Clece Group

ANNUAL REPORT 2015



Our vocation is helping our clients grow



DELIVERING OUR PROMISES



OUR PEOPLE



SOCIAL COMMITMENT



THE BUSINESS IN 2015



OUR SERVICES.
SUCCESS STORIES



INTERNATIONAL PRESENCE



COMMITMENT TO EXCELLENCE



CLECE GROUP STRUCTURE





We firmly believe in what we do and how we do it, in transparency, our ethical approach and our commitment to people



Years ago, when Clece began this exciting project, if you had said to me that a business like ours would achieve twelve consecutive years of uninterrupted growth averaging 10%, - a period spanning the worst crisis our country has ever experienced - I would not have believed you.



CRISTÓBAL VALDERAS ALVARADO CHAIRMAN OF CLECE Thanks to our business model, our team, the way we manage complex services, and our focus on people, I can say that not only is this a reality today, but we will continue deliver on our promises over the coming years.

At the close of 2015, our turnover was 1,376 million Euros, which represents 5.5% growth against the previous financial year. We have created new business areas, such as Security Services, which are here to stay. We have achieved double digit growth in activities such as Facility Management or Energy Efficiency services which, despite their importance in terms of efficiency and saving, are not a normal focus for our country. Large businesses and government administrations across the whole territory trust Clece to undertake highly complex projects, whether this complexity is in terms of scope, uniqueness or volume.

We firmly believe in what we do and how we do it, in transparency, our ethical approach, and commitment to people. With our commitment and effort, which is ever greater thanks to the 73,212 employees who now form part of Clece, we continue to integrate people from vulnerable collectives into our family. Today, we have 6,549 employees who are either disabled,

victims of gender-based violence, at risk of social exclusion, victims of terrorism, or young unemployed people.

These are big numbers. But they represent a sum total of individual stories. They are the stories of people who need help because they belong to disadvantaged collectives, but who find a way out through employment. Through their work they achieve a sense of purpose and fulfilment by helping others who, due to their age, social situation, or disability, need special attention. This mutual help is constantly repeated through the personal and professional experience of employees who through this close what we call the "integration circle". It is enormously rewarding to listen to their experiences.

And as for the future? It is both promising and full of new challenges. In 2015 we celebrated the fact that government administrations have taken the first steps to include social clauses in public contracts, a trend which should be consolidated over the next few years. At Clece, we are convinced of the need to add value not just in financial terms but to all the services we provide. We want to be the benchmark for a new market for

services characterized by human, social and environmental variables.

We also know that our formula, which has produced such good results up to now, means we are well-positioned to confront the risks ahead. If there is one thing which characterizes us, it is our capacity to rapidly adapt to market demands and great social challenges - such as responding to citizens growing awareness of social and environmental issues.

We never forget that it is our business success which allows us to continue to invest in improving the services we provide to Society, allowing us to introduce new technologies, and deliver excellence to people. In 2015, we incorporated 3,900 new employees within Clece. Of these, 1,500 were from socially vulnerable collectives. We want these numbers to substantially increase in 2016.

We will continue working in the same way and with the same optimism and hope, so that our success will mean success for everyone; our customers, users and our employees. Society as a whole.

10%
ACCUMULATED GROWTH
OVER THE LAST 12 YEARS

1,376
TURNOVER OF MILLIONS OF EUROS IN 2015

73,212

EMPLOYEES WITHIN THE WORKFORCE

6,549
PEOPLE FROM VULNERABLE COLLECTIVES

5.62%

growth achieved

9%

from vulnerable collectives

3rd ranking

private company in workforce numbers



PEOPLE

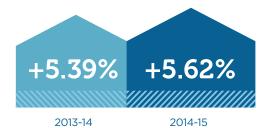
A PLACE FOR EVERYONE

Clece grows because of its team and for its team.

The company's progress in 2015 resulted in a 5.6% increase in the workforce, which rose to 73,212 employees. This figure continues the upward trend of recent years and consolidates Clece's place as the third ranking private company in the country in terms of the number of employees.



Growth in workforce numbers (2013-2015)



Gender distribution



12,402 MEN

This growth is sustained by the personal and professional development of each employee. To facilitate this development, the key pillars

of our approach to Human Resources management are talent management, commitment to integration, facilitating equality, and the promotion of occupational health and safety.

TALENT MANAGEMENT

To encourage talent as a strategic value, training and development are the two priorities underpinning our Human Resources approach. The Annual Training Plan includes both training programs linked to our business and training activities focused on occupational health and

safety. In 2015 we provided a total of 485.626 training hours distributed across 2,044 courses, for a total of 25,500 employees.

To encourage participation, 89% of this training offer took place in the workplace. Using flexible methodologies adapted for each service, Clece makes training time available across its geography. Courses are provided both in house and externally, in collaboration with universities, professional training centres, government administrations and chambers of commerce. The agreement reached with the Andalucian Regional Government in 2015 is a particular highlight in terms of the certification of 5,000 home help assistants in the Autonomous Community.

COMMITMENT TO INTEGRATION

Our commitment to integration is fundamentally linked to the Clece social project for the integration of socially vulnerable collectives through employment. Amongst these collectives are people with disabilities, women who are victims of gender-based violence, people at risk of social exclusion, victims of terrorism, and young unemployed people.

In total, 9% of the workforce belong to these collectives. This differentiating fact demonstrates the integrating efforts of Clece, adds value to our business and is reflected in working surroundings which are more collaborative and united.

Workforce distribution by activity



CI FANING

47.26%



SOCIAL 31.66%

4.16%

MAINTENANCE



EDUCATION 3.80%



3.49%



AUXILIARY 3.05%



ENVIRONMENT 1.97%



CATERING

1.66%



SECURITY

1.12%



LOGISTICS

0.66%



UNITED KINGDOM

1.17%

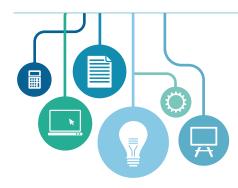
ENCOURAGING EQUALITY

2015 marked a further step forward in the progressive extension of equality policies throughout the company thanks to training, dialogue and establishing equality plans in the different companies which form part of the Group.

Amongst the key milestones achieved during the last financial year, we trained 1,242 people in equality. Clece also incorporated 302 women who are victims of gender-based violence into its workforce. With respect to the prevention of harassment, action protocols for workplace and sexual or gender-based harassment were changed, improving their application to different segments and implementing more immediate and direct communication tools.

EMPLOYEES WHO ARE FROM VULNERABLE COLLECTIVES

ASSOCIATIONS, FOUNDATIONS



Training Indicators

85,626

DEDICATED TO PREVENTION

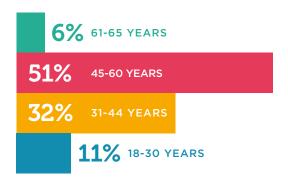
Development plans

- » Senior Development Program for Heads of Service: 7th program, 80 participants
- » Competencies Evaluation Program: implemented for 289 employees
- » Social area:
 - · Social Centre Director Program: 36 employees
 - · Home Help Service Coordinator: 40 employees
- » Economic-Financial Training Itinerary: 52 participants

2015 Milestones

- » Discert Certification
- » Renewal of SA8000 certification in International Social Responsibility
- » Accession to the Global Compact

Workforce distribution by age and work category









OPERATORS

TECHNICIANS ADMINISTRATORS

PROMOTION OF HEALTH AND SAFETY AT WORK

Creating an environment which guarantees the health and safety of employees is a value which always features in company decisions. Five fundamental principles on which Clece's **Health and Safety Management System** based:

Preventative actions must be built into work plans and form an integral part of working conditions Safety is the responsibility of Clece's Directors and of each employee.

All members of the company are under the obligation to **communicate any risk situation** which may generate accidents and/or incidents.

Any accident can be avoided.

People and their safety is a core value for Clece. Nothing is more important.

Х	Х
Х	Х
х	Х
Х	Х
Х	Х
х	Х
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To encourage everyone's involvement, 149,426 hours of prevention training were provided. This started with a course specifically for Heads of Service and Managers with 500 participants. This was a significant section of the 1,600 people targeted for the training, which continues in 2016.

The system was implemented according to the OHSAS 18001 "Management of Health and Safety at Work System". During 2015, Clece, Ndavant, Lireba Serveis, Talher, Clece Security and other centres within the Integra Group successfully met follow-up audit requirements and kept or renewed this certification.

30%

growth against 2014

6,549

employees from disadvantages collectives

4

focus of action



OUR SOCIAL COMMITMENT

Clece Social is Clece's social project. It is the expression of the company's commitment to people and society. It is a commitment which is inherent to our corporate culture, which is centred on serving and caring for the people we are involved with on a daily basis.

Project activities are structured around 4 areas of focus; Employability, Integration, Awareness and Care for People.





