



# social dimension

a. our people

b. safety, our priority

c. dialogue and cooperation

# our people

## 2009 milestones

- Implement a new system for attracting and selecting talent.
- Develop a new organisation model based on a hierarchy that is common to all companies, activities and countries where ACCIONA operates and clearly communicates career paths and standardizes job descriptions worldwide.
- Definition of a new model of skills and competencies based on the Company's vision and values.
- Development and implementation of the Virtual Campus.
- Implementation of the Learning Management System as a tool for managing training in all the business lines by integrating face-to-face and online training.
- Online training programme in Sustainability developed by Cambridge University and aimed at executives and middle managers.
- Signature of equality plans in the Infrastructure, Real Estate and Facility Services divisions.

## 2010 goals

- Launch the new ACCIONA Brand Strategy on Employment using Web 2.0 tools.
- Launch a new Career Plan to enable people to grow within ACCIONA.
- Develop a global Performance Assessment programme applicable in all ACCIONA divisions and companies.
- Develop a Potential Management Programme to identify and develop the Company's future leaders.
- Define and implement a single worldwide Training Itinerary System for all professionals at ACCIONA.
- Ensure that ACCIONA's entire workforce is covered by Equality Plans.

## New challenges in employee management

ACCIONA's people-management approach enables it to have the right human resources at the right time anywhere in the world in response to the business's strategic needs. The distinguishing feature in this approach is equality of opportunities in professional development within the Company.

These management models are at the forefront of the industry and make the Company a leader in attracting, managing and developing the best talent on the market by prioritizing and structuring resources to maximise growth.

ACCIONA wants its employees to have a productive, safe and highly positive working environment and it promotes respect, justice and fairness in pursuing comprehensive development of individuals.

In the current economic downturn, ACCIONA is maintaining its prudent approach by adopting new management mechanisms to provide immediate, effective responses to challenges arising in people management in the continuing unstable economy.

Unemployment continues to rise rapidly in Spain in 2009, forcing many companies to make lay-offs. The construction industry is among the hardest hit because of the real estate boom and subsequent slump in sales.

ACCIONA made some lay-offs in 2009, mostly as result of suspension of work contracts due to decisions and demands of our clients and concentrated in the construction services sector. In all cases, the mandatory period of consultations with

**The differentiating element in ACCIONA's management model is equal opportunities**



## Infrastructure, Energy & the International division were net job creators in **2009**

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the workers' representatives was respected and agreements were reached with them to minimize the economic impact and avoid traumatic social effects.

There are no signs that the labour market will improve in the short term; this is due to such factors as the reduction in investment as a result of the need to devote public expenditure to social services. ACCIONA seeks to prepare for these situations by using all resources at its disposal to reduce the negative impact on its workforce. Nevertheless, overall employment at ACCIONA in 2009 followed the general trend in the labour markets where the company operates, although there were differences between regions and businesses; in fact,

Infrastructure, Energy and the International area were net job creators. The Company also believes that adjustments in employment will be temporary and confined to areas that may be affected by client decisions.

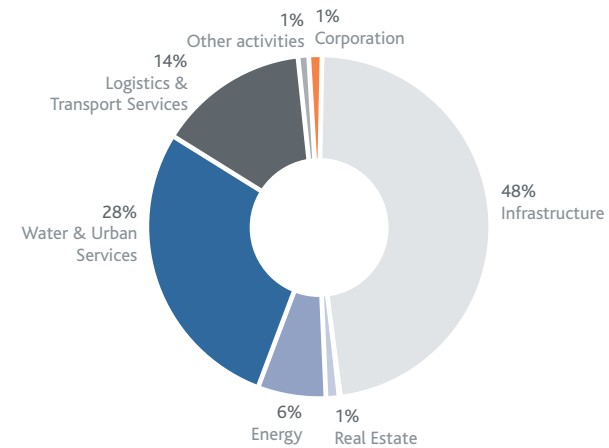
Average employee turnover was 6.82%; average seniority was 7.3 years; the average age of the workforce is 39.8 years; the percentage of employees on permanent contracts is 68%, rising to 98.49% if all ACCIONA companies to which the "Convenio de la Construction" (Construction Industry Agreement) applies are included; female employees account for 27%, and immigrants 5.32%, of the total workforce.

