

People

Human capital is a priority for ACCIONA. The company shares the values of respect, transparency, equal opportunities, meritocracy, continuous communication and diversity with all its employees. By the same token, it also promotes health and safety amongst workers and collaborators.

HUMAN CAPITAL,
HEALTH AND
SAFETY



HIGHLIGHTS IN 2018

- **Global launch of Performance Status** with 93 % manager participation. The process applied to 100 % of the target group, involving all countries and positions.
- **Two new editions** of the programme for **High-Potential Women** have been held during 2018, with a total of 14 participants.
- **Relaunch of the Sustainability Course for employees.**
- **OHSAS 18001 certification reaches 91.92 %** in countries with more than 150 FTEs (full-time equivalents).
- **Reduction of the frequency rate** from 2.51 to 2.40 in 2018 of employees and contractors.
- **Implementation of ACCIONA Energy's THINK SAFE** programme and development of Infrastructure's PPV project with 84 improvement agreements.



MAIN CHALLENGES 2019

- Introduction of a **Human Capital Management system** to improve the candidate experience, selection methodology and the onboarding process for new employees.
- **Promoting professional growth and development opportunities** of professionals at ACCIONA through a culture of Internal Mobility.
- Consolidating the **Graduate Office** globally and **enhancing the Programmes created** in 2018 (Ambassadors, Academy, Interns and Graduates) in countries where ACCIONA is most present.
- **Reducing the overall frequency rate** -company employees and contractors- by 5 % compared to 2018.
- **Certifying 10 % of ACCIONA companies** under **ISO 45001:2018.**
- **Improving the culture of prevention,** through Energy's THINK SAFE programme, via awareness-raising sessions in order to reach 100 % of the workforce in Spain and 30 % of the international workforce that work in Wind and Photovoltaic Production.

ACCIONA's human team

ACCIONA's Human Resources and Occupational Risk Prevention Policy stands out for ethical conduct and safety as differential values of the way in which the company works. In the same way, it is committed to the success and professional development of its employees, permanently investing to retain the best talent.

In 2018, the company carried out a review of its 2018-2020 Strategy in order to adapt it to the current context (growing globalisation, new technologies and working methods that

impact people) and stresses the importance of keeping people at the centre of the processes and contributing continually to their professional development.

In this vein, in 2018 ACCIONA implemented a new people model based on collaborative leadership. The team leaders were given a wide range of tools and processes that enable effective monitoring of employees' career and performance.

THE PEOPLE AT THE CENTRE

The professionals **hope to feel heard and valued** on an individual level



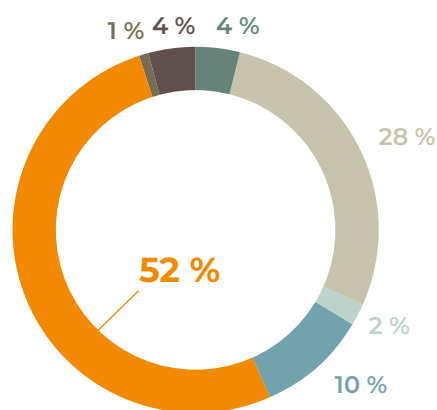
PEOPLE

Employee profile

At the end of 2018, the global workforce amounted to 38,544 people, of which 32 % were women, with an average age of 42.3 years old. By country, 43 % of the company's professionals are not Spanish and total 123 nationalities.

BREAKDOWN OF TOTAL WORKFORCE BY BUSINESS LINE

- Energy
- Construction
- Concessions
- Agua
- Services
- Industrial
- Other businesses*



* Including Bestinver, Corporate, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria and Trasmediterranea (deconsolidated in May 2018).

EVOLUTION OF BREAKDOWN OF THE WORKFORCE BY PROFESSIONAL CATEGORY AND AGE BAND

(No. of employees)

	2017				2018			
	< than 31	31 to 50	> than 50	Total	< than 31	31 to 50	> than 50	Total
Directors and managers	10	1,575	622	2,207	9	1,578	595	2,182
Technical staff	1,065	3,938	736	5,739	1,248	4,566	848	6,663
Support	242	780	268	1,290	223	864	275	1,362
Workers/Operators	3,821	15,027	8,259	27,107	3,652	15,264	8,867	27,783
Other*	125	580	355	1,059	69	256	228	554
Total employees	5,263	21,900	10,240	37,403	5,201	22,529	10,814	38,544

* The category 'Other' corresponds to personnel not identified within the role model. These are mostly employees of Trasmediterranea, plus managed Joint Ventures where the model is not applied.

EVOLUTION OF THE GEOGRAPHICAL DISTRIBUTION OF THE WORKFORCE

(No. of employees)

	2017			2018		
	Male	Female	Total	Male	Female	Total
Spain	13,377	7,498	20,875	13,546	8,208	21,740
Germany	911	187	1,098	316	63	380
Australia	956	179	1,135	984	216	1,200
Brazil	1,916	323	2,239	1,037	71	1,108
Canada	272	205	476	272	218	490
Chile	1,823	221	2,044	1,877	332	2,209
United States	144	26	170	146	25	172
Italy	346	44	390	338	41	379
Mexico	1,202	804	2,005	1,282	955	2,237
Norway	618	37	656	628	38	665
Poland	973	564	1,538	939	609	1,548
Portugal	520	690	1,210	979	775	1,753
Qatar	145	17	162	123	12	135
Ecuador	1,025	79	1,103	1,864	178	2,042
United Arab Emirates	241	28	269	455	74	529
Peru	815	84	898	706	92	798
Rest of the world	880	256	1,137	903	242	1,159
Total employees	26,163	11,240	37,403	26,396	12,148	38,544

EVOLUTION OF THE BREAKDOWN OF WORKFORCE BY CONTRACT TYPE AND GENDER

(No. of employees)

	2017						2018					
	Temporary			Permanent			Temporary			Permanent		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Energy	41	7	48	1,176	408	1,583	50	17	67	1,117	403	1,520
Infrastructure	7,866	2,628	10,494	15,702	7,513	23,215	8,665	3,268	11,933	15,836	7,826	23,663
• Construction	3,134	323	3,458	6,470	1,192	7,662	3,258	432	3,690	5,819	1,278	7,097
• Concessions	84	44	128	514	362	876	30	38	68	300	322	622
• Water	1,495	138	1,633	1,645	346	1,991	1,353	210	1,564	1,750	434	2,183
• Services	3,099	2,103	5,202	6,971	5,577	12,549	3,963	2,574	6,537	7,819	5,750	13,569
• Industrial	53	19	73	102	36	138	60	14	74	149	42	192
Other businesses*	272	115	388	1,105	569	1,675	84	68	152	644	565	1,209
Total	8,179	2,751	10,930	17,984	8,490	26,474	8,798	3,354	12,152	17,598	8,794	26,392

* Including Bestinver, Corporate, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria and Trasmediterranea (deconsolidated in May 2018).