- Increasing workforce numbers
- Professional development
- Equality of opportunity
- Occupational health and safety



INTEGRATION

- Collaboration agreements with social entities for the recruitment of disadvantaged collectives
- Agreements with government administrations on work placement
- Website Inclusionyempleo.es



PEOPLE

- Intergenerational meetings
- Innovative therapies



- Compromiso Awards **EDITION I MADRID 2015**
- Integration forums:

FORUM-SYMPOSIUM I (MADRID) "Barriers to hiring people with disabilities"

FORUM-SYMPOSIUM II (VALENCIA) "Gender-based violence"

FORUM-SYMPOSIUM III (LAS PALMAS) "Employment as a life-changer"

- Exhibitions: **Óxido** (TENERIFE AND LAS PALMAS)
- Website Clecesocial.es

The integration and development of disadvantaged collectives is one of society's challenges. This is the fundamental purpose of Clece Social. To support these collectives, Clece drives social integration and promotes awareness-raising initiatives in order to communicate the reality of their situation. The Clece Group's main objective is to offer such groups employment opportunities which allow them to develop both professionally and personally.

In 2015, 1,500 new employees belonging to disadvantaged collectives such as the disabled, victims of gender-based violence, people at risk of social exclusion, or young long-term unemployed people were incorporated within our workforce, which represents a 30% increase on 2014.

AWARENESS RAISING

Over the last few years, Clece has worked on systematising and extending the scope of its social project, seeking the complete identification of its entire workforce with this commitment, in parallel undertaking awareness-raising actions and activities. These have been consolidated in 2015 and constitute different milestones for Clece. For example the Compromiso Awards, Integration Forums and the website clecesocial.es. The latter initiative received the Senda Award for the most innovative social and health care initiative from Her Majesty Queen Sofia of Spain.

Distribution by collective

2.5%

GENDER-BASED VIOLENCE

SOCIAL **EXCLUSION**

DISABLED COLLECTIVES.

8.8% 72% 16.6%

LONG-TERM UNEMPLOYMENT

COMPROMISO AWARDS

After celebrating the first edition of the awards on 2nd March 2015 in the Madrid Community, the winning projects in each of the following categories were followed up: Disability ("Summer Camp 2015", the Dedines Association); Social Exclusion ("New Way 2015"), Línea 10 Association); Gender-Based Violence ("Well-being, integration, empowerment and the emancipation of women who are victims of gender-based violence", the Victoria Association); and the Elderly ("The Laguna Hospital Care Centre for Dependent People Home Medical-Therapeutic Team" program, the Vianorte-Laguna Foundation).

Edition II of the awards will take place in Seville in 2016 and will recognise the project work of different social entities and not-for-profit organisations in Andalucía, Ceuta and Melilla, on issues relating to support for elderly people and the integration of vulnerable collectives.











INTEGRATION FORUMS

In 2015, there were two Integration Forums. The first, which took place in Valencia, was entitled "A Way Out of Gender-Base Violence" and addressed the challenges of helping women victims and collaborating in their social integration. This symposium brought together social agents, politicians and the victims themselves, all agreeing on the importance of this work as a means of achieving self-confidence, autonomy and independence.

The second forum, called "A job as a life-changer" took place in Las Palmas, Gran Canaria. It brought together the representatives of Cabildo, the Town Hall, the Government of the Canary Islands, associations, Clece managers, and employees from this collective.

In parallel with this Clece inaugurated the Óxido photographic exhibition at the Tenerife Espacio de las Artes (TEA). This presented the work of Canary Islands artist Sara Yun, and showed a series of images of the day-to-day lives of four immigrants who, travelling by boat, found themselves abandoned to their fate on the coasts of Las Palmas, Gran Canaria, thousands of kilometres from home.

CLECE-EFE GRANT

Clece and the EFE Training School have created a grant for university students. Its aim is to encourage socially responsible journalism, delivering this through providing a one-year period of on-the-job training at the multimedia editorial section of EFE Companies/EFE Emprende.







AWARENESS-RAISING CAMPAIGN 25-N

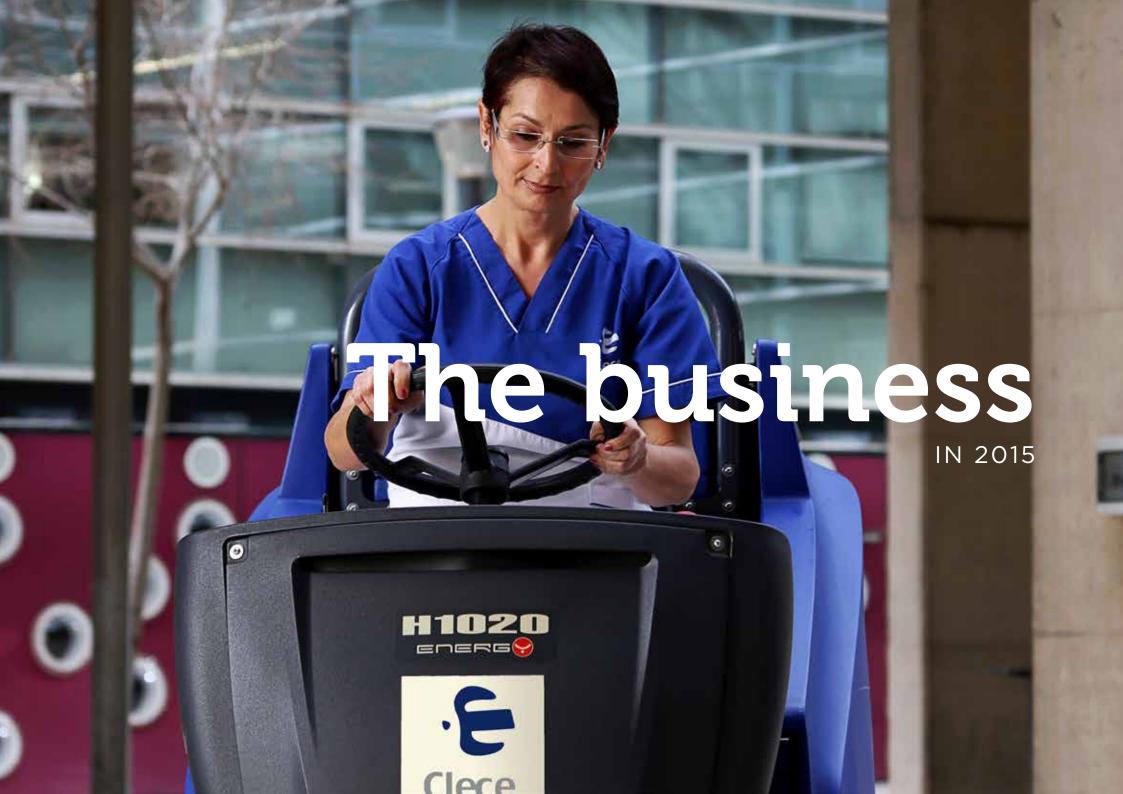
As part of the International Day for the Elimination of Violence Against Women, Clece implemented the campaign "A Life Without Violence, A Life with Respect" ("Viure Lliure" in Catalonia), in order to involve the entire workforce, customers, and the users of Clece services. More than 10,000 people formed part of this initiative, which made an impact on social networks through hash-tag #unavidasinviolencia.



consecutive years' growth

1,376
million Euros
growth achieved

5.5% in turnover against 2014



THE BUSINESS

IN 2015

In a complex market for a very diverse range of services which depend to a great extent on public investment, Clece has achieved growth for 12 consecutive years, despite a crisis which notably reduced public and private outsourcing, and has achieved a CAGR of 10% since 2003.

CAGR +10%

Evolution of Clece Group business from 2003 to 2015. Sales in millions of Euros



The Social and Educational Services Division has once again improved its results, achieving a turnover of 418 million Euros, thanks, amongst others, to the strong performance of its services for the elderly, which grew by 10%. The consolidation of CCS, Clece's British affiliate in the English market for home help for the elderly is worth highlighting.

The performance of our Educational Services was very positive. We now manage 113 nursery schools at national level and have a global education plan. Integration Services, the activities delivered through our Special Employment Centre, Integra CEE, saw the biggest growth. This was 22% against 2014, in line with the company's focus on the inclusion of vulnerable collectives.

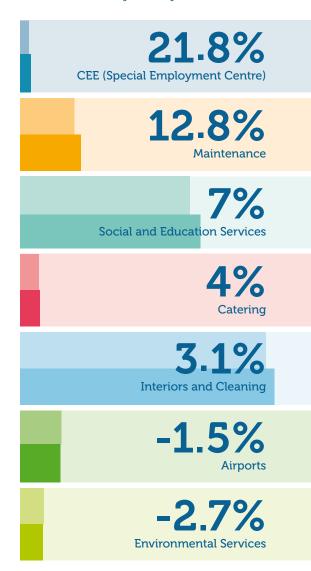
Two of the company's more traditional areas also registered growth: Cleaning and Maintenance The former achieved a turnover of 585 million Euros, which represents an increase of almost 3%, despite a reduction in the scope of public contracts. Meanwhile, the Maintenance

division improved turnover by 12.8%, thanks above all to the inclusion of Facility Management projects, growing at 45% and Energy Efficiency projects, growing at 23%.

Adjustments in the green market in 2015, principally in the Municipal Gardening sector, explains why Talher, the company's specialist affiliate, produced flat results. Airport Services, which experienced a slight downturn in the Spanish market, compensated for this due to growth in activity in the United Kingdom and Portugal.

The evolution of the Catering division, which has now delivered five consecutive years of growth after reorganisation, improved its turnover in 2015 by 4%. Logistical Services also showed signs of recovery after period of stagnation lasting several years, delivering 10% growth. Finally, the performance of new activities such as Security Services and Road Cleaning are worth highlighting. While today they contribute little in terms of volume, they are showing double or triple digit growth.