ACCIONA	2007	2008	2009
INFRASTRUCTURE	15,816	15,675	15,813
REAL ESTATE	401	420	362
ENERGY	1,309	1,981	2,147
WATER & URBAN SERVICES	10,556	10,360	9,382
LOGISTICS & TRANSPORT SERVICES	5,201	5,463	4,766
OTHER ACTIVITIES	447	486	439
CORPORATION	165	177	205
<b>TOTAL</b>	<b>33,895</b>	<b>34,562</b>	<b>33,114</b>

EMPLOYEES	SPAIN	INTERNATIONAL
2006	82%	18%
2007	79%	21%
2008	76%	24%
2009	70%	30%

BREAKDOWN OF WORKFORCE BY CONTRACT TYPE AT ACCIONA INFRASTRUCTURE				
	TEMPORARY	PERMANENT	PERMANENT ON-SITE	TOTAL
2005	1.11%	51.40%	47.48%	100%
2006	2.47%	58.14%	39.39%	100%
2007	3.02%	52.08%	44.90%	100%
2008	4.01%	47.47%	48.52%	100%
2009	1.51%	69.85%	28.64%	100%

Breakdown of employees by location



## Professional development at ACCIONA

One of the objectives of our people managers is to make ACCIONA the best place to work. To that end, the Company promotes leading-edge policies that enhance employees' development on both a professional and personal level.

This makes it necessary to provide appropriate, stimulating work environments so as to ensure that all employees can seize the career opportunities created by the Company's business plans worldwide.

These approaches hinge on the employee. He or she is responsible for pursuing a career, obtaining good results and developing skills. To that end, ACCIONA employees must always rely on the support of their superiors and of Human Resources.

Notable activities in this area in 2009 included the definition of a new competency model, a new system for attracting and selecting employees, and a new assessment and career management process, as well as career planning and a new internal mobility process.

### Competency Model

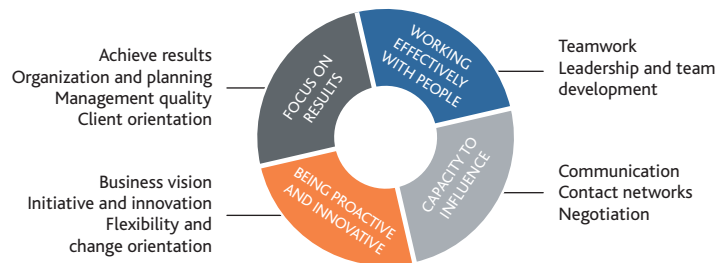
The human resources function defines competencies as the set of skills, attitudes and knowledge that ACCIONA wishes to attract, develop and recognize among its professionals.

At ACCIONA, competencies respond to the following challenges:

- How people contribute to achieving the Company's goals.
- What behaviours become characteristics of ACCIONA's identity.
- What behaviours become part of the human resources management policies.

Competencies are integrated into four performance areas made up of a number of capacities reflecting how professionals should perform:

ACCIONA Competency Model



Using this Competency Model, it is possible to:

- Rapidly fill a vacancy through the Selection Process.
- Align training so as to create value in the business, through the Training Policy.
- Ascertain whether a person is ready for promotion, through assessment.
- Offer long-term career prospects to outstanding performers, through the Career Plan.
- Facilitate mobility, through the Internal Mobility Plan.

## New Attraction and Selection Plan, using new technology

ACCIONA launched a new Attraction and Selection Plan in 2009.

The plan uses new technologies to publicize vacancies on various employment websites, conduct virtual interviews and, generally, manage the recruitment process.