EVOLUTION OF MANAGEMENT INDICATORS

	2015	2016	2017	2018
Revenue (EUR million)	6,544	5,977	7,254	7,510
Workforce cost/Revenue (%)	19 %	21 %	21 %	20 %
Revenue/workforce (EUR)	203,564	182,031	193,941	194,830
EBITDA (EUR million)	1,174	1,192	1,275	1,245
EBITDA/workforce cost (%)	93 %	92 %	85 %	84 %
EBITDA/workforce (EUR)	36,519	36,303	34,094	32,292
Workforce costs (EUR million)	1,254	1,288	1,497	1,486

Human capital management

ACCIONA's success depends to a large extent on the talent and qualifications of its workforce. For this reason, it is essential to attract the best professionals and afford them the best training to promote their continuous professional development.

Selection of the best talent

The Talent Acquisition Process (TAP) methodology promoted by ACCIONA and redefined in 2017 incorporates new methods to seek out and select candidates, adapted to the current environment and situation and focusing on international growth and expansion. It has been successfully implemented in Australia, Brazil, Canada, Chile, Mexico and Spain, and is structured into a series of tools that are applied in the different talent attraction and recruitment subprocesses: TAP Employer Branding, TAP Recruitment and TAP Assessment.

A new feature in 2018 was the creation of the Graduate Office that encompasses all of the programmes centred around attracting talent among university students and recent graduates.

ACCIONA ACADEMY IS A NEW TRAINING EXPERIENCE OFFERING STUDENTS IN THE SECOND-LAST YEAR OF THEIR DEGREES THE CHANCE TO JOIN THE INTERNSHIP PROGRAMME

ACCIONA GRADUATE OFFICE: SEEKING THE BEST TALENT

The mission of the office is to coordinate collaboratively and across departments on initiatives to attract students and recent graduates, who will then join a wide pool of high-level potential employees internationally, thus meeting the company's talent needs.

It offers the following advantages to the process:

- Improvement in the planning for vacancies
- Homogenisation of selection standards in businesses and countries
- Support in employee onboarding processes
- Training for tutors on their responsibilities: attracting, developing and evaluating talent.
- Personalised monitoring of participants.
- **ACCIONA Ambassadors**
Talent attraction programme where company employees take part in conferences and share their professional experience with students, as well as the opportunities that ACCIONA can offer them.

- **ACCIONA Academy**

Immersive training experience for students in their second-last year of their degree lasting three weeks, which offers the possibility of joining the ACCIONA Interns Programme. This initiative was run for the first time in 2018. In 2019, the number of countries involved is set to increase.

- **ACCIONA Interns**

Six-month professional internship programme for students in their final year of studies. In 2018, a total of 107 students took part, of which 38 % were women.

- **ACCIONA Graduates**

Offers an employment contract in an internship for a period of two years (reviewed every six months) for recent graduates and professionals with up to two years' experience in the workplace. At the end of the contract, participants may be offered an indefinite contract and gain access to the internal mobility programmes. This year, 203 young graduates took part in the programme.

EVOLUTION OF NEW HIRES BY BUSINESS LINE

(No. of employees)

	2017			2018		
	Male	Female	Total	Male	Female	Total
Energy	545	130	675	909	178	1,087
Infrastructure	12,312	5,098	17,410	12,580	6,804	19,384
• Construction	5,648	577	6,225	2,778	606	3,384
• Water	882	85	967	566	180	746
• Services*	5,723	4,422	10,145	9,064	5,988	15,052
• Industrial	50	14	73	172	30	202
Other businesses**	378	266	644	153	120	273
Total new hires	13,235	5,494	18,729	13,642	7,102	20,744

* The large volume of registrations is due to the temporary nature of the contracts and the hiring cycles, which depend on the projects.

** Including Bestinver, Corporate, Grupo Bodegas Palacio 1894, ACCIONA Inmobiliaria and Trasmediterranea (deconsolidated in May 2018).

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 fulfil business strategies. The framework facilitates a standardised application of human resources policies, both in terms of recruitment and compensation, training and development. Moreover, it 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. In connection with the process for the identification of training

needs, the company has redirected it to help team managers define these needs. Personnel managers have been granted access to the Training Needs Identification Process from the corporate intranet. As hierarchical managers, they can identify the most appropriate training actions for each member of their team.

The aim is to organise the training schedule for the entire 2018 financial year, identifying the most appropriate programmes/measures through the training catalogue for each business.

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. Every year, this knowledge map is then used to prepare the Training Needs Identification process, which is distributed to the management team, to prepare the training plans.

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. In 2018, the programme has continued to be successfully implemented, with the following key developments:

- The development of various monthly working sessions, where the Master Technical Leaders have presented and executed their technical knowledge transmission plans.
- Launch of the 3rd Forum of Technical Leaders in the Industrial area, with the participation of the members of the Management Committee and more than 100 people. This forum was broadcast via streaming to the entire organisation.

ACCIONA University

ACCIONA University's mission is to ensure training and development for the global workforce, in line with the business needs.

In addition to a traditional corporate training programme, equipped with multiple classrooms and high-tech rooms, employees have access to the Online Campus. In 2018, the number of virtual classrooms increased through the use of technology in online or streaming classes, increasing the scope of the training programmes as well as the number of monthly visits to the Campus. Specifically, 28 % of the target group accessed on a monthly basis.

Also during the year, the processes for identifying training needs and evaluating efficiency were unified, with the aim of improving the analysis and planning of ACCIONA's training programmes.