Business growth between 2014 and 2015. By activity sector



INTEGRA SPECIAL EMPLOYMENT CENTRE

Clece works for the integration of people with functional differences into the workforce, principally through its Special Employment Centres, Integra CEE. This area has experienced notable growth in the last few years, a trend which was particularly significant in 2015 when it achieved a 22% increase against 2014.

Currently it has more than 2,441 people in its workforce, of whom, 90% have some form of functional difference, which is well above the 70% required by law. Every day, a team of professionals provides a quality service to 269 companies and institutions, including the professional cleaning of buildings and premises, maintenance, integrated management and services, through to logistics and auxiliary services.

To make this possible, Integra CEE has the assistance of the Support Unit, which comprises a team of 58 people. This team provides integrated and individual services, which encourages the creation of a positive environment for inclusion, identifying needs and resolving any issues which may arise, from the selection of employees to their induction, training and job performance. During 2015, this Unit generated a total of 9,532 activities aimed at social and occupational inclusion within our workforce.



2,441
PROFESSIONALS WITHIN OUR WORKFORCE

269
COMPANIES PROVIDED WITH SERVICES

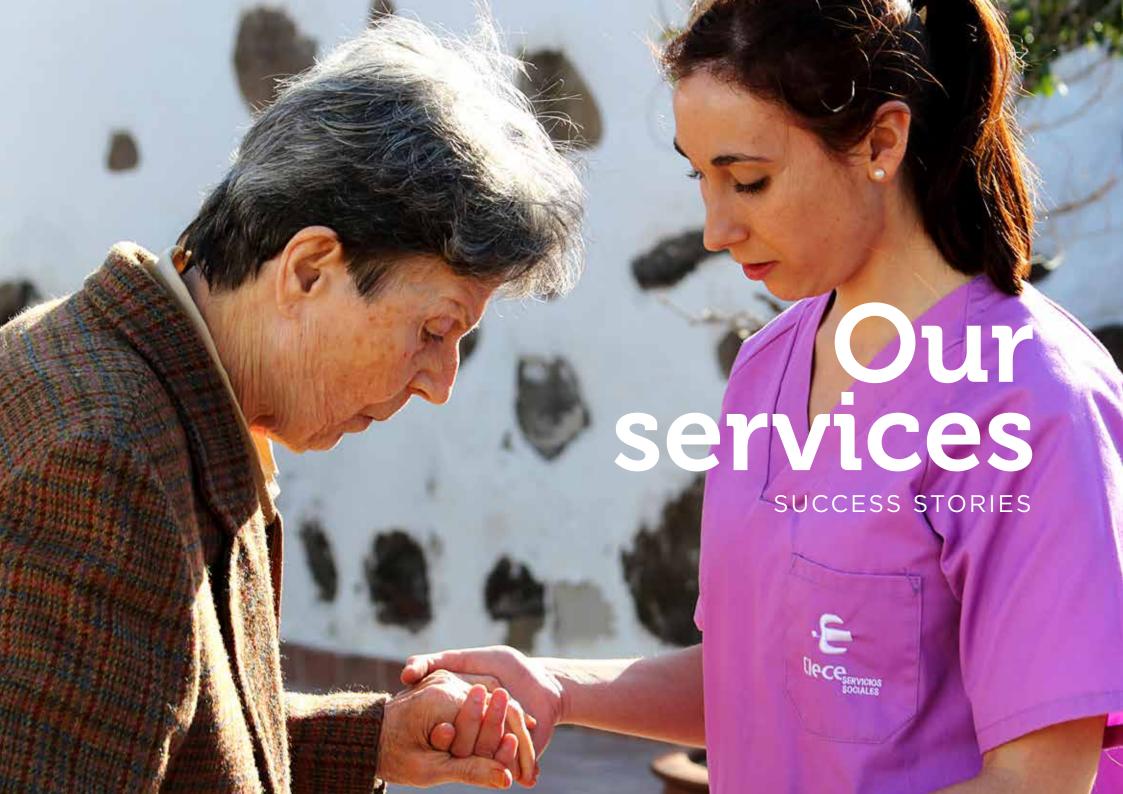
9,532
SOCIAL AND OCCUPATIONAL INCLUSION ACTIVITIES



+20
years providing our services

different types of services offered

economic sectors



SERVICES FOR PEOPLE









Social

For the elderly

Education

Social catering

SERVICES FOR BUILDINGS



Cleaning services



Facility management



Maintenance services



Energy services



Security services



Logistical services



Gardening services



Auxiliary services

SERVICES FOR TOWNS, CITIES AND THEIR SURROUNDINGS



Environmental services



Urban Waste Management services



Public lighting



Airport services

OUR SERVICES

SUCCESS STORIES

Clece has provided a broad service offering to companies and institutions for more than 20 years. Services are grouped into three main lines of activity: services for people, services for buildings, and services for towns, cities and their surroundings.

With a presence across the whole of national territory, in Portugal and in the United Kingdom, Clece operates in the following main economic sectors: public administration, the airport sector, leisure and sports centres, the education, finance, hospital, hotel, and industry sectors and social and health care.

SECTORS























SERVICES FOR PEOPLE

Services for people encompass activities which Clece provides to meet the social, educational and integration needs of citizens, with a special focus on those collectives which require special care; the elderly, dependent people, or those with disabilities.

This area provides social services to the elderly, educational services, inclusion services and social catering.





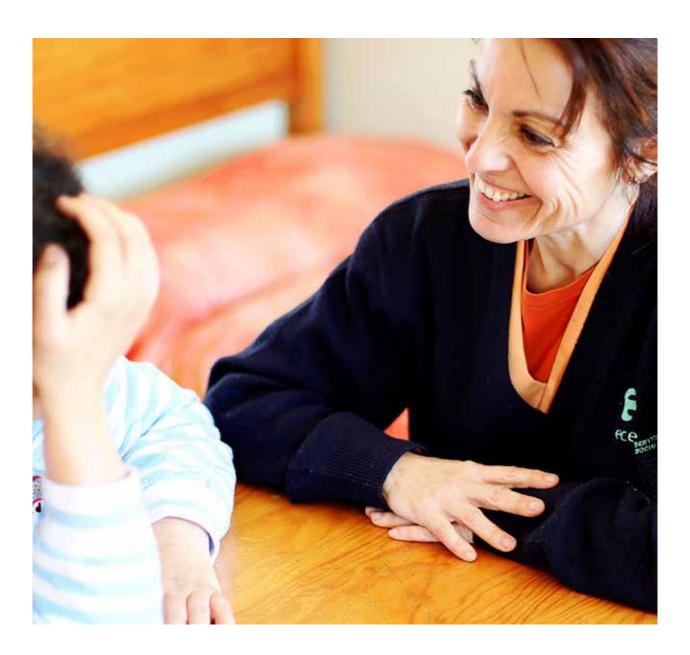




Social

For the elderly

Social



SOCIAL SERVICES

In close collaboration with public administrations, Clece manages 132 centres which include care homes and day centres for the disabled, centres for minors at risk of exclusion, centres for the protection of women, occupational centres for the homeless. To carry out our work we can count on the commitment of 1,273 professionals.

In 2015, Clece continued to manage the Hermano Pedro Adults Centre in Santa Cruz, Tenerife, the CEDRO municipal centre in Vigo for people with drug dependency problems, and the Residential Centre for homeless people in Barcelona. Amongst new contracts concluded, a particular highlight is the contract for the Gámez Morón Centre in Melilla.

132
help centres for vulnerable collectives

SERVICES FOR THE ELDERLY

Clece is positioned as one of the principal national operators of services for the elderly. In respect of care homes, it provides comprehensive or partial management of 145 care homes and 92 centres. It ensures well-being and quality of life for around 16,700 elderly people at these premises.

In 2015, the growth of our Home Help services, SAD, was notable, with 86,800 people receiving services from a team of 21,400 professionals. Complex services in cities such as Ceuta, Madrid, Málaga, Mataró, Valladolid and Zaragoza carry the Clece seal. This experience supports our international expansion. We have achieved some of our most significant concessions in 2015 in the British cities of Durham, Gateshead and the county of Hampshire. Tele-assistance has also evolved positively thanks to the impetus provided by new contracts such as those with Palma de Mallorca and Vélez-Málaga Town Halls, with 1,200 and 500 users respectively. In total, Clece provides a tele-assistance service for more than 5.100 users.



108,600 elderly people provided with services

113
nursery schools
managed by Clece

8,845 children provided with services



EDUCATION SERVICES

Together with the integrated management of nursery schools, Clece offers auxiliary educational services and escorted school transport. In 2015 Clece continued to provide the integrated management of 113 nursery schools for 0-3 year-olds, with the addition of the Azalea Nursery School of the Pizarra Town Hall in Málaga this year. Two important contracts concluded in this context were the Conciliamos Program in Castilla and León, and the management of the Santiago Ramón y Cajal Public School for Special Education in Getafe, Madrid, which has 120 students with special educational and support needs.