The new strategy is based on the following principles:

- Providing talent for a knowledge-based business.
- Operating in a very competitive market.
- Seeking a rational and emotional commitment from employees.
- Promoting personal identification with the business project.
- Efficiently managing diversity.
- Operating in a situation where the employees are the ones who decide where to work.

These principles will be used to distinguish the launch in 2010 of the ACCIONA Brand Strategy on Employment.

Promotion of the ACCIONA brand by Human Resources is growing in importance within the Company. This consists of a set of strategies and initiatives aimed at building an "employer brand", so as to imbue the corporate identity with attributes that make ACCIONA an attractive place to work.

The main avenues for seeking excellence and diversity through processes to attract and retain talent are as follows: market intelligence, employer brand projects, the more than 110 framework agreements with universities and business schools, and agreements with secondary schools, foundations, public institutions and employment agencies.

### Assessment and career management

The purpose of assessment and career management processes at ACCIONA is to improve each person's performance and contribution to the Company's goals, and to promote each employee's professional development.

ACCIONA has two types of processes in this area:

- The first is the "Conversation on Development" process, which provides information on each professional's contribution to ACCIONA's goals and identifies his or her professional progress. Each of ACCIONA's business lines adopts its own processes for tracking, supporting and assessing employees, following the basic lines of the common model. Processes of this type now apply to over 40% of ACCIONA's employees.

In order to continue making ACCIONA the best possible place to work, a new global Performance Assessment process will be launched in 2010:

- > ACCIONA views Performance Assessment as an annual process of planning, evaluation and tracking of objectives that makes it possible to improve people's professional capacities and to define how they can best contribute to meeting the Company's goals.
- > The purpose is to facilitate communication between management and subordinates about the results that are being achieved, how people are performing, and how their professional profile is progressing.
- > Through this process, ACCIONA aims at improve the management quality of our executives so as to continue ensuring that ACCIONA is the best place to work.

**Evaluation & career management processes are not only focused upon performance but about motivating professional development**



Additionally, a process of 360° feedback will be initiated for ACCIONA's Management Committee.

■ The second is the People Planning Process, whose goal is medium- and long-term talent management so as to ensure that the Company always has the best professionals for each job. In 2009, the People Planning Process was launched at ACCIONA Infrastructure, involving over 1,200 people.

## People Planning Process

ACCIONA's People and Career Planning Process seeks to ensure that the best professionals are available to meet the strategic needs of the Company's business plans.

The model is based on an analysis of the people and organization, development of succession plans, and identification and development of key, high-potential individuals.

This approach will enable ACCIONA to:

■ Respond to challenges with the best available resources.

■ Improve management quality and facilitate leadership development.

■ Ensure retention of key personnel and succession processes.

■ Ensure proper assignment of people based on their potential and performance.

The programme begins by identifying the needs of the business in terms of professional profiles and a study of the various team and career paths available based on each person's potential.

### ACCIONA People and Career Planning Model



### Internal Mobility

Internal Mobility is the process by which employees can take advantage of vacancies or newly created posts in the Company, either at their own initiative or through internal recruitment.

ACCIONA views internal mobility as a key factor in developing, motivating and retaining the best professionals, based on open management of the professional opportunities that the Company offers.


ACCIONA's model of internal mobility is based on a number of principles in order to enable the Company's professionals to:

- Avail themselves of career opportunities arising in any of the divisions or business areas.
- Have priority over external candidates in recruitment processes, all other factors being equal.
- Participate in objective internal recruitment processes based on equal opportunities and professional merit.

### New challenges

These programmes enable the Company to have employees who are capable of assuming new responsibilities and addressing new challenges, with diverse, multi-faceted competencies and knowledge, and a broader, more structured vision of the business.

**ACCIONA views Internal Mobility as a key option in the development, motivation and retention of its best professionals**



## Compensation policy, a distinguishing feature

A key factor in ACCIONA's success is recognizing its professionals' contribution to the Company's strategic objectives. ACCIONA views this as a critical factor both in attracting and retaining talent and in its international expansion strategies.