IN 2018, THE SCOPE
OF THE TRAINING PROGRAMMES
INCREASED AND THE NUMBER
OF MONTHLY VISITS TO THE
CAMPUS RISED TO

28 %

OF THE TARGET
GROUP

PEOPLE

**TRAINING RECEIVED
BY PROFESSIONAL CATEGORY
AND GENDER**

		Directors and managers	Technical Staff	Support	Workers/ Operators	Total
Total no. of hours received	Men	78,201	156,483	9,946	295,180	539,810
	Women	26,333	90,324	18,810	36,561	172,028
	Total	104,534	246,807	28,756	331,741	711,838
Students	Men	2,000	4,200	396	10,502	17,098
	Women	455	2,062	838	2,719	6,074
	Total	2,455	6,262	1,234	13,221	23,172
Training hours employee/year	Men	44.53	35.37	22.00	14.94	20.45
	Women	61.81	40.34	20.67	4.26	14.16
	Total	47.91	37.04	21.11	11.71	18.47

INVESTMENT IN TRAINING DELIVERED

(Eur)

	Directors and Managers	Technical Staff	Support	Workers/ Operators	Total
Total investment	3,165,835	3,662,304	269,498	2,444,909	9,542,546
Investment in employee/year	1,450.89	549.65	197.87	86.28	247.58

The Corporate University has a process in place to assess the effectiveness of the training:

ASSESSMENT LEVELS

 <p>REACTION</p>	<p>Equivalent to measuring participant satisfaction.</p>	<p>Assessment questionnaire to be filled out by the student once the course has been completed.</p>
 <p>LEARNING</p>	<p>Determines whether there has been a transfer of knowledge and learning.</p>	<p>Knowledge assessment test at the end of the formative itinerary.</p>
 <p>BEHAVIOUR</p>	<p>Analyses the changes in the position held by the person who attended the training.</p>	<p>Training efficacy assessment questionnaires.</p>
 <p>RESULTS</p>	<p>Assesses the business results achieved through the training.</p>	<p>Training efficacy assessment questionnaires.</p>
 <p>RETURN ON INVESTMENT</p>	<p>Return on investment.</p>	<p>Analysis of the impact of training on selected business indicators.</p>

*Note: In 2018, assessments were carried out at levels 1, 2 and 3.

PEOPLE

The company's formative itineraries have been adapted by the Skills Development Centre, the Business School, and Technical, Languages and Functional Schools, with a particular emphasis on sustainability.

Skills Development Centre

The Skills Development Centre provides the workforce with the so-called Basic Itineraries, designed to promote skills related to the position of each person in the company. These courses have videos with experts and learning modules available on the Online Campus. In 2018, the number of training hours delivered in the skills area increased by 19 % compared to 2017.

- **TMAX+ 2018:** skills training programme aimed particularly at ACCIONA's technical team. It aims to consolidate the functions of this group and the training needs detected. In 2018, the programme modules were updated and translated into English in order to widen their scope to the international workforce. It is designed in collaboration with the School of Industrial Organisation (Escuela de Organización Industrial - EOI) in Madrid.

Business School

In 2018, two new business schools were added to the M3+ Programme and a new edition of the Executive MBA was finalised.

- **M3+ Programme:** created for ACCIONA's Executives, this year a total of 590 employees from all over Spain took part, receiving 3,737 training hours. This edition explored the area of project management in greater depth, with various sessions on 'Lean Agile Organisations'. They also worked on people management and economic/commercial management. The average rating given by participants was 4.7 out of 5.
- **Executive MBA:** launch of the 9th edition, which saw 29 ACCIONA professionals attend from different countries across the world. The programme will run throughout 2019, with 100 % of classes given in English. It is organised in collaboration with the EOI.

Technical Schools

These training spaces were designed to promote improved productivity, technical excellence and the specialisation and internationalisation of ACCIONA professionals, ensuring a high level of qualification.

Each itinerary contains specialities and sub-specialities. The training activities are presented as a structured pedagogical sequence. The response of the General Management, business units and employees has been excellent.

Language Schools

The Language School is a fundamental part of the Corporate University and is open to 100 % of employees supporting the internationalisation process of operations. On top of face-to-face classes, the school uses a platform for learning six different languages. In 2018, the tool was enhanced (cultural guides for countries, email templates, dialects and grammar guides) and improvements were made to the platform's user-friendliness, which led to a 14 % increase in its use compared to 2017.

Sustainability training

In 2018, the second edition of the ACCIONA Sustainability Course was launched, available at the ACCIONA University for over 10,500 employees from 41 countries. The course lasts 15 hours and is composed of seven modules that cover issues such as the impact of human beings on the Earth, sustainability in the company and future sustainable development trends. Since its launch, a total of 497 employees have completed the course, with a total of 12,309 training hours in sustainability.

In addition, the company has created two specific courses:

- **Advanced climate change course:** among other content, it includes the evidence for climate change and the economic balance of its effects, commitments and international initiatives, scenarios for 2050, carbon footprint, finances and climate change, mitigation and adaptation, and stock markets and indices. It was created in partnership with the University of Alcalá.
- **Human rights course:** it provides insights into corporate responsibility in the area of human rights, the role of the UN and its agencies, the guiding principles for the company and HR, complicity in the supply chain and the risks for companies in the event of infringement. It was created in partnership with the Spanish Network of the United Nations' Global Compact.

Talent development and promotion

ACCIONA's people management model is composed of policies and initiatives that are geared towards optimising employee performance, promoting their professional development in the company and managing objective compensation based on results.

Consolidation of the performance management model

In 2018, the performance management model implemented in 2017 was consolidated. This model offers a forward-looking, dynamic view of the team, where the employee is in charge of their own development and the manager acts as a career advisor.

This year, the model includes internal mobility as a top priority for guaranteeing success in talent management. All of the levers of the model have progressed as follows:

- **Establishment of objectives**

Set by the management. In 2018, communication was strengthened in order to convey the importance and usefulness of setting transformational and collaborative objectives, relying on crucial continuous feedback and conversations about progress to monitor the employee's career.

- **Performance Status**

Global launch of the new tool for identifying performance and potential, allowing for a holistic view of internal talent. With this in mind, managers complete questionnaires on the performance of their team members. 93 % of the target group was assessed using this new tool.

- **Internal Mobility**

In January 2018, a working group was formed with the aim of analysing the current situation and defining the new action lines to promote internal mobility within ACCIONA as a lever for professional growth. This is formalised in the Internal Mobility policy approved in September 2018, which fosters ACCIONA's commitment to developing the careers of its professionals.

- **Remuneration decisions**

Decentralisation of the process for drafting proposals of this category. Drafting the remunerations proposal falls to the manager, who must account for technical excellence, flexibility and adaptability to the business, teamwork and support for transformational projects.