SOCIAL CATERING

The social catering division, which provides services to hospitals, clinics, care homes, users of home help services, nursery schools, schools, universities, companies and institutions, provides 17.4 million covers per year thanks to the dedication of more than 1,200 professionals. These figures include new concessions in 2015 such as the contract for a home meals service awarded by Málaga Town Hall, and renewed contracts for two Fundación Canaria de Juventud, IDEO, centres for minors.

+1,200 social catering professionals

17.4
millions meals provided trough collective catering services





Gámez Morón Disabled Persons Help Centre in Melilla



The Autonomous City of Melilla awarded the management of the Gámez Morón Centre's support services for people with mental disabilities to Clece. Clece took on the individual support of centre users, the care and maintenance of the building, cover for normal and specialised transport, cleaning services, and the provision of technical, specialist equipment.

Thanks to its 60 motivated employees, the investment in infrastructure and equipment, and the execution of an individual plan for 46 users, we achieved significant success in improving the service, increasing activities and providing individual support. Specifically, activity volume and diversity went from 40% to 95% and weekly outings increased from 50% to 90%. Programs and individual support went from 30% to 80%. Clece also took action on efficiency with a plan to change to low consumption lighting. This resulted in a 25% saving in energy.





46 USERS AND 60 EMPLOYEES

80%
INDIVIDUALISED
ASSISTANCE

25%
ENERGY
SAVINGS

CEDRO, drug dependency centre in Vigo





1,200 USERS OF OUR SERVICES

790.000 INTERVENTIONS PER YEAR AND RESEARCH COLLABORATION

After two years providing high quality services to this entity, delivering excellent satisfaction results, Clece renewed its contract for the management of the drug dependency centre for Vigo Council, CEDRO.

With its multidisciplinary team of 19 professionals comprising doctors, neuro-psychologists, social workers and laboratory assistants, Clece has demonstrated it has the capacity to provide a service to more than 1.200 users. These are people with problems arising from the consumption of drugs, the Centre providing the resources needed in order to achieve their integration. In addition to the management of 790,000 interventions per year, Clece is also involved in the Centre's research project, working in close collaboration with Vigo Town Hall.

Residential centre for homeless people in Barcelona.





When Clece won the contract in 2015 for the homeless people's centre, it took on the challenge of incorporating the greatest possible number of socially excluded people within the workplace. To do this, it proposed collaborating with the work placement departments of different social entities.

Between 2014 and 2015, an inclusion program was implemented with 250 participants, of which, 39 found work, 12 of whom were integrated within Clece itself.



250 participants in the workplace inclusion program 39 12 workers incorporated within the clece workforce 174 homeless people received shelter





Tele-assistance service in Palm de Mallorca



Palma de Mallorca Town Hall awarded Clece a 4 year contract for providing a tele-assistance service to the Balearic capital. The estimated value of the contract is one million Euros. This service provides for the needs of 1,200 users, especially the elderly who live alone or disabled people who, thanks to tele-assistance, can request help from their own homes in the case of emergency, just by pushing a button.

Clece has a 24 hour, 365 days-a-year operations centre and a team of 10 professionals comprising a social worker who is responsible for coordination, an IT and terminals installation technician, and two professionals for call-out.

In addition, the service includes new security measures such as key-holding for user homes and a vehicle for immediate interventions. TRANSPORT FOR IMMEDIATE INTERVENTIONS

1,200 USERS

24
HOURS

365
DAYS PER YEAR





Home Help service for Durham and Gateshead in the United Kingdom



In 2015, Clece Care Services, CCS, the Group's affiliate in the United Kingdom, became responsible for home help services in the counties of Gateshead and Durham, located in the North-East of England. Through these contracts, CCS provides personal and/or home help to elderly or disabled people who may need this.

The service provides 1,379 hours of cover per week in Gateshead and 225 per week in Durham. Both contracts represent important milestones which will allow us drive forward Group activity in the United Kingdom, as care of the elderly has great potential as a strategic market for Clece.

A TOTAL OF 1.604 HOURS OF SERVICE

PROFESSIONALS



Home help service in Hampshire, United Kingdom





4,851 HOURS OF SERVICE PER WEEK

270
PROFESSIONALS

544

In March 2015, Clece Care Services took responsibility for home help services in Basingstoke, and renewed its contract for the provision of these services in Southampton. Both cities are located within the county of Hampshire in the United Kingdom. As a result of these contracts, CCS helps users, the elderly, and people with disabilities to become more independent in their own homes, providing personal support and home help.

Winning the contract for the Basingstoke area and obtaining an extension to the existing contract in Southampton, consolidates CCS' position as the preferred supplier for Hampshire County administrative authorities.

CHF, Colegio de Huérfanos Ferroviarios, in Madrid





19,00

PROGRESSIVE EXPANSION OF SERVICES AT NATIONAL LEVEL The Colegio de Huérfanos Ferroviarios [School for the Orphans of Railway Workers]in Madrid, CHF, entrusted Clece with the task of optimising the assets of the charitable society and the services it provides to more than 19,000 associates, with a particular focus on services for the elderly. After analysing CHF needs, Clece implemented a series of different actions aimed not only at improving, but increasing, its portfolio of services and extending its reach at national level.

Amongst these actions, Clece started to provide home help and tele-assistance services. In May 2015, the Pablo Neruda care home in Ciempozuelos, Madrid, owned by CHF, was re-opened and from this point Clce assumed responsibility for its integrated management.

In parallel, special conditions were agreed for CHF partners at 145 care homes which Clece manages at national level. This collaboration is now a reality in the Autonomous Communities of Castilla and León, Madrid, and Valencia, and we anticipate its progressive extension across national territory.

Care homes for the elderly in Las Palmas



In 2015, Clece consolidated its position as the benchmark operator of care for the elderly in the province of Las Palmas thanks to the award of two new contracts: management of a Care Home for elderly, dependent people at Casillas del Ángel in Fuerteventura, and the Social and Health Care Centre and Day Centre at San Roque in Lanzarote.

As part of its offer, Clece's proposal included cutting-edge and innovative technology aimed at reinforcing therapies and users' quality of life. One highlight is the use of the humanoid robot "Nao". The purpose of this social robot is to provide company and entertainment for residents. It also analyses their interaction and behaviour. This is the first robot of its type to be used in the Canaries archipelago.

In addition, new control and monitoring systems were incorporated to guarantee the security of residents without restricting their freedom of movement within and beyond the premises.







SPECIALIST SOLUTIONS FOR SECURITY AND CONTROL OF MOVEMENT

103 residents of casillas del ángel and san roque

1 st humanoid robot available in the canary islands







The Equality and Inclusive Policies Council of the Valencian Community awarded Clece a contract for the integrated management of the Care Home and Day Centre for Elderly Dependent People at Tuéjar in Valencia. Through this contract, Clece demonstrates the more human face of technology, putting innovative solutions at the service of professionals and residents.

Amongst the technological advances which have been implemented, a highlight is the identification and mobility control system which benefits 86 users at the Care Home, 10 at the Day Centre, and 36 employees who are directly responsible for their care.

In addition, Clece incorporates software which supports the planning and follow-up of the entire service from initial evaluations on admittance, comprehensive geriatric evaluations, individual care plans, care protocols and intervention records, amongst others.



mployees directly providing care and care software

96 USERS OF THE IDENTIFICATION AND MOBILITY CONTROL SYSTEM

Nuestra Señora de Movera Care Home in Zaragoza



Clece completed the refurbishment and fitting out of the Nuestra Señora de Movera Care Home premises in Zaragoza within a period of 10 months. The Care Home was built in 1978 and run by the Aragon Social Services Institute, IASS.

The project involved the refurbishment of the basement, the ground floor and five of the 13 upper floors, representing a total investment of 2.5 million Euros. Materials which provide the best quality of life for residents were for used for the building works and equipment and have the durability required to achieve long-term savings in maintenance costs.

The refurbished care home opened its doors in April with all 85 places occupied. With its team of 64 professionals, the care home has a wide-ranging therapeutic program and activities focusing on the well-being and active oldage of its residents.



REFURBISHMENT AND FITTING OUT WITHIN ONLY 10 MONTHS

CARE HOME PLACES

PROFESSIONALS WITHIN THE TEAM



Edition I Nursery School Award, the Siena publishing house





The professional magazine Nursery School, published by Siena, has recognised Clece's Nursery School educational project and delivered five awards in the first edition of the Nursery School Award for educational experiences in classes for 0 to 3 and 3 to 6 year-olds. Five were for Clece nursery schools, which were selected for their projects for 0 to 3 year-old children, under the following categories; Senses and Psychmotricity, Emotions, Living Together, and Awareness of Surroundings. Nursery Schools managed by Clece presented 75 projects in total, of which, 30 were finalists.



FINALIST CANDIDATES 75 PROJECTS PRESENTED 5 NURSERY SCHOOL WINNERS







Special Education School Santiago Ramón y Cajal in Madrid



In 2015, the Education Committee of the Madrid Community awarded Clece the contract for managing the Support Service for the Special Education School, CPEE, Santiago Ramón y Cajal, located in Getafe, Madrid.

The service provided consisted of basic, health, functional and therapeutic support for a group of 120 students with very special educational and support needs. To deliver this service, Clece has a young team comprising 25 well-trained professionals working on the project.