ACCIONA uses an organizational analysis and global evaluation model for professional positions which was designed for the entire Company. Compensation levels are established so as to be competitive within the market while applying strict criteria of internal fairness. Variable remuneration is linked to objectives established by management. The weighting of a business's results in compensation is directly linked to the level of responsibility of the person being evaluated.

In 2009, ACCIONA worked to create an international compensation and organizational structure which includes job assessment. Salary bands for each country will

be reviewed in 2010, enabling remuneration to be managed in line with global corporate policies. The ratio between the standard starting salary in Spain was 141% in 2009.

### Flexible Compensation Plan

In order to maximize the economic and/or tax advantages available in Spain, a Flexible Compensation Plan was introduced in 2009 to adapt employees' compensation to their personal needs, enabling them to convert up to 25% of fixed salary into variable compensation. In the initial phase, the system was applied to a limited number of executives and managers; it will be extended to a broader group of employees in 2010.

**Benefits, competitive compensation**

ACCIONA offers employees more social benefits than required by current legislation. Most of these benefits are included in the collective bargaining agreements and apply to all employees. Employees enjoy the following benefits, among others:

- Flexible working hours at head offices and other office locations.
- Special offers on health insurance for employees and their families (discounts of up to 38% in 2009 and up to 43% in 2010).
- Free life and accident insurance.
- Guarantee of full salary during paternity/ maternity leave.
- Supplementary sick benefit up to 100% of salary for indirect labour.
- Crèche vouchers for employees with children aged under three.
- Free bus service to corporate headquarters.
- Travel agency for organizing personal trips.
- Discounts on food, cars, electronics, and leisure, health and beauty products.
- Sports club. Agreements with foundations.
- Special prices on summer apartment rentals, for employees who have been with the Company for a certain period of time.

**Company social  
benefits go further  
than current legislation  
and apply to  
100%  
of employees**



## Training, a key factor for innovation

In 2009, the Human Resources team continued to work towards the goal of keeping ACCIONA ahead of the field in its training policies, methods and tools.

ACCIONA has a modern 1,500m<sup>2</sup> Corporate Training Centre, where more than 10,000 employees have received training.

### Virtual Campus 2.0

The Company has also developed a new Virtual Campus using Web 2.0 technology. The Campus gives employees access to more than 1,500 training modules, structured in channels: competencies, languages, and functional and technical skills. Content is offered in a range of formats, and users can rate and comment on the content. Users can also choose areas of interest and receive updates when new content is added in those areas. The new Virtual Campus includes top-level training materials

developed by prestigious business schools and specialized consultants. The project to develop the Campus includes a Learning Management System that supports all training processes and management activities. There were over 60,000 downloads and more than 2,000 subscriptions in the first months after the Virtual Campus was launched.

The Campus is available, in both English and Spanish, to all Group companies in all countries.

Another notable project is the online induction course for all business lines. The purpose of this course is to provide standardized accurate information about the Company, its values, businesses and activities, as well as other notable information and figures. The programme focuses especially on social responsibility, sustainability and innovation as key underpinnings of ACCIONA's culture.

## 7.41 million euros in training

In 2009, 3,449 training courses were held at ACCIONA, costing a total 7.41m euros. Each employee received an average of 26 hours' training, at an average cost of 440 euros/employee (participant).

ACCIONA implemented other training programmes in 2009, including notably the third E-MBA, in which over 100 executives have been trained, and the Sustainability Training Programme, developed by Cambridge University.

**ACCIONA has a  
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### Innovative approaches to executive training

The approach to executive training was modified substantially in 2009 in terms of both content and format. In particular, it was decided to innovate by promoting the use of the new Virtual Campus.

The system focuses on developing the Company's senior management and also on the strategic need to convey cultural values, such as internal cohesion in a multi-business

organization, innovation as a distinctive feature of the Company's culture, and the leadership style befitting a global company.

