



**OHL**

OHL Group  
Sustainability Report

**2011**

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The OHL Group states that this report has been prepared in accordance with the GRI guidelines (Global Reporting Initiative), version G3, on its maximum level of application A+. This level has been GRI Checked (see page 171).

A photograph of an older man with grey hair, wearing a dark suit, white shirt, and a red patterned tie. He is holding a large, dark, spiral-bound document or folder. A small, stylized logo consisting of several overlapping squares in shades of pink and orange is positioned near the top left of his head. The background is a light blue wall with a faint, repeating geometric pattern. The text "Letter from the Chairman" is overlaid in white, bold, sans-serif font on the right side of the image.

# Letter from the Chairman



# Letter from the Chairman



Juan-Miguel Villar Mir  
Chairman of the Board of Directors  
of the OHL Group.

Ladies and gentlemen:

I am writing to all of you to present to you the main events that have marked the performance in the 2011 financial year of the Group I have had the honor to head for 25 years. A financial year that celebrated the centennial of the creation of OHL, as 100 years have passed since the incorporation of Obrascón, its parent company, whose initial appears first in the acronym OHL.

In a year 2011 of world growth with very different profiles -close to 4% for the world economy overall, driven by the emerging countries, but considerably lower for the developed countries and with minimum growth in Spain, the OHL Group has obtained the best result in its 100 years of history. EBITDA grew 23%, a percentage that coincides with the figure registered in terms of the compound annual growth rate (CAGR) since 2002, the financial year when we launched our new strategy of abandoning residential building construction, of diversification in concessions, of internationalization and financial security and which, yet another year, has proved to be a very wise decision. The net attributable profit increased 14.2%, while the short-term backlog stands out with a growth figure of 57.8% and an accrued annual rate of 28.2% since 2002. Finally, OHL's turnover was placed at 4,869.8 million euros, slightly higher than the figure obtained in 2010.

The brilliant performance of the Concessions division, which achieved growth in Sales and EBITDA of 9.1% and 24.2%, respectively, has made a significant contribution to these excellent outcomes. OHL Concessions is the Group's main division, concentrates 81% of its total investments, contributes the largest proportion of funds generated, specifically 76.1% of EBITDA and, as of today, is already an independent business line, both organically as well as financially. Once again in 2011, OHL Concessions continued to be positioned among the top ten concession companies in the world, according to the prestigious Public Works Financing ranking.

The 2011 financial year bore witness to the integration into a single Construction Division of the two former Domestic and International Construction Divisions, in order to achieve greater efficiency in the available human and technical resources, take advantage of all of the synergies and optimize the operation of the construction business from a joint and global market perspective.

The new division has been highly successful in winning awards, among which three railway contracts of an extraordinary magnitude stand out: the Mecca-Medina high-speed railway in Saudi Arabia; the Marmaray railway link between the European and Asian sides of Turkey in Istanbul and the Ural Polar project, the largest

construction project ever contracted by the Group with a 1,500 million euro budget, in Russia. Another three major awards are added to these three outstanding railway projects: the CHUM Hospital in Montreal, the extension of the Toronto subway, also in Canada, and an 11-km-long elevated urban viaduct in Kuwait City. These awards add around 4,000 million euros to the division's backlog, thereby placing it at an all-time record of 8,741 million euros, 1.6 the size of the backlog in 2010 and equivalent to 36 months of sales.

In this context, reference must also be made to the performance of the OHL Industrial Division, created in 2008 with a significant international projection and which has ended the financial year by multiplying its sales by three and one-half times.

The good outcomes obtained by the Group have merited the recognition of the securities markets. If we look at the trend in the OHL share price since 2002, the year when the Group's current strategy was defined, through to December 31, 2011, we find that the value of the OHL share grew at an accrued rate of 19.1%, while the IBEX-35 did so at 4.1% and the average for listed construction companies was 4%.

Within the financial scope and in line with the current strategy, the effort made to achieve the internationalization of the Group was undertaken on the basis of criteria of financial prudence and operational certainty. The

OHL Group enjoys significant prestige in the financial world and fluid access to the full range of banking, corporate and project financing sources, as well as to the capital markets. A good example of this is the success of the bond issue, worth 425 million euros, made in March 2011 and maturing in March 2018, and the equally successful straight bond issue in the amount of 300 million euros, made subsequently to the 2011 financial year, in March 2012, and maturing in 2020.

The OHL Group maintains a significant and stable position of recourse liquidity, totaling 1,465 million euros, and has made a substantial effort in the reduction of its indebtedness, enabling it to attain the announced target of reducing net recourse debt over recourse EBITDA from 3.5 times in 2010 to 3 times in 2011. This has been due mainly to:

- non-recourse leverage transactions in OHL Concessions in the amount of 350 million euros, backed by part of the shares of OHL México, in order to return funds to the parent company;
- divestment of non-strategic assets, such as the sale of its Environment Division for 231 million euros in equity value in November 2011 and,
- the financial independence of the Concessions business for making its investments.