93 % OF THE PROFESSIONALS SUBJECT TO PERFORMANCE EVALUATION HAVE BEEN EVALUATED THROUGH PERFORMANCE STATUS

EMPLOYEES SUBJECT TO THE PERFORMANCE STATUS PROCESS BY GENDER AND PROFESSIONAL CATEGORY

	Male	Female	Total
Directors and Managers	1,797	411	2,208
Technical Staff	3,414	1,696	5,110
Support	80	295	375
Workers/Operators	1,094	109	1,203
Total	6,385	2,511	8,896

COLLABORATIVE LEADERSHIP PROGRAMME

In line with the new model developed by ACCIONA to drive collaboration-based leadership, in 2018, a new programme was launched aimed at executives and pre-executives, with the aim of providing instruction on how to tackle changes in the current environment from the perspective of people management and the new ways of working.

A total of 634 executives and managers from various countries and business lines went through these sessions in 2018.

1ST EDITION OF THE ACCIONA NEW MANAGER PROGRAMME

Those promoted to Manager during 2018 enjoyed the first edition of a development programme specifically designed for them. The initiative was born from the idea of training participants in the skills required to successfully execute their new responsibilities (understanding the implications of the position, working to improve their teams and the keys to effective communication). This programme was launched in all countries and business lines, and has had 73 participants so far. The average rating has been 4.5 out of 5.

Remuneration policy

ACCIONA's remuneration policy revolves around the criteria of objectivity, external competitiveness and internal equity. Thus, the remuneration model is defined based on the results and levels of a job classification system, which objectively organises the contribution made by all employees to the company. In addition, ACCIONA does not make any gender distinction and approaches any individual remuneration review decision objectively, so that remuneration is fair and according to the level of responsibility and contribution to the company's results.

ACCIONA pays its employees according to the following criteria: sector and geographical competitiveness, internal equality and merit. ACCIONA works in various production sectors (construction, water, industrial plants, concessions, services, property, wine, investment fund management, events, etc.) in over 38 countries. In accordance with current legislation, employees' pay is subject to the applicable collective bargaining agreements (in the case of Spain, 299 agreements of varying scopes in 2018).

Gender pay gap analysis

With the goal of closing the remuneration gap set out in the SMP 2020, and in line with the European Commission Recommendation of March 2014 on the principle of equal pay and legislative trends of some European countries, in 2017, ACCIONA redefined the salary analysis method and how it is applied, and identified potential remuneration differences between men and women.

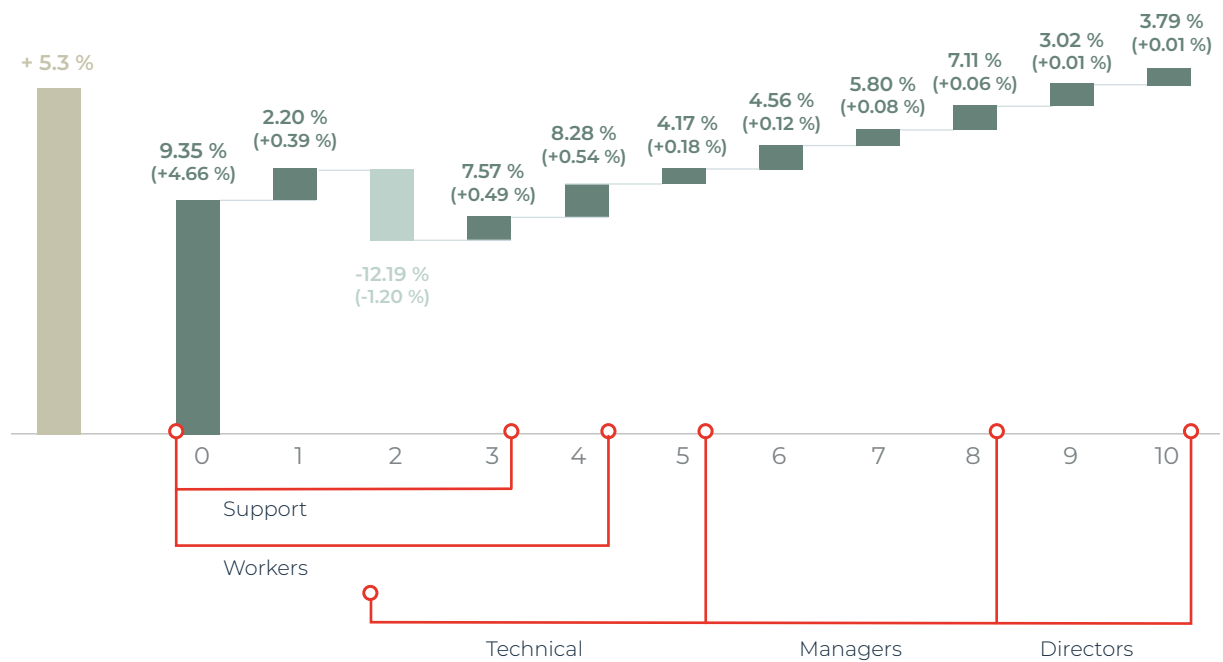
In keeping with the European Commission Recommendation of March 2014 on the equal pay principle and legislative trends in Spain and other European countries, ACCIONA is determined that its activities will not have any kind of unfair pay due to gender. To achieve gender equality in remuneration in all businesses and countries, ACCIONA has developed a pay analysis methodology based on international best practices, validated by an independent external party, which helps identify the potential cases of pay inequality between men and women with the same job.

¹ http://ec.europa.eu/justice/gender-equality/files/gender_pay_gap/c_2014_1405_en.pdf

The analysis makes it possible to identify effectively and in a granular manner, any potential pay gap by country, business and organisational level. Specifically, in 2018, ACCIONA identified a potential 5.3 % pay gap between women and men at a global level.

REMUNERATION GAP BY INTERNAL LEVELS BETWEEN MEN AND WOMEN

(Equal pay analysis by gender)



This information is used to analyse the data on a yearly basis by business line, country and level in order to determine whether or not there is gender pay inequality for equal positions or if the difference is due to any other cause (seniority, seniority at the organisational level, performance, results, etc.). Specifically, in 2019, an objective was set to remove all cases of gender inequality

in pay detected, which will take place during the pay review process of each business unit. The action plan undergoes periodic monitoring by Management, who evaluate the progress of each country and organisational level.