ACCIONA's executive training programme is structured like a business school. The Company offers executives a range of programmes tailored to their level of professional experience and the organizational context, enabling them to manage their learning with the maximum degree of autonomy. Executive training programme content is highly relevant and kept constantly up-to-date.

ACCIONA executive training is structured in three stages



## ACCIONA to launch the ACCIONA Masters' in Sustainable Economy in 2010

ACCIONA plans to launch its first Masters' Degree in Sustainable Economy degree in April 2010.

This pioneering, innovative Masters programme seeks to train ACCIONA executives and pre-executives in issues that are priorities in the Company's business plans so as to give them an overview of sustainable growth patterns, promote quality employment, equal opportunities and social cohesion, and ensure respect for the environment and rational use of resources.

The combined methodology of the Executive MBA includes both face-to-face and online activities and lasts 12 months, involving a total of 645 hours.

ACCIONA is launching  
its first Masters' Degree  
in Sustainable  
Economy in  
**2010,**  
a pioneering, innovating  
programme



## Diversity and equality, the foundations for growth

A company's success hinges on its people. ACCIONA sees diversity and equality as pillars for growth and social progress underlying its corporate philosophy.

ACCIONA has established ethical principles and values so as to promote equal opportunities in all areas of people management. The Company has also implemented programmes, procedures and actions to create a workplace that is free of any type of discrimination and fosters diversity.

The application of these values is guaranteed by a constant dialogue with labour representatives. This has resulted in major progress being made in the area of equality and diversity, such as promoting female employment in areas where there are few women, and integrating people with disabilities. People with disabilities account for 2.47% of ACCIONA's workforce in Spain. In this field, ACCIONA works with the ONCE Foundation, sheltered workshops and the leading national organizations for people with disabilities.

ACCIONA views equality and diversity as an integral part of sound projects providing opportunities for professional development and promoting an effective policy of talent management and creation of opportunities for both women and men in all its lines of business.

Women accounted for 27% of ACCIONA's workforce in 2009.

## ACCIONA signed equality plans with labour unions UGT and CCOO in the Infrastructure, Real Estate and Facility Services divisions

In 2009, ACCIONA signed equality plans in the Infrastructure, Real Estate and Facility Services divisions with the two leading labour unions. The plans fall under the scope of Spain's current Gender Equality Act.

At the end of 2009, approximately 65% of the Company's workforce in Spain was covered by equality plans, and the Company expects that percentage to approach 100% in 2010.

The Plans' basic goals are as follows:

- To promote the effective application of the principle of equality between women and men, ensuring equal opportunities in terms of access, professional development and working conditions at all levels and in all areas of the organization.
- To ensure, as far as possible, a fairer and more balanced distribution of men and women across the workforce.

- To guarantee and improve working conditions for both men and women, taking steps to facilitate work/life balance.

- To strengthen the commitment to sustainability and responsibility across its entire workforce so as to nurture a corporate culture focused on equal opportunities and the avoidance of any kind of discrimination for gender-related reasons.

Annexed to the Plan is the "Protocol in the event of Workplace and/or Sexual Discrimination", which is already in place in ACCIONA companies across the globe. With this protocol, ACCIONA seeks, as part of its responsibilities, to take all necessary measures to foster a working environment free from all kinds of harassment, and to reject and combat behaviour of this kind.

The initiatives implemented by ACCIONA in the areas of equality and diversity make it a benchmark company in the labour market and strengthen its corporate responsibility strategy.

## Socially responsible recruitment

For many years, ACCIONA has worked with Integra Foundation, a not-for-profit group that promotes integration into the labour market of groups at risk of social exclusion.

In 2009, the Foundation acknowledged the training work performed by ACCIONA at the Infanta Sofia Hospital, through which the Foundation's candidates have received theoretical and practical training for their work directly on the job.

Through this type of initiative, ACCIONA seeks to identify new forms of working with the Foundation's candidates to help them normalize their lives through integration into society and the labour market.

