



# Delivering our promises

LETTER FROM THE CHAIRMAN

**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

---