ENCOURAGING YOUTH EMPLOYMENT

120
STUDENTS
WITH SPECIAL
NEEDS

TRAINED PROFESSIONALS FORMING THE TEAM

Home meals service for Málaga Social **Services**



In 2014, Clece won the contract from Málaga Town Hall for providing a home meals service to users of its municipal Social Services. The purpose is to provide a 365 days-a-year service for the nutritional and physical well-being of people in need, such as the elderly or dependent people, in this way contributing to an improvement in their quality of life.

Clece increased the Meal Service by 20% during the first months of its management and envisages doubling the number of users by 2016.

In 2015, Clece implemented the campaign "Your health depends on what you eat. Can we help you?" This aims to detect cases of malnutrition amongst the user population of the Home Meals Service through a nutritional check which analyses 45 items. Thanks to this system, 18% of users were identified as malnourished, and 29% at risk of malnutrition. These were then provided with the Meals Service in order to guarantee basic, appropriate nutrition.



DETECTION AND RESOLUTION OF 52 CASES OF MALNUTRITION

PROVIDING MEALS



Catering for the Foundation Canaria de Juventud IDEO



150USERS

5
MEALS PER DAY

150M² OF KITCHENS

Clece renewed its contract for catering services to two centres for dependent minors at the Foundation Canaria de Juventud, IDEO, CEMJ Valle Tabares in Tenerife and CIEMI La Montañeta in Gran Canaria. The renewal demonstrates client satisfaction with the service provided by Clece since 2009. Our team's high level of commitment and our ability to tailor our offer to user preferences have been key factors in achieving this continuity.

Across the two centres, Clece provides a team of nine people, three of which come from socially vulnerable collectives. Covering 150 square metres, our kitchens serve five meals a day to 150 people, 95 in Tenerife and 55 in Gran Canaria. Thanks to the quality and tailoring of our service to minors, we have achieved high levels of user satisfaction.









SERVICES FOR BUILDINGS

Clece's services for buildings ensure the optimum functioning of any property under its management, whether this is the integrated or partial management of cleaning, maintenance, energy services, security, logistics or other auxiliary services. Innovation, efficiency and specialisation are what differentiate Clece in the projects it undertakes.







Facility management



Maintenance services



Energy services



Security services



Logistical services



Gardening services



Auxiliary services



34,604 cleaning service professionals

CLEANING

Cleaning continues to be one of the most important company activities. More than 25 years' experience, a team of 34,604 people, and high levels of specialisation, are differentiating factors for many companies and administrative authorities who trust Clece to deliver their cleaning projects to the highest standards.

In 2015, Clece once again reinforced its presence in the Hospital sector when it was awarded the contract for cleaning services at several hospitals and health centres which form part of the Canary Islands Health Service and the Catalonian Health Institute. Amongst other important projects, an unusual contract was awarded by Patrimonio Nacional [National Heritage] for cleaning various monuments. Due to its complexity and scope, another challenge worth highlighting is Clece's contract with the Ministry of Defence. This involves unifying the cleaning services provided to 6.4 million square metres of surface across the Ministry's different military installations.



12.8% growth in the maintenance area

25 years accumulated experience in buildings maintenance

FACILITY MANAGEMENT

With respect to Facility Management, the business model goes from strategic contracts, whether total or partial, to providing services in which Clece specialises - cleaning, maintenance, logistics, security monitoring, auxiliary services, catering, waste management, energy efficiency, gardening services, etc. - coordinated by a single management unit. In this context, the integrated management of buildings for the energy company Endesa is one of Clece's most important projects.





MAINTENANCE

The Maintenance division was the division with the highest growth in 2015, delivering an increase of 12.8%. With a team of 3,043 professionals and 25 years' experience, Clece works to ensure that maintenance activities extend the useful life of buildings and premises beyond their depreciation period, avoiding deterioration and prolonging the value of the asset.

One of our benchmark projects is the integrated management of the Santander Bank Financial City, located in Boadilla de Monte, Madrid. With respect to new contracts, Clece has been awarded the maintenance service contract for the Lleida Department of Justice buildings, the Barcelona Department of Culture, and the integrated maintenance and energy efficiency contract for FREMAP in Seville.



ENERGY SERVICES

As an Energy Services Company (ESE), Clece helps organisations improve their energy efficiency and make savings while providing sustainable and comfortable spaces for those who work in or pass through them (offices, theatres, museums, educational centres, hospitals, sport complexes, ports, commercial centres, etc.) Clece provides maintenance services in 65 centres which cover a surface area of more than one million square meters, achieving an average saving in energy consumption of 19%.

19% average saving in the energy consumption of buildings





LOGISTICAL SERVICES

This area enables companies to outsource their logistics to Clece thanks to the human resources and materials it provides. From health services to nuclear plants, Clece's logistical services are adapted to the broadest range of sectors.



SECURITY

This was one of the most dynamic areas in 2015 with the incorporation of a Central Alarm Centre, CRA. This acquisition allows Clece to offer comprehensive solutions through a combination of security personnel and the latest technology for controlling access, closed circuit television and anti-intruder alarms, connected to a Call Centre and in permanent communication with the police and security forces. In terms of new contracts, the Valencian Regional Government Health Council awarded Clece a contract for providing security services at various premises in Castellón, Valencia and Alicante.



GARDENING SERVICES

Through Talher, our environmental services affiliate, Clece also offers gardening services which aim to develop, preserve and improve green spaces, no matter what they are and where they are. These activities include design through to conservation, and always involve the application of the most advanced techniques in order to optimise the use of natural resources and minimise maintenance costs.

AUXILIARY SERVICES

Lastly, thanks to our auxiliary services, Clece covers the basic functions required by companies to support their daily operations, from reception through to concierge services and access control. Auxiliary services also include the collection of trolleys at the IKEA centre in Málaga since 2011, thanks to the dedication of a team composed of 35 professionals with functional differences from our Special Employment Centre, Integra.





35
professionals with functional differences working at Ikea



Integrated management of buildings for Endesa, Spain.





In 2015 Clece was awarded a contract for the integrated management of 218 buildings belonging to the Endesa Group in Spain. The contract was for a period of 5 years and is worth 33.7 million Euros. Due to its uniqueness and size it is probably one of the most important Facility Management contracts within the tertiary sector in Spain.

Clece has risen to this challenge by integrating the management of services for different buildings, covering a total surface area of 270,000 square metres, using a single, common, model based on three fundamental pillars; innovation, continuous improvement, and social commitment.

The contract includes, amongst others, maintenance services for electrical installations, air-conditioning and ventilation systems, fire prevention systems, plumbing, carpentry, locksmiths, telecommunications, cleaning, gardening and the management of spaces. To deliver the service, the company has more than 450 professionals and more than 280 people from other companies with which it collaborates.





Matadero Madrid

FACILITY MANAGEMENT SECTOR: ADMINISTRATION

188 professionals with functional differences 65 public buildings in 7 madrid districts

In 2014, Clece was awarded a contract for the integrated management of 65 public buildings in seven Municipal Authorities in the Arganzuela, Chamartín, Chamberí, Barajas, Carabanchel, Ciudad Lineal and Hortaleza Districts. In 2015, a further contract was awarded for the integrated management of the "Matadero Madrid" cultural space which is a benchmark for the capital covering 32,000 square metres, in addition to cleaning other centres belonging to the Municipal Authorities of Carabanchel and a district in Chamartín.

The services for the Municipal buildings are provided by 188 professionals with functional differences from Integra CEE, Clece's Special Employment Centre, in addition to 28 operators who are responsible for cleaning as part of the service. The Matadero contract has eight professionals who are permanently assigned to the centre.



Cleaning services for the **University of Murcia (UMU)**



Clece has been providing cleaning services to the University of Murcia, UMU, since 2000, with excellent results. In 2015, the university centre changed its governing body, which implied the systematic replacement of its suppliers as their contracts came to an end.

However, Clece was the only supplier which succeeded in gaining the confidence of the new governing body and therefore extended its contract for a further year. The company's wide experience and track record meant it was possible to extend the cleaning services to new University buildings and installations without increasing costs, at the same time achieving the optimum management of the cleaning services offered.





330,000 SQUARE METRES OF INTERIOR SURFACE AREA AND 1,200,000 SQUARE METRES OF OUTSIDE SPACE.

EMPLOYEES

YEARS' SERVICE

Cleaning services for the Ministry of Defence



Since 2011 Clece has provided cleaning services at the different military premises of the three armed forces - the Army, Air Force and Navy, the National Military Health Network, IGESAN, and the General Staff and Central Defence Body. The premises cover a surface area of 6.4 million square meters over 598 military centres, which Clece supports with a team of 2,523 employees.

In 2015, it took on the challenge of unifying all cleaning services, identifying synergies across all military premises in order to optimise the available resources used to provide these services. Thanks to this experience, commitment and speed, it was possible to unify the service provision generating savings of around 30% for the Central Administration.





2,523 EMPLOYEES AT NATIONAL LEVEL

598
MILITARY
CENTRES

30% SAVINGS TO THE ADMINISTRATION

Cleaning services for National Heritage sites



165 PROFESSIONALS IN THE TEAM

The Board of Directors of Patrimonio Nacional [National Heritage] has entrusted Clece with cleaning the buildings, premises and offices for which this entity is responsible. This is a unique contract, both in terms of the wide range of assets involved and their great historical and artistic value.