TOTAL AVERAGE REMUNERATION BY GENDER, AGE AND PROFESSIONAL CATEGORY^{2, 3}

AREAS OF PRODUCTION AND BUSINESS DEVELOPMENT

Gender	Professional category	< than 31	31 to 50	> than 50
Male	Executives and Managers	60,031	90,714	129,546
	Technical and Qualified staff	35,815	45,001	49,745
	Other staff	18,919	25,284	26,356
Female	Executives and Managers	N/A	70,260	85,385
	Technical and Qualified staff	26,420	36,115	37,972
	Other staff	12,930	16,279	16,530

SUPPORT AREAS

Gender	Professional category	< than 31	31 to 50	> than 50
Male	Executives and Managers	56,979	90,968	151,770
	Technical and Qualified staff	28,723	37,615	44,378
	Administrative and support staff	12,643	16,895	26,167
Female	Executives and Managers	57,054	80,605	118,639
	Technical and Qualified staff	27,374	36,014	41,063
	Administrative and support staff	18,015	24,198	28,919

² We have not included the statistical analysis of those professionals who receive less than EUR 1,000 per year which could not be analysed.

³ The scope of this analysis does not include fund management employees.

RATIO BETWEEN THE HIGHEST SALARY AND THE MEDIAN SALARY, BY BUSINESS LINE AND COUNTRY*

	Spain	Mexico	Chile	Australia	Ecuador	Portugal	Poland	Norway
Energy	31	20	11	2	-	5	3	-
Inmobiliaria	5	9	-	-	-	-	5	-
Construction	16	6	17	4	17	5	10	3
Service	17	20	7	-	-	10	-	-
Water	21	28	3	-	3	3	-	-
Concessions	15	-	-	-	-	-	-	-
Industrial	15	3	-	-	-	-	-	-
Wineries	21	-	-	-	-	-	-	-
Bestinver	96	-	-	-	-	-	-	-

*We have not included the statistical analysis of those professionals who receive less than EUR 1,000 per year which could not be analysed.

Variable remuneration plan: ACCIONA Bonus

The programme for employees who have variable remuneration, in place since 2012, considers criteria related both to the company's financial results and compliance with individual goals, and is based on objective and predetermined metrics. In accordance with the goals established in the Sustainability Master Plan (SMP), the ACCIONA Bonus programme is extended internationally to all divisions in the company's main countries of operation.

In 2018, a total of 4,031 employees benefited from the ACCIONA Bonus programme, including 95 % of executives, 85 % of structural managers and part of the technical and support staff. Internationally, the Bonus was applied to a greater number of countries compared to the previous year, reaching 34 countries.

The structure of the objectives that make up the bonus is standardised across countries and includes:

ACCIONA'S OVERALL RESULTS

They represent 10 % for all employees and 15 % in the case of executives.

SPECIFIC OBJECTIVES

Related to the division, country or business unit with their own profit and loss accounts.

INDIVIDUAL GOALS

The basis is the individual performance evaluation.

SUSTAINABILITY-RELATED CRITERIA

Defined for each of the divisions as part of the SMP, it represent approximately 3.5 % of the objectives.

THE **ACCIONA BONUS** INCLUDES OBJECTIVES INVOLVING THE REDUCTION OF EMISSIONS, SOCIAL IMPACT MANAGEMENT, ESG RISK MANAGEMENT, THE CODE OF CONDUCT CERTIFICATION AND OTHERS

Social benefits

The benefits that ACCIONA has offered in Spain and abroad during the 2018 financial year are accident, life, health and travel insurance cover for trips or expts.

- **Travel insurance cover**

Implemented in 2018, this insurance is the first benefit that ACCIONA has provided globally to all employees who travel abroad, regardless of their country of residence. It covers health insurance on trips, as well as other guarantees such as the loss of luggage or missing connecting flights.

- **Life and accident cover**

These policies guarantee all employees in Spain the commitments undertaken in the collective bargaining agreements in the event of death or incapacity for any cause, and also offer cover for death due to an illness or accident, partial permanent and absolute incapacity as well as grave incapacity as a result of an accident that occurs in any part of the world at any time of the day.

- **International Health Cover**

This covers health insurance of expatriate employees and their family, spouses and children.

Additionally, there is an ACCIONA Flexible Remuneration Plan, which allows for the selection, acquisition and/or contracting of certain benefits with important advantages, which maximise the salary received by employees. In 2018, the following benefits were available to the company's workers: medical insurance, meal and childcare vouchers, transport cards and training programmes linked to professional development and the role. Through the flexible remuneration plan, there is also a programme that fosters the participation of employees in ACCIONA's share capital.

In support of a work-life balance, in 2018, ACCIONA promoted flexible starting and finishing times and gave employees staggered bus routes. These measures allow the working day to end pursuant to the terms agreed upon with the employee representatives. In addition, the workforce may take various personal days, which can be requested via the personnel section of the intranet. Finally, depending on the circumstances of each situation, arrangements may be made to allow for working from home should the need arise.

PEOPLE

With regard to organising working time and implementing work disconnection policies, ACCIONA is working on adapting its systems and procedures to the final model that legally defines the transposition of the EU Regulation to Spanish national law.

Employee satisfaction and commitment

People's satisfaction and commitment are the key attributes of the relationship model that ACCIONA aspires to maintain with its employees. The climate and

commitment survey, conducted globally every two years, is the tool that allows the company to identify the factors that could distort these attributes.

In the latest survey carried out in 2017, ACCIONA's global commitment amounted to 68 %, improving on the result of the previous edition by 7 %, which is 6 % above the international benchmarks . Additionally, 81 % of ACCIONA's employees recommended the company as a good company to work for (compared to 78 % in 2015). Throughout 2019, a new edition of the survey will be carried out.

EVOLUTION OF TURNOVER BY GENDER, AGE AND WORKPLACE

(Percentage)

	2015	2016	2017	2018
Men turnover	4.51	4.21	4.86	3.23
Women turnover	5.01	7.56	3.29	4.10
Turnover of people under 30	11.52	12.56	8.84	9.15
Turnover of people between 30 and 50	6.55	9.25	5.32	4.22
Turnover of people over 50	4.48	6.65	3.77	3.49
Turnover of people working in Spain	1.42	1.91	2.02	2.01
Turnover of people working outside of Spain	5.62	12.86	6.35	6.19
Total turnover*	5.15	8.53***	7.6	7.17
Voluntary turnover**	4.66	6.59	3.74	3.49

* Total turnover = total no. of departures/ employees.

** Voluntary turnover = no. of voluntary departures of employees with indefinite contract / employees with indefinite contract.