### Sustainable Development

Again in 2011, the OHL Group progressed in the attainment of the targets set in its Corporate Social Responsibility Plan 2010-2014. Accordingly, together with its commitment to value generation and within the scope of sustainability, the OHL Group renewed in 2011 its presence in the FTSE4Good Ibex index, which singles out the company as a committed security and of particular interest for those investors who combine their profitability objectives with their concern for the ethical, social, environmental and good governance aspects of business management.

The effort and commitment of the Group in working towards a low-carbon economy has led us to obtain a “High” score in the classification made by the Carbon Disclosure Project (CDP) 2011 and to be included within the Carbon Disclosure Leadership Index group.

And precisely in the context of sustainability, an important development was the recognition of the Mayakoba resort by the World Tourism Organization and the Rainforest Alliance through their top awards: the Ulysses and the Sustainable Standard-Setter awards, respectively, making the resort a major reference among environmentally sustainable and responsible tourist destinations on an international level.

The pursuit of more demanding management in the furtherance and monitoring of compliance with best practices, principles and values in good governance has continued in 2011. For this reason, after approving the OHL Group Code of Conduct in March 2010, during the 2011 financial year the

company’s Board of Directors decided to assign the duty of implementing and controlling the Group’s Corporate Social Responsibility policy to its Audit, Compliance and Corporate Social Responsibility Committee.

I would also like to highlight the important achievements in the field of R&D&I that have enabled the Group to become a benchmark in Europe within the concession and construction sector. This outstanding work merited significant recognition at the 39th International Exhibition of Inventions of Geneva, considered as the largest of its kind in the world, where, with the “Cubípodo”, we obtained a gold medal with honorable mention and the prize to the best Spanish invention.

The Group’s commitment to its employees is reflected in the 11.4% increase in staff with respect to 2010. Permanent jobs account for 71% of this new employment and, with respect to training, once again the Group’s effort was reinforced with the figure of 574,921 hours of training provided in 2011, representing 36.3% growth over the previous year.

In this same context, and with respect to occupational risk prevention -one of the top priorities of the OHL Group in its pursuit of the major goal of “zero accidents”, important progress has been made both in training, with a 149% increase in the number of hours, as well as in terms of the reduction of the Occupational Accident Incidence Rate in all of the divisions of the Group.

Other significant milestones in the financial year include the new Responsible Procurement Policy, the approval of the

new Harassment Protocol applicable to the entire Group, the start-up of the Environment and Energy Master Plan 2011-2015 and the updating of the Group’s Community Involvement Framework Plan.

In these times of uncertainty and economic difficulties, OHL maintains a strong, stable and solid position with a capacity for growth. And in the financial year of the Group’s 100th birthday, the wisdom of the strategy that we decided to apply as from 2002 has been confirmed. A strategy and a wager renewed year after year on a sustainable, balanced and harmonious development that will enable us, from our position of world leadership in several construction fields, to look at the future with optimism.

These results would not have been possible without the trust and ongoing support of our shareholders, to whom in my own name and in the name of the Board of Directors, I wish to express my deepest appreciation. An appreciation that extends to our customers for the confidence that they have shown us, together with my most sincere congratulations to the Group’s excellent team, whose effort, professionalism, dedication and spirit of achievement have made it possible to attain the sustainable development targets that we set for the 2011 financial year.

The Chairman of the Board of Directors



**Juan-Miguel Villar Mir**

[1]

**OHL,  
a global  
company**



# OHL, a global company

The mission of the OHL Group is to create value on the basis of conditions of economic, social and environmental sustainability, catering to the specific interests of its investors, customers and employees, as well as of all of the individuals and entities interested in its successful operation.

## The OHL Group in figures

- Presence in **34 countries** on all five continents. **89%** of EBITDA outside of Spain.
- Significant presence in growing markets (Brazil and Mexico account for **73%** of EBITDA).
- **Primary** private investor in infrastructures in Latin America.
- **76%** of EBITDA in Concessions. **Eighth largest concessionaire** in the world. (Public Works Financing, PWF)
- Placed **among the top 21 contractors** worldwide in terms of its construction activity, and seventh in the transportation segment. (Engineering News Record, ENR)
- Contractor for the **three largest international railway projects** awarded in 2011.
- **World leader** in hospital construction.
- Significant backlog of construction projects worth **8,700 million €** (3 years of sales).
- **Fifth** largest construction group in Spain and national leader in marine works.

The OHL Group is one of the largest international concession and construction groups in the world. Its business model incorporates ethical, social and environmental criteria into the management of the business in a balanced manner, in order to contribute to enhancing the wellbeing and progress of present and future generations, both in its immediate environment as well as on a global scale.

In 2011, its centennial year, the Group ended one of its most brilliant financial years since, one decade ago, it set in motion the strategy that has made it a major international transportation infrastructure concession and construction group.