Among the list of monuments are; the Royal Palace in Madrid, the La Granja de San Ildefonso Palace, the Almudaina Palace in Palma de Mallorca, the San Lorenzo de El Escorial Palace. the El Pardo and Aranjuez palaces, the Royal Alcazar of Seville, the Yuste Monastery, the La Mareta Residence, the Valley of the Fallen and the Pantheon of Illustrious Men.

The project includes residential zones, museums, private areas, exhibitions, convention areas, gardens, offices, shops, the maintenance of textiles - rugs and tapestries - and the cleaning of carriages, silverware, tableware and glass. Clece also collaborates in the preparation of institutional events which take place at the Palaces.

Given the value and unique nature of this heritage, Clece is supervised and advised by those responsible at Patrimonio Nacional for restoration and conservation. It also provides specific training on how to clean historical artefacts to a team comprising 165 professionals.



Production Plant PSA Group in Vigo





Clece provides an integrated cleaning service for the production plant of the French car manufacturer PSA Group in Vigo, Pontevedra. This is one of the largest car manufacturing plants on national territory, covering a surface area of more than 663, 000 square meters, with 6,000 workers producing on average 400,000 vehicles a year.

Our team of 330 operators is responsible for providing technical and general cleaning services for all the factory premises, the logistical management of containers and assembly-line supply. In order to optimise resources, Clece provides maximum flexibility, adjusting its services to plant production levels which may vary over weeks or even days.

This contract was awarded for the first time in 2014 for a period of 15 months. In 2015, the PSA Group demonstrated its confidence in Clece by renewing this service contract for a period of 45 months.

406,000 VEHICLES 10 663,000 SURFACE AREA IN M2 330 EMPLOYEES IN THE TEAM





Cleaning services for the Basque Government Building





+2 years

40

EMPLOYEES

115,638

SQUARE METRES UNDER MANAGEMENT

After two-and-a-half years providing this service to the Basque Government, the administration has once again demonstrated its confidence in Clece, awarding a new contract in 2015 for cleaning its main premises. These contain several buildings and cover a total surface area of 115,638 square metres. The team, which comprises 40 employees, was reorganised, incorporating new middle managers, achieving an optimum service and also producing very positive motivational effects on employees.

Canary Island Health Service and Catalonian Health Service



In 2015, Clece's experience in cleaning and hospital hygiene and its ability to innovate translated into some significant contracts with health administrations. In the Canary Islands, Clece renewed its service contract for cleaning with the three main hospital complexes in the Archipelago; the University Hospital of Gran Canaria Doctor Negrín, the Mother and Children's University Hospital complex and the University Hospital Nuestra Señora de la Canderlaria.

We were also awarded the cleaning services contract by the Health Services Management and Health Area Management for the El Hierro Hospital and the Administrative Offices of the Canary Islands Health Service at las Palmas, Gran Canaria and Santa Cruz in Tenerife and their area Directorates. In total, we achieved a framework contract for the Canary Islands for a period of three years, with the possibility of an extension for a further year.

BENCHMARK COMPLEXES IN THE CANARY ISLANDS

65%

PRIMARY HEALTH CARE CENTRES IN CATALONIA

Through our affiliate. Multiserveis Ndavant. we were also awarded 85% of a public tender offered by the Catalonian Health Institute for the provision of cleaning services at Primary Health Care Centres and its Corporate Centre. The offer was divided into 23 areas covering the entire territory. The company won contracts for 18 of these. This makes it the largest contract awarded to date in this region. These contracts last for 2 years with the possibility of an extension for a further two.



Cleaning Services for the Larios Commercial Centre in Málaga





+10 MILLION VISITORS PER YEAR

40%

EMPLOYEES WITH FUNCTIONAL DIFFERENCES

100%



In May 2015, Clece was awarded the cleaning services contract for one of the largest commercial centres in Málaga: the Larios Commercial Centre.

With more than 10 million visitors a year, Clece's ambitious proposal combined the partial mechanisation of the cleaning service with the added value offered by Clece' social project. In practice, this means that Clece invested in highly efficient and environmentally friendly machinery and also proposed a professional workforce, of which, 40% were employees with functional differences from its Special Employment Centre, Integra CEE.

As a result, Clece implemented a cleaning service with a difference which represents a qualitative leap through uniting social and environmental responsibility with an innovative and proactive attitude.

Continental Mabor, Indústria de PNEUS S.A. in Portugal



In June 2015, Clece won the cleaning services contract for three industrial plants belonging to the Portuguese company Continental Mabor -Indústria de PNEUS S.A. Two of the plants are in Lousado, the third is located in Palmela. The company, which manufactures tyres, needed rapid and definitive solutions due to various labour conflicts such as strike action and demonstrations which were affecting its business results.

Clece worked quickly to coordinate a dialogue between the employees and unions and by working through its Human Resources management, stabilized the team. It selected a team of managers with the necessary experience and capabilities in order to plan and implement service improvements, also taking charge of training and selection. In this way it succeeded in offering a high quality service to the company.

153 WORKFORCE **EMPLOYEES**

267,000 M² OF SURFACE AREA UNDER MANAGEMENT

INDUSTRIAL PLANTS





Xenex Robot at the Valld'Hebron Hospital in Barcelona



For more than 15 years, Clece has managed cleaning, waste management and laundry services at the Vall d'Hebron University Hospital in Barcelona. This is the largest hospital complex in Catalonia and one of the most prestigious at national level. With three main areas - General Medicine, Mothers and Children, and Orthopaedics - it has a surface area of more than 150,000 square meters with 1,300 beds. One of characteristic requirements of this client is an excellent hospital disinfection service.

In 2015, Clece introduced one of the latest advances in hospital hygiene and disinfection. This is the Xenex system, which is a robot which generates type C ultraviolet radiation, which is 100% environmentally friendly. Under laboratory conditions, this technology is capable of efficiently eliminating 99.99% of pathogenic micro-organisms. In fact, it has been used successfully in the United States to combat the Ebola virus and is part of the Preventative Treatment of Nosocomial Infections service in more than 350 American hospitals.



150,000 M² OF HOSPITAL SURFACE AREA

99.99%

EFFECTIVE DISINFECTION





Santander Bank Financial City



In 2015, Clece renewed its integrated maintenance contract for the Santander Bank Financial City in Boadilla del Monte, Madrid. With this new contract, which runs till 2019, we will have provided 15 years of uninterrupted service to one of the most important property combinations in Spain, both in terms of dimensions, as it covers approximately 250 hectares, and in terms of complexity and criticality.

The project includes, amongst others, maintenance of Data Processing Centres which cover a surface area of 9,000 square meters and which have an electrical output of 8,000 kilowatts. To deliver this service we provide a multi-disciplinary team of more than 115 people, from engineers, maintenance technicians, back office technicians through to specialists in structured wiring and micro-computing.





A TOTAL OF 9,000 M^2 OF DATA CENTRES

250
HECTARES
SURFACE AREA

115
WORKFORCE
PROFESSIONALS





313,000 ANNUAL HOURS
OF SECURITY MONITORING

400
VIDEO SURVEILLANCE
CAMERAS

92
ALARM CENTRES

In July 2015, Clece won the contract for seven out of 18 areas which formed the Valencian Health Council tender for security monitoring systems and their maintenance. Specifically, we were awarded a contract for security in the province of Castellon, four contracts in the province of Valencia, and two in the province of Alicante.

The Clece offer is characterised by its personal touch and also competitiveness, both for the on-site security service and system maintenance services. The contract involves providing an estimated 313,000 hours per year of security monitoring in addition to the management and coordination of 400 video surveillance cameras, 340 detectors and 92 alarm centres.

Central Alarm Centre Management





Clece has a Central Alarm Centre, which is certified by the Ministry of the Interior, from which it directly manages installed security systems and connections to provide clients with an integrated security service.

In addition, since August 2015, it has broadened its Security activities to encompass operating centres which connect, receive, verify, and as appropriate, respond to and transmit alarms signals, in addition to monitoring signals from auxiliary devices for people, goods or property, delivering required measures and communicating with the police and the competent security forces, as appropriate.

As a result, Clece offers its clients an integrated physical and electronic security service which ensures comprehensive monitoring of their premises.

INTEGRATED PHYSICAL AND ELECTRONIC SECURITY SERVICE







Auxiliary services for the IKEA centre in Málaga

AUXILIARY SERVICES
SECTOR:
LEISURE AND SPORTS
CENTRES

Clece has provided auxiliary services, such as the collection of trolleys at the IKEA centre in Málaga since 2011 thanks to the dedication of a team comprising 35 professionals with functional differences from its Special Employment Centre, Integra. In order to avoid overexertion by workforce, and also to increase sustainability, Clece has mechanised this service by employing an ECO certified trolley collection machine. The result: better organisation, flexibility and speed.

This initiative has encouraged IKEA to outsource new services to Clece such as materials selection, delivery, storage and classification within the store. In an audit conducted in 2015, we exceeded IKEA's code of conduct (IWAY) requirements.



YEARS SERVICE 20,000

M² OF SURFACE AREA UNDER MANAGEMENT









towns, cities

AND THEIR SURROUNDINGS

SERVICES TO TOWNS, CITIES AND THEIR SURROUNDINGS

Rising to the challenge of citizens' growing awareness of environmental issues, Clece cares for both natural and urban spaces through its different services for Towns, Cities and their Surroundings. This encompasses a wide range of activities, which in turn require an ample range of environmental services, which are provided under the Talher brand. These are airport services, public lighting, road cleaning and waste management services.