*** Data recalculated due to an accounting error from the ACCIONA Service data in Mexico.

Diversity, equality and inclusion

ACCIONA's responsibility in terms of values such as integrity, transparency, safety and equal opportunities is described in detail in the company's Code of Conduct.

The company works hard to achieve real and effective equal opportunities for all groups of workers, as well as to incorporate the diversity factor as a strategic element of its people management.

In 2018, the Diversity & Inclusion Index de Thomson Reuters ranked the company among the 10 best companies in the world in terms of diversity and social inclusion.

⁴ Prepared by AON.

ACCIONA HAS BEEN RECOGNISED AS ONE OF THE 10 BEST COMPANIES IN THE WORLD BY THE THOMSON REUTERS DIVERSITY AND INCLUSION INDEX

Equal opportunities for men and women

With the aim of promoting equal treatment and opportunities among men and women, in 2018, ACCIONA continued to work on promoting the hiring of women in external selection processes.

Similarly, two new editions of the Programme for the Development of High-Potential Women were held, which is aimed at women with a clear career path in the company. The project managed to gather a total of 14 women compared to two participants in 2017.

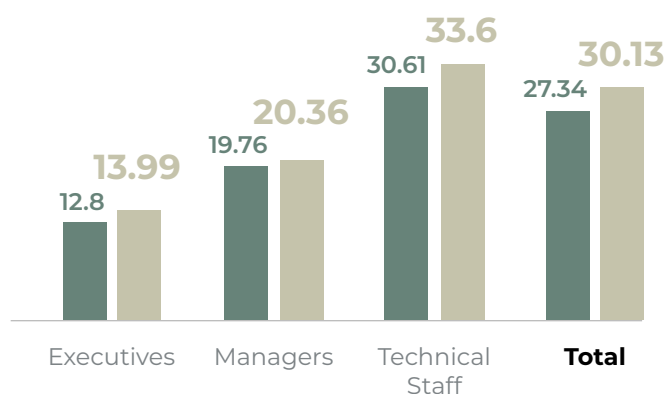
The company has carried out other equality communication and awareness-raising initiatives and has taken part in International Women's Day, Equal Pay Day and Elimination of Violence against Women Day.

These actions are in line with the SMP 2020 objectives to promote responsible hiring, increase the number of women in executive and managerial positions and foster female leadership programmes in all countries with over 300 company employees.

EVOLUTION OF WOMEN IN THE QUALIFIED EMPLOYEES GROUP

(Percentage of employees)

2017
2018



In order to ensure that these targets are met, once a month the results are reported on the monitoring of equality and socially-responsible contracting. Subsequently, this data is analysed by each business division and country with the aim of determining precise implementation and/or correction plans.

In the case of Spain, all business lines are covered by Equality Plans that are compliant with the Organic Law 3/2007 for the effective equality of men and women, stipulated with the most representative trade unions and in which the results are reported and evaluated jointly once every six months.

There are similar mechanisms implemented in countries such as Australia, Mexico and Canada. ACCIONA Engineering, ACCIONA Facility Services and ACCIONA Energy also hold the equality seal.

At the end of 2018, 31.5 % of the workforce were women, 14 % of whom held management positions and 20.4 % were managers. For 2020, the company has set the target of increasing the percentage of women in executive and pre-executive (manager) positions to 23 %.

ACCIONA HAS SET A TARGET OF HAVING 23 % WOMEN IN EXECUTIVE AND MANAGERIAL POSITIONS BY 2020

BREAKDOWN OF THE WORKFORCE BY PROFESSIONAL CATEGORY AND GENDER

(No. of employees)

	2017			2018		
	Male	Female	Total	Male	Female	Total
Executives and Managers	1,791	416	2,207	1,756	426	2,182
Technical Staff	3,974	1,765	5,739	4,424	2,239	6,663
Support	478	813	1,290	452	910	1,362
Workers/Operators	18,925	8,182	27,107	19,449	8,335	27,783
Other	994	65	1,059	315	238	554
Total employees	26,163	11,241	37,403	26,396	12,148	38,544

The category 'Other' corresponds to personnel not identified within the role model. These are mostly employees of Trasmediterranea, plus managed Joint Ventures where the model is not applied.

Inclusion in the workplace and anti-discrimination

ACCIONA's Code of Conduct promotes equal opportunities effective beyond gender diversity and under no circumstances accepts any form of discrimination in the workplace on grounds of age, race, colour, sex, religion, political opinion, national extraction, sexual orientation, social background or disability.

From the perspective of job insertion for people with disabilities, the 2018 financial year in Spain closed with a rate of 3.86 % of equivalent employment of the total workforce, 3.33 % of which corresponded to direct employment. The rest comes from contribution through procurement from Special Employment Centres and donations to tertiary sector organisations.

ACCIONA also has the Bequal certificate (with Bequal Plus rating), which certifies its compliance with the law and ACCIONA S.A.'s commitment to inclusive disability policies through an external audit.

Furthermore, the company has set specific objectives by country for achievement by 2020 related to responsible hiring, which will involve the definition and use of quotas for the inclusion of people with disabilities and at risk of social exclusion in the workplace.

Other notable initiatives in 2018 in the area of inclusion in the workplace of people with disabilities and other vulnerable groups include:

- Job insertion for 84 people with disabilities through the Inserta Programme of the ONCE Foundation, Integra Foundation, COCEMFE, Alcer and the SEPE (Spanish Public Employment Service).
- Hiring of 128 people at risk of social exclusion, of which 21 are women who have been victims of gender violence. This has been possible thanks to our partnership with different entities such as the Red Cross, Paideia and the SEPE.
- Collaboration agreement with COEMFE for the promotion and inclusion of workers with a physical and organic disability in ACCIONA Facility Services. The project will include the analysis of the current jobs and functions in order to define specific training plans.

⁵ In compliance with the General Disability Act.

- Holding of the professional reinvention workshop for the LGBTI community in partnership with the Employment Agency.

Each year, ACCIONA also promotes awareness-raising initiatives for International Day of Persons with Disabilities, as well as other activities, workshops and online courses on equality and diversity in the broader sense.

Likewise, some countries benefit greatly from ACCIONA's work in protecting minorities –Broad-Based Black Economic Empowerment (BBEEE) requirements in South Africa, First Nations in Canada, Indigenous in Australia–, as well as the protection of immigrant groups in the Middle East and Asia. ACCIONA's management of these risks involves coordinating the global diversity processes and overall targets, and socially-responsible contracting, with the development of specific plans and procedures where required. For this reason, in certain high-risk situations, external audits are carried out on working conditions, as is the case in the United Arab Emirates.