A total of 13 people were hired under this programme in 2009, i.e. exceeding the initial objectives despite the adverse situation in the labour market.

To date, 101 people have been hired by ACCIONA in this way, giving them the opportunity to normalize their lives.

## Internal communication in ACCIONA is a critical factor for efficient management of people and business

## Transparency and participation

Internal communication is particularly important within ACCIONA for effectively managing the people and the businesses.

In recent years, the Company has focused its efforts on unifying cultures and making sure that all employees are integrated with, committed to, and motivated by the Company's projects.

Internal communication at ACCIONA aims to disseminate clear, simple transparent messages in real time.

In order to facilitate and promote two-way communication and participation, the Company strives to make dynamic

use of the intranet, Interacciona. In the last year, the number of activities inviting participation has increased, as has the use of Interacciona through competitions, surveys and thematic blogs.

Because of the geographical and sectoral diversity within ACCIONA, other communication tools had to be developed, such as the "ACCIONA Reports" in-house magazine, as well as other internal bulletins, reports, letters, brochures, etc. There are suggestion boxes and notice boards at work centres and on the intranet. The Company also produces procedure manuals, communiques and circulars and hosts regular meetings and events.

## Interacciona wins Best Employee Portal award

In 2009, Interacciona, ACCIONA's intranet, received the prestigious award for best practices in internal communication from Spain's Internal Communication and Corporate Identity Observatory, which recognizes the best internal projects at Spanish companies and public agencies.

A total of 53 organizations, representing around 80 candidates for the various categories, participated in this second edition of the awards, which were created jointly by Inforpress, IE Business School and Capital Humano magazine.

## ACCIONA's website – first in accessibility among Ibx 35 companies

The Company's website and those of its divisions play a very important role in external communication. True to its commitment to favouring the integration of people with disabilities and facilitating universal access to information, ACCIONA designs its websites according to AA <sup>(1)</sup> accessibility standard 1. In 2009, ACCIONA's website obtained AA certification from AENOR; it was the first Ibx 35 company to do so.

(1) The AA standard ensures accessibility on the part of people with physical, visual, auditory or cognitive disabilities.

## Digital communications

ACCIONA also greatly improved its digital communications: a new sustainability blog was created within the Press Room on the corporate website, and the first steps were taken in the use of social networks.

## Labour relations

Labour relations at ACCIONA are especially challenging given that the Company works in many countries, sectors and activities.

All employees have union representatives and are covered by collective agreements. None of the Company's divisions is considered to have risks with regard to freedom of association or collective bargaining. All employee health and safety matters are also covered by agreements with the unions.

Through the labour relation units of its divisions and its membership of industry associations, ACCIONA participates in negotiating collective agreements at provincial or industry level. A number

of collective agreements for specific companies or workplaces and numerous wage reviews were negotiated in 2009.

During the year, ACCIONA Concession Services signed the first collective agreement for non-medical employees at Madrid's Infanta Sofía Hospital. This was the first such agreement signed in the context of private management of the new public hospitals in the Madrid Region and will serve as a template for future negotiations.

ACCIONA encourages and promotes dialogue with workers' representatives. Organizational changes affecting employees are negotiated, and the periods

of advance notice stipulated by the law and by collective agreements are complied with strictly. There are currently more than 800 workers' delegates or representatives at ACCIONA (delegates, union committee members, union representatives, health and safety officers, personnel with complementary guarantees under the Trade Union Freedom Act, and personnel with union guarantee agreements).

ACCIONA frequently meets with representatives of the unions at federal, confederal, industry and regional level, and with all those which represent employees in any of ACCIONA's lines of business.

### Our actions

- New management tools.
- Policies to attract and retain talent.
- Policies to guarantee equal opportunities for everyone working at ACCIONA.
- Plans and models to ensure personal and professional growth through career plans in a transparent organization.

ACCIONA  
has more than  
**800**  
personnel delegates  
and workers'  
representatives