Environmental services



Waste Management Services



Public liahtina



Airport services

ENVIRONMENTAL SERVICES

Through Talher, its affiliate specialising in Environmental Services, Clece is responsible for the preservation, care and restoration of 4,000 hectares of natural space. It delivers this through the work of its team of 1,442 employees. This work also extends to increasing awareness of ecological and sustainability values through educational projects and environmental awareness-raising.

On the ground, one of the most significant projects in 2015 was the award of a contract for conservation and maintenance services for the Doñana Biological Reserve. In terms of environmental education, Talher has organised environmental activities for European Mobility Week in Madrid. It was also commissioned to manage environmental education for Barcelona Town Hall, services to customers and the management, active promotion and delivery of activities in family play areas dedicated to the environment in the Ciutadella Park.

4,000
hectares of natural space





272,000 citizens with a public lighting service

70% average savings per year from the management of lighting

WASTE MANAGEMENT SERVICES

Also included within the scope of services managed by Talher is Waste Management (collection of urban waste). This service is focused on managing municipal cleaning and domestic waste collection services for town halls and associations. In 2015, Talher was awarded a contract for cleaning and port activities at Melilla Port.





PUBLIC LIGHTING

Lighting is a key element for any town or city and in 2015 Clece continued to grow its share of the market for managing public lighting, working for and contributing to more efficient and sustainable lighting for the whole population. We are now responsible for 25,599 lights which serve more than 272,000 citizens and which provide an annual average saving or more than five million kilowatts.



AIRPORT SERVICES

To complete our range of services to towns, cities and their surroundings, Clece has an airport services division. Through its specialist affiliates Clever Handling Services and Multiservicios Aeroportuarios (MA) Clece has a presence at 37 airports across Spain, Portugal and the United Kingdom, guaranteeing more than 30 years' experience and a team of 2,553 professionals.

In 2015, among the principal contracts in this area a notable achievement was the service for people with reduced mobility, PMRs, at Luton Airport in the United Kingdom. Following the success of the service at Belfast airport in Northern Ireland in 2014, this is the second operation of its type in the United Kingdom. In terms of contracts with private companies, Clece is now responsible for cleaning Vueling aircraft at 12 Spanish airports and the agent Handling Aviapartner chose Clece as its partner for its start-up operations in Spain.



37 airports served by Clece

2,553
professionals in the workforce





Fighting Forest Fires, ELIF, in Castilla and León



In 2015, Talher consolidated its position as the benchmark company for forest fire prevention and extinction in Castilla and León, thanks to crews transported by helicopter (ELIF). With more than 17 crews shared between the provinces of León, Salamanca and Zamora, Talher has been fighting forest fires for more than eight years through its prevention and extinction work.

Amongst forest fire prevention tasks, Talher carries out pruning, thinning and clearing work, construction of fire-breaks, controlled burning and the improvement and refurbishment of infrastructure. Specifically in 2015, Talher managed three crews consisting of nine fire extinction technical specialists and 63 operatives.





THE BATEFUEGOS DE ORO AWARD FOR THE BEST FIRE EXTINCTION WORK FOR PUBLIC ADMINISTRATIONS

EXTINGUISHED

SPECIALIST PROFESSIONALS







Clece Care Services, CCS, which is an affiliate of the Clece Group in the United Kingdom was awarded the contract to provide a Service for People with Reduced Mobility, PMRs, for Luton airport for a period of 5 years. The award means that we provide services which involve assisting people with reduced mobility to embark, make transfers and connections, and to disembark flights at the fifth largest airport in the United Kingdom in terms of volume. CCS accompanies the user from a designated meeting point, through check-in and security, to embarkation.

With 85 professionals in its workforce and on average assisting 75,000 people every 6 months, this is the second largest contract for this type of service in the United Kingdom. In 2014, a contract was awarded to provide this service to Belfast City airport in Northern Ireland.

75,000
PEOPLE ASSISTED EVERY YEAR

Vueling aircraft cleaning service









In September 2015, Clece was awarded the contract for cleaning Vueling aircraft. The new contract spanned a wide geographic area, including Málaga, Alicante, Bilbao, Ibiza, Gran Canaria, Oviedo, Mallorca, Seville, Valencia, Santiago, Tenerife South and Tenerife North airports.

Clece presented a unified offer for the whole airport network from which the company operates, with a total of 56 professionals who undertake an average of 15,000 cleaning operations a year.

12 NATIONAL **AIRPORTS**

15,000 CLEANING OPERATIONS A YEAR

Aviapartner aircraft cleaning service



Aviapartner is a new handling agent which started operations in Spain in 2015. In a 5 year contract concluded with Clece, it has entrusted the company with its aircraft cleaning service. In order to win the contract, Clece proposed a restructuring plan for a tailored service.

The contract includes the airports of Lanzarote, Fuerteventura and Tenerife South. To meet the challenge of providing this new service, Clece has provided a team of 40 professionals who will carry out an average of 5,500 cleaning operations a year.

> FUERTEVENTURA, LANZAROTE AND TENERIFE SOUTH AIRPORTS

5,500 **CLEANING OPERATIONS** A YEAR

PROFESSIONALS IN THE WORKFORCE





regional centres in Spain

2,034
professionals
in Portugal

contracts signed in the United Kingdom



INTERNATIONAL PRESENCE

SPAIN, PORTUGAL AND THE UNITED KINGDOM

Clece has consolidated its position in Spain as the benchmark for service sector operators and now is looking to expand its presence in Portugal and the United Kingdom, which are its strategic markets in terms of international expansion.





PORTUGAL

Clece operates in Portugal and has its head office in Lisbon. It has a team of 2,034 professionals who service two major business lines within the Portuguese market: cleaning and premises maintenance. Large local and international firms such as IKEA, The Style Outlets chain of commercial centres, car manufacturing group Faurencia, and EDP Valor all form part of Clece's client portfolio in Portugal. The portfolio was extended in 2015 through contracts won with the Cultural Centre in the iconic town of Belém and also one of the country's main industries, Industrias de Pneus S.A.

UNITED KINGDOM

Clece's presence in the United Kingdom is through its Clece Care Services (CCS), All Care and Heath Lodge operations. Within the space of only two operating years, the company has been awarded important contracts which support good prospects for expansion into the British market. In 2015, CCS was awarded a contract to provide Home Help in the British cities of Durham, Gateshead and in the county of Hampshire. Airport services constitute the other business line which has helped open up the United Kingdom to Clece, through its presence at Belfast and Luton airports, providing services for passengers with reduced mobility, PMRs.

SPAIN

Clece is present throughout national territory, providing its services at all levels of government administration and to private companies. The Group is organised around five territorial centres and has offices in all principal Spanish cities. In Spain, 70,318 professionals provide different services which fall within three areas of activity; services for people, services for buildings, and services for towns, cities and their surroundings.



100%

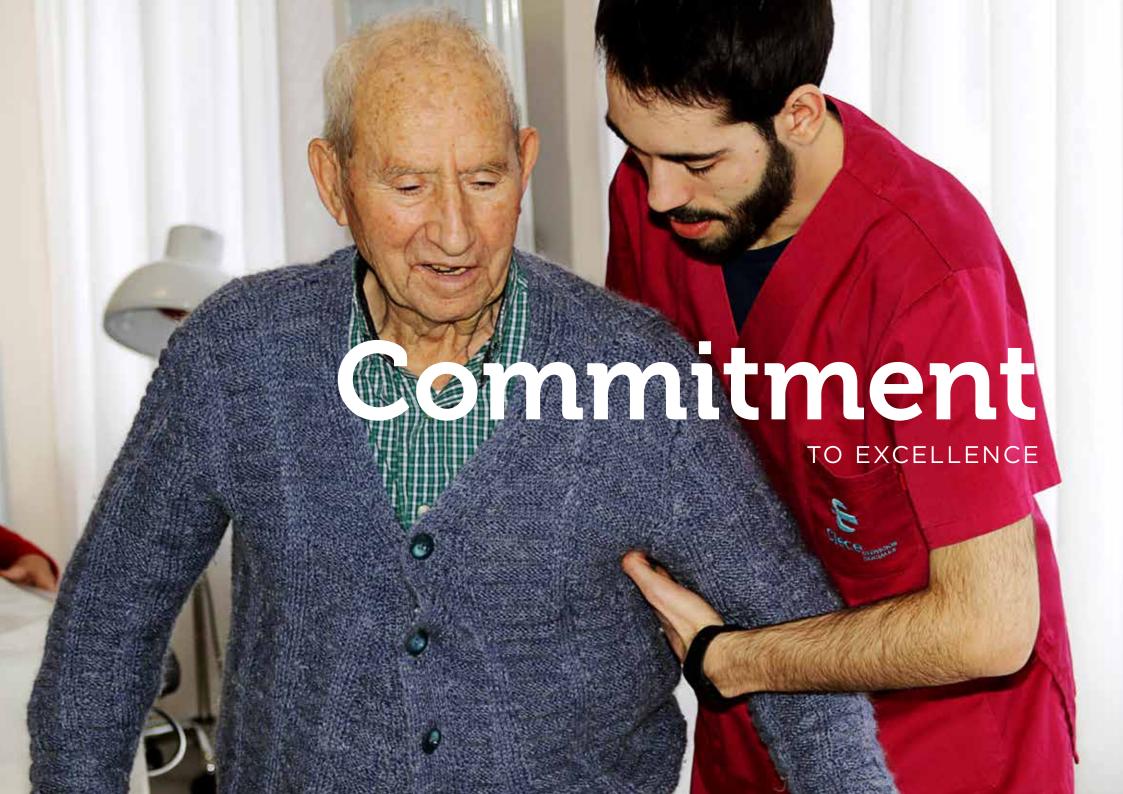
companies quality certified

+280

days of internal audit per year

12,500

food checks analysed each year



COMMITMENT

TO EXCELLENCE

Clece's commitment to excellence is based on its focus on quality, the environment, technological innovation and security of information.