Workers' coverage

(GRI 102-41)

At ACCIONA, practically all groups of employees are covered by collective bargaining agreements in the different countries where they operate. In specific countries, and for implementation or legislative framework reasons, there may be small groups of workers that are not covered, although in any case, these would represent fewer 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 considered illegal. In these situations, control mechanisms have been established with regard to conditions agreed upon both by the company and its suppliers. ACCIONA holds ongoing, regular meetings with all union associations and employee representatives to prevent any matters that may derive from conflict, thereby reducing the occurrence of these situations.

In addition, the company is a member of Building and Wood Workers' International (BWI), which covers all work in the industries in which it operates.

In Spain alone, the company has 766 legal worker representatives and 299 collective bargaining agreements in place in different areas.

Health and safety at ACCIONA

The health and safety strategy revolves around the Human Resources and Occupational Risk Prevention (OHS) Policy (updated in 2018) and the action plan that defines its objectives is in line with the SMP 2020. ACCIONA also assesses specific risks associated with each of its activities through its OHS management system.

In 2018, the culture of prevention dominated the company's initiatives aimed at guaranteeing its employees' and supply chain's health and safety.

ACCIONA consults and collaborates with the representative bodies so required by the different legislations in which it operates, for instance the Health and Safety Committees in Spain. Workers also have specific communication tools and boxes in each business line that they can use to report incidents or potential threats in relation to occupational safety.

The company also develops programmes to ensure the occupational risk prevention of its contractors and its partners with Public Administrations in initiatives to promote a safe and healthy workplace.



Further information in the sections on health and safety in the chapters 'ACCIONA Energy's commitment', 'ACCIONA Infrastructure's commitment' and 'Other businesses' commitment'.

Evolution of the main accident indicators

In 2018, a total of 1,517 accidents took place involving ACCIONA company employees (1,345 of which occurred in Spain and 172 abroad), which was a slight rise in accident rates compared to the previous year.

PEOPLE

EVOLUTION OF THE FREQUENCY RATE

(Company employees)



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

EVOLUTION OF THE SEVERITY RATE

(Company employees)



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

EVOLUTION OF THE ACCIDENT RATE INDICATORS BY BUSINESS LINE

(Company employees)

	SEVERITY RATES				FREQUENCY RATES			
	2015	2016	2017	2018	2015	2016	2017	2018
Energy	39.8	17.1	7.9	17.7	1.6	0.5	0.36	0.45
Infrastructure	120.7	111.2	142.4	165.5	4.3	4.0	4.94	4.98
Other businesses*	139	134.4	113.2	34.60	1.9	2.6	2.73	1.47
Corporate	0	0	0	0	0	0	0	0

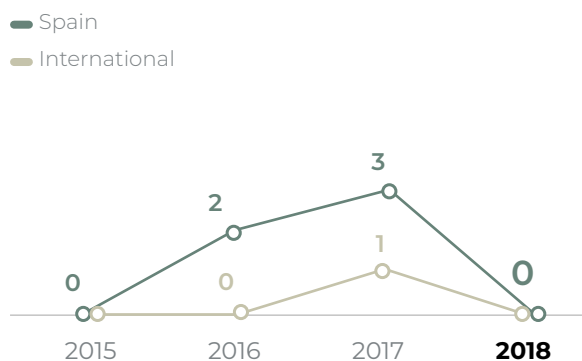
Severity rate: (no. of working days lost due to work accident/hours worked) x 200,000.

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

* Including Bestinver, Wineries and ACCIONA Inmobiliaria.

EVOLUTION OF FATAL ACCIDENTS

(Company employees)



The fatal accidents data in Spain for 2017 included in the 2018 Non-Financial Information Statement is incorrect, the correct data in this table.

Furthermore, the absenteeism rate increased slightly in 2018 compared to the previous year. Yet, the reduction in the absenteeism rate in Other Businesses is noteworthy, mainly as a result of the divestment of Trasmediterranea.

Below is a breakdown of this data by business line. The information is prepared jointly and homogeneously for all countries where the company has significant activity and in accordance with the international standard.

EVOLUTION OF THE EMPLOYEE ABSENTEEISM RATE BY BUSINESS LINE

	2015	2016	2017	2018
BUSINESS				
Energy	0.16	0.07	0.84	0.70
Infrastructure	3.21	4.71	4.90	5
Other businesses*	4.42	4.67	4.65	1.96
Corporate	1.43	1.93	1.59	1.57
Total	3.00	4.48	4.71	4.80

Absenteeism rate: (number of days lost due to absenteeism/number of days worked) x 100

*Including Bestinver, Wineries, ACCIONA Inmobiliaria and Trasmediterranea, apart from the 2018 data, which does not include the shipping company.

EVOLUTION OF THE EMPLOYEE ABSENTEEISM RATE PER REGION

	2015	2016	2017	2018
Spain	3.37	5.42	5.86	6.04
International	1.51	1.46	1.2	1.3

Absenteeism rate = (no. of days lost through absenteeism/no. of days worked) x 100

Road safety

At ACCIONA, the actions to promote road safety encompass not only accidents relating to vehicle traffic (on missions), but any type that may occur when going to and from work (commuting). In 2018, ACCIONA, has active awareness-raising campaigns in this area through the company intranet.

Notable among the measures that contribute to reducing commuting accidents is the bus service for employees and partners at its corporate headquarters in Madrid, which reduces the use of private transport to and from work. As a result, in 2018, we saw a 25 % drop in traffic-related accidents compared to 2017.

IN 2018, THERE WAS AN **11 %** REDUCTION IN COMMUTING ACCIDENTS AND A **47 %** REDUCTION IN ON MISSION ACCIDENTS

EVOLUTION OF COMMUTING ACCIDENTS

(With and without work leave)

	2015	2016	2017	2018
BUSINESS LINE				
Energy	8	5	13	10
Infrastructure*	79	178	158	148
Other businesses**	3	10	2	1
Corporate	4	4	6	0
Total	94	197	179	159

* Including Construction, Concessions, Water, Services and Industrial.

