





HUMAN RESOURCES

A PLACE FOR EVERYONE

It's people that set Clece apart.

With our focus set firmly on people, **every employee counts, every person adds something.**

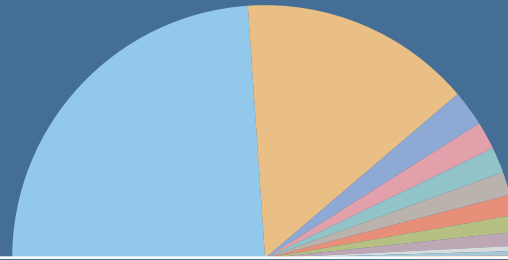
Recognising everyone's individuality is quite a challenge, given the size of the workforce: this is the third-largest private company in Spain in number of employees, with a staff of 69,316 in 2014.

Integration is one of the cornerstones of Human Resources management. Respect for differences and inclusion becomes clearer through the integration into the workplace of people from socially vulnerable collectives. In this regard, the company has achieved significant progress in recent years. In the previous financial year, there were 5,032 people from these social groups working for Clece: women who have suffered gender-based violence, people with disabilities, people at risk of social exclusion, and young unemployed people. They accounted for 7.3 percent of the total, and continue to grow, going way beyond the legally required minimum.

Non-discrimination and equal opportunities are also a maxim, in terms of gender, as part of the Equality Plan implemented in all of the Group's companies. Regarding professional development, Clece continued to invest in an ambitious training plan, which was extended to more than 26,600 employees, 11.5 percent more than in 2013. Clece also kept up its emphasis on health and safety issues, to ensure and strengthen a safe working environment.

69,316

PEOPLE ON THE WORKFORCE



62,526

2012

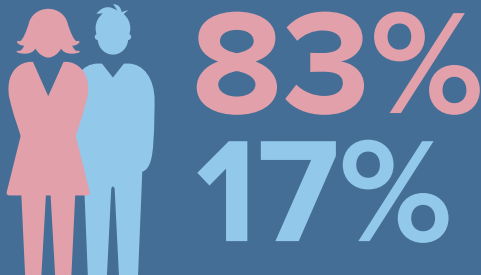
65,774

2013

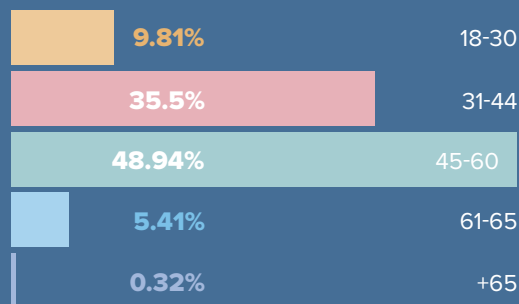
+5.4%

2014

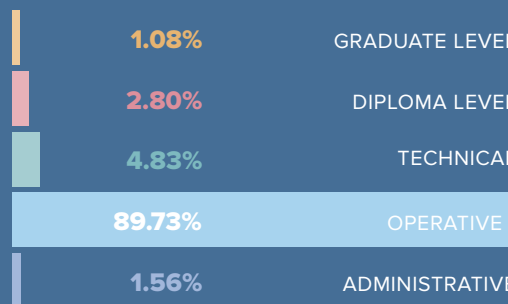
Evolution of the workforce 2012 to 2014



Distribution of workforce by activity



Distribution of workforce by age



Distribution of workforce by job type

DEVELOPMENT PLANS

- **Advanced Development Programme for Service Managers:** sixth cycle, with 63 participants
- **High-Performance Training Programme:** two days a month for eight months
- **Skills Assessment Programme:** more than 1,500 people to be trained
- **Social Area:**
 - Programme for Directors of Social Centres: 32 employees
 - Co-ordinator of Home Help Services: 176 employees
- **Economic and Financial Training Itinerary:** with 89 participants

2014 LANDMARKS

- **Renewal of Clece Equality Plan** until March 2016
- **Renewal of Talher Equality Plan** until March 2016
- **Renewal of MA Equality Plan** until March 2016 (Multiservicios Aeroportuarios)