To guarantee the quality of its services, Clece focuses on three basic principles; fulfilling client expectations and requirements, rigorous compliance with legislation, and the continuous improvement of processes and management key indicators.

These principles translate into our day-to-day operations thanks to more than 200 days of external audit and 280 days of internal audit every year. Around 12,500 food checks were analysed in addition to 1,170 health audits carried out each year. Our team, consisting of 31 senior technicians and 17 technicians, are responsible for this exhaustive follow-up of food, diet and nutritional safety.

As a result, 100% of companies within the Group are quality certified. More importantly, this translates into a high level of client satisfaction. More than 430 clients rated Clece above 8 out of 10.

8 out of 10

AVERAGE RATING BY MORE THAN 430 CLIENTS



Amongst certifications achieved in 2015, the highlights are those obtained for specific activities and projects both at national and international level. For example, certifications in respect of assistance for passengers with reduced mobility, PMRs, at Belfast airport, and for cleaning and port activities at Melilla port. Another highlight is the catering service at Majahonda Hospital which achieved the Food Safety ISO22000 standard certification.



14001 certified.

As part of Clece's commitment to care of the environment and sustainable development, 90% of companies within the Group are ISO

Amongst the main environmental milestones in 2015 were certifications obtained by Talher for its management of Urban Solid Waste, RSU, and for managing the Tourist Information Points service in Zaragoza.

With regard to energy efficiency, thanks to the replacement of boilers powered by fuel oil with biomass boilers at six care home centres in Castilla and León, we have now reduced CO₂ emissions by 821 tonnes. This reduction in environmental impact can be transferred to any energy project managed by Clece. These include, amongst others, contracts awarded in 2015 for Multiple Use Buildings in Tenerife, and the FREMAP Hospital in Seville.

90% OF COMPANIES WITHIN THE



Innovation

One of the best expressions of our focus on technological innovation is the *Xenex* hospital disinfection project. In 2015, Clece exclusively imported this pioneering system into Spain and Portugal for the disinfection of healthcare facilities. Two *Xenex* systems were installed in the Vall d'Hebron Hospital in Barcelona and the La Fe hospital in Valencia, providing excellent results. A third system is undergoing trials and technical-scientific verification tests at the National Biotechnology Centre, CNB, of the High Council for Scientific Investigation, CSIC.

Also in 2015, the *Asisto* program was implemented at several centres where Clece provides services and now more than 770 assistants use this. Clece has also patented a presence control system using NFC (Near Field Communication) technology, a short-range wireless communication system.



Xenex

A PIONEERING AND EXCLUSIVE HEALTHCARE DISINFECTION SYSTEM



Clece introduces innovation into all its activities, as demonstrated by some of the projects it is in the process of implementing. Amongst these are; the control of school routes using NFC technology, implementing robotic solutions in social and health care treatments, the incorporation of on-site care software at care homes, or the tele-management of watering for the green market.

A

Information Security

In order to effectively protect company information, whether its own or that of its clients, Clece has a security management system which ensures the integrity, confidentiality and availability of all the company's information assets.

As part of this, Clece, Clece Security, Integra CEE and Logistics are now certified under the new version of standard ISO 27001.



ISO 27001 Certification

FOR CLECE, CLECE SECURITY, LOGISTICS AND INTEGRA CEF



2016 Objectives

In line with our commitment to continuous improvement, the main challenges in this area are:

- To update management systems to comply with the new requirements of standards ISO 9001 and 14001 drafted in 2015.
- To implement software for the identification, evaluation and follow-up of risk.
- Clece Portugal ISO 9001 and 14001 certification.
- Extending the scope of Clece Security certifications, to include the new Central Alarm Centre, CRA.
- Extending the scope of ISO 9001
 and 14001 certifications of Clece Care
 Services, CCS, activities relating to
 assistance for people with reduced
 mobility, PMRs, at Luton Airport.

Clece Group Certifications	9001	14001	OTHERS
INTEGRATED SERVICES			
Cleaning	•	•	• (27001)
Integrated Maintenance of property/premises	•	•	• (27001)
PMR	•	•	_
Logistics	•	•	_
Teatros del Canal	•	•	_
Hospital Cleaning	•	_	_
EDUCATION SERVICES			
Nursery schools	•	•	_
Auxiliary education services	•	_	_
SOCIAL SERVICES			
Home Help (SAD)	•	•	• (158000)
Care Homes	•	•	• (158000)
Day Centres	•	_	• (158000)
Centres for minors	•	_	_
Tele-assistance	•	_	• (158000)
Las Viñas (Madrigueras, Albacete) Care Home	•	_	_
Santa María de Benquerencia (Toledo) and the	•	_	_
María de Benquerencia (Toledo) Care Homes	•	_	_
Núñez de Balboa (Albacete) Care Home	•	_	_
CATERING			
Arnau de Vilanova (Lérida) Hospital	_	_	• (ISO 22000)
Catering	•	•	_
Puerta de Hierro (Madrid) University Hospital	_	_	• (ISO 22000)
CLECE HEAD OFFICE AND OFFICES	_	_	• (27001)
ENERGY EFFICIENCY	•	_	• (50001)
R&D	_	_	• (UNE 166002/166001)
CLECE SECURITY	•	•	• (27001)

	9001	14001	OTHERS
INTEGRA			
Special Employment Centre	•	Cleaning	_
Andalucía	•	Cleaning	_
Special Employment Centre, Catalonia	•	• Cleaning	_
Valencia	•	Cleaning	_
Certification of AENOR Special Employment Centres RP-CSG-028	_	_	• (CEP-2013/002)
Integra	_	_	• (27001)
TALHER			
Various activities	•	•	_
Play areas (Cáceres and Málaga)	_	_	• (UNE-EN.1176-7 BV)
EMAS (green zones Cáceres and Córdoba)	_	_	• (EMAS III ES V0003)
Carbon footprint	_	_	• (ISO 14064)
MULTISERVICIOS AEROPORTUARIOS			
Cleaning premises and aircraft interiors	•	•	_
PMR Management	•	•	_
VIP Lounge Management	•	•	_
FBO Management	•	•	_
LIREBA SERVEIS INTEGRATS	•	•	_
LAFUENTE SERVEIS INTEGRALS	•	•	_
DEYSE CLEANING	•	•	_
NET BRILL	•	_	_
NDAVANT	•	•	_
CAVALL DE CARTRÓ (CATALONIA) NURSERY SCHOOLS	•	_	_
PÍAS JOINT VENTURE SCHOOLS	•	•	_
CLECE CARE SERVICES LTD	•	•	_
PUERTA DE HIERRO MAJADAHONDA JOINT VENTURE UNIVERSITY HOSPITAL CLECE/VALORIZA	•	•	-



airport services companies

Special Employment Centres multi-services companies



GROUP STRUCTURE

THE CLECE BRAND AND ITS AFFILIATES

Within its business model, the Clece Group integrates the different companies which it operates in specific activity areas or specific geographic locations, offering a tailored service, whether under its own brand or through its affiliates.



AIRPORT

CLECE AIRPORT SERVICES

CLEVER HANDLING SERVICES

GAMA FUELLING SERVICES

FBO MADRID

MA MULTISERVICIOS AEROPORTUARIOS

SHERPA MALETEROS/PORTERS



MULTI-SERVICES

CLECE

DEYSE NETEGES
MAINTENANCE

LIREBA SERVEIS INTEGRATS

LIRECAN

NET-BRILL

NDAVANT MULTISERVEIS

ZAINTZEN



EDUCATION

CAVALL DE CARTRÓ

CLECE EDUCATION SERVICES



INTERNATIONAL

ALL CARE

CLECE CARE SERVICES

HEATH LODGE



ENVIRONMENTAL SERVICES

TALHER



CLEANING

LAFUENTE SERVEIS INTEGRALS



SECURITY

CLECE SEGURIDAD



SPECIAL EMPLOYMENT CENTRE

CISBA
SPECIAL EMPLOYMENT CENTRE

GRUPO INTEGRA
SPECIAL EMPLOYMENT CENTRE



Clece Group. Annual Report 2015

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Editing and coordination: Porter Novelli Design and layout: Elena Sampedro

Photography: Enrique Perelétegui, Iván Rodríguez

Tena and Marta Rodríguez Tena. Clece photographic library

Printing: Artes Gráficas Moreno



CLECE GROUP

A greater presence in people's lives



