of emergencies, evacuation of facilities and on joint training of customer personnel.