** Including Bestinver, Bodegas and ACCIONA Inmobiliaria.

EVOLUTION OF ON-MISSION ACCIDENTS

(Company employees)

	2015	2016	2017	2018
BUSINESS LINE				
Energy	1	3	4	1
Infrastructure*	31	100	15	9
Other businesses**	0	0	0	0
Corporate	0	0	0	0
Total	32	103	19	10

* Including Construction, Concessions, Agua, Services and Industrial.

** Including Bestinver, Bodegas and ACCIONA Inmobiliaria.

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, who are provided preventive medical information for the destination country and immunisation where necessary.

In recent years, links with private health companies have also been fostered, with competitive service offerings and conditions.

NO. OF OCCUPATIONAL ILLNESSES BY REGION

(Company employees)

	2015	2016	2017	2018
Spain	12	17	16	21
International	1	1	2	0

PEOPLE

Certain activities have been identified in several divisions that may cause occupational illnesses due to exposure to biological risk, over-exertion, 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 in their lives and reduce the occurrence of illnesses linked to lack of exercise.

The initiatives developed under the Health and Well-being Plan are:

- Survey to evaluate the workforce's perception of the Health and Well-being Plan and to evaluate proposals for new services in the future.
- Implementation of video medical consultations for national employees.
- Set-up of protected cardio spaces through the installation of defibrillators in work centres with over 250 employees. Also, 150 were trained in its correct use.

- Diagnosis and early detection of blindness carried out on 1,541 employees.
- Launch of new training opportunities and workshops on emotional management, time management, wellbeing and happiness or pilates, among others.
- In-person and online nutritional service to create and follow diets.
- New exercise awareness-raising and promotional campaigns.

OHSAS 18001 certifications

ACCIONA holds certifications for the majority of its businesses in accordance with the international OHSAS 18001 standard. All of the companies certified under this standard have been subject to internal and external audits with a view to verifying the degree of compliance with the management system implemented, the results of which have been positive and the certification was renewed in 2018.

In 2019, ACCIONA will make progress in the certification of its business under the new standard ISO 45001 for Occupational Health and Safety Management Systems, which will progressively replace the current OHSAS 18001.

EVOLUTION OF THE ACCIONA BUSINESS CERTIFIED OHSAS 18001

	2015	2016	2017	2018
Percentage of ACCIONA business certified OHSAS 18001	94.60	95.76	95.59	91.92

**OHSAS 18001 CERTIFICATIONS
BY BUSINESS LINE**

BUSINESS LINE	% Certified activity
Energy	99.00
Infrastructure	91.30
• Construction	90.45
• Concessions	100.00
• Water	87.99
• Services	91.73
• Industrial	100.00
Other businesses	75
Corporate	100.00

Percentages calculated taking into account companies with over 150 FTEs, except in Other Businesses in which all companies are taken into account. The percentages of Other Businesses are 0 % in Bodegas, 100 % in Bestinver and 100 % in Inmobiliaria.

**HEALTH AND SAFETY 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 SMP 2020. Whether or not they are achieved, affects the variable remuneration that employees receive.

Specifically, the goal set for the group is to reduce the frequency rate by 5 % compared to the previous year. Furthermore, each of the company divisions sets annual objectives, defined at the beginning of each year and reviewed monthly.

ACCIONA HAS SET ITSELF
THE **TARGET OF REDUCING**
THE FREQUENCY RATE BY 15 %
IN 2020 COMPARED TO 2015

Worker participation

ACCIONA's 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 collaboration in occupational risk prevention efforts. Work centres also receive visits to encourage their involvement, and are informed about accidents, safety inspections, workers' complaints, risk assessments and other activities of the Prevention

PEOPLE

Department. The percentage of employees represented by formal health and safety committees exceeds 99 %.

Some of the divisions also 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

All of the company's businesses have training and awareness-raising programmes in their annual plan, as well as training requirements in occupational risk prevention. The number of training hours increased significantly in 2018 due to a job skills certification acquired by over 1,500 workers in Ecuador.

ACCIONA also has internal communication mechanisms that are key to preventing accidents and preserving the health and safety of employees. Notable among the most widely used communication tools are the Interacciona Intranet, bulletins, email, suggestion boxes, communications through signs or via payroll and specific actions in the workplace.

TRAINING IN OHS 2018
AT THE CORPORATE UNIVERSITY

	No. of hours	No. of employees	No. of OHS hours per employee/year
Energy	31,522	1,587	19.86
Infrastructure	305,463	35,596	8.58
Other businesses*	2,345	1,361	1.72
Total	339,330	38,544	8.80

*Other Businesses includes: Corporate, Bestinver, Trasmediterranea, Inmobiliaria and Bodegas.

EVOLUTION OF THE TOTAL NUMBER
OF TRAINING HOURS ON OHS



Extension of the prevention commitment to the supply chain

One of ACCIONA's main goals is to extend its culture and commitment in relation to health and safety to the entire supply chain. In this regard, the company tracks accident rates in the supplier, contractor and subcontractor network of all its divisions. In general, there is full participation in practically all prevention-related activities, collaborating

in the procedures of the Company's normal management systems (risk identification, definition of controls, inspections, training, information, safety programmes based on conduct, etc.).



Further information can be found in the 'Society' and 'Value Chain' chapters.

EVOLUTION OF ACCIDENT INDICATORS FOR CONTRACTORS

	SEVERITY RATE				FREQUENCY RATE			
	2015	2016	2017	2018	2015	2016	2017	2018
Energy	55	46.7	3.6	22.0	1.6	1.9	1.1	0.6
Infrastructure	19.7	29.5	19.1	18.6	1.7	1.9	0.9	0.9
Other businesses*	0	0	0	0	0	0	0	0
Corporate	0	5.8	0	0	0	0.4	0	0
Total	23.4	31.2	18	18.7	1.7	1.9	0.94	0.86

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

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

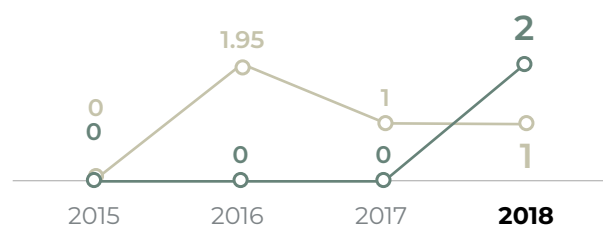
* Including Bestinver, Grupo and ACCIONA Inmobiliaria.

EVOLUTION OF FATAL ACCIDENTS INVOLVING TEMPORARY JV AND CONTRACTORS

(As per % of participation)

Spain

International



All fatal accidents in 2018 affected males only in Spain and Canada.