

5.62%

growth
achieved

9%

from vulnerable
collectives

3rd ranking

private company in
workforce numbers



People

A PLACE FOR EVERYONE

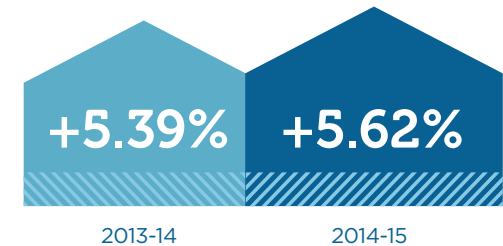
PEOPLE
A PLACE FOR EVERYONE

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.

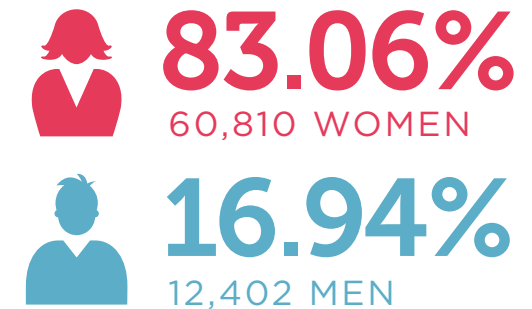
73,212

EMPLOYEES WITHIN THE WORKFORCE

Growth in workforce numbers (2013-2015)



Gender distribution



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.

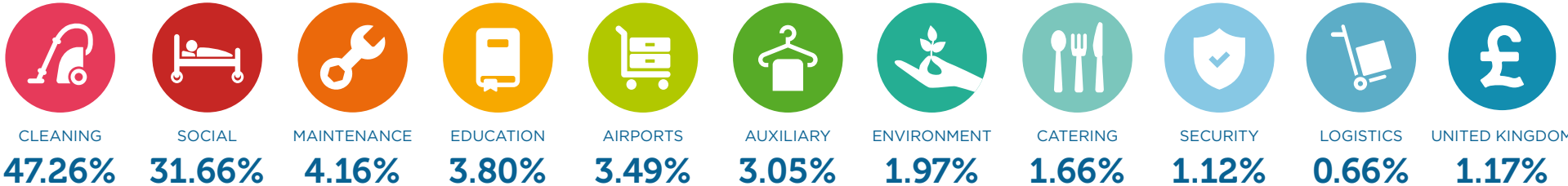
To encourage participation, 89% of this training offer took place in the workplace. Using flexible methodologies adapted for each service, Clece makes training time available across its geography. Courses are provided both in house and externally, in collaboration with universities, professional training centres, government administrations and chambers of commerce. The agreement reached with the Andalusian 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.

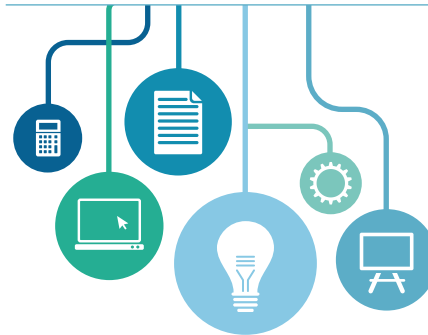
Workforce distribution by activity



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.

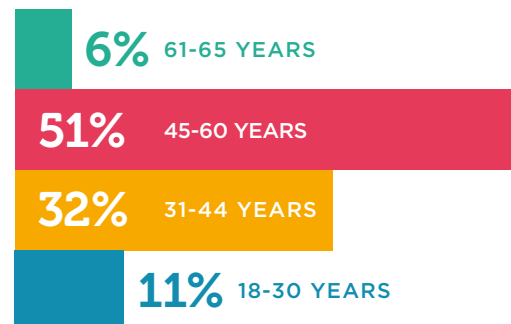


Training Indicators

25,500
EMPLOYEES TRAINED

485,626
TRAINING HOURS

31%
DEDICATED TO PREVENTION



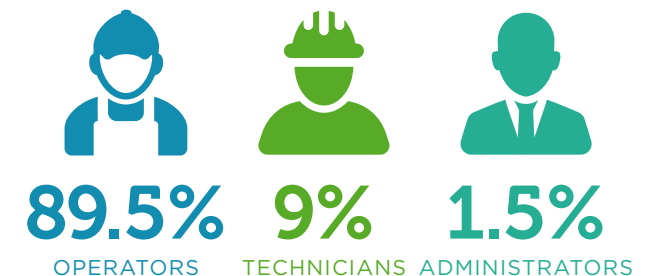
Development plans

- » 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



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** is based:



COMPANY	LAW 31/1995 CERTIFIED	OHSAS 18001 CERTIFIED
CLECE	X	X
TALHER	X	X
CLECE SECURITY	X	X
INTEGRA MGSi CEE	X	X
INTEGRA MGSi CET	X	X
INTEGRA MXSi CEE GALICIA	X	X
INTEGRA MGSi CEE ANDALUCÍA	X	X
INTEGRA MGSi CEE VALENCIA	X	X
NDAVANT	X	X
LIREBA	X	X
JV HOSPITAL, MAJADAHONDA	X	X
ZAINZTEN	X	X

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, Nдавant, Lireba Serveis, Talher, Clece Security and other centres within the Integra Group successfully met follow-up audit requirements and kept or renewed this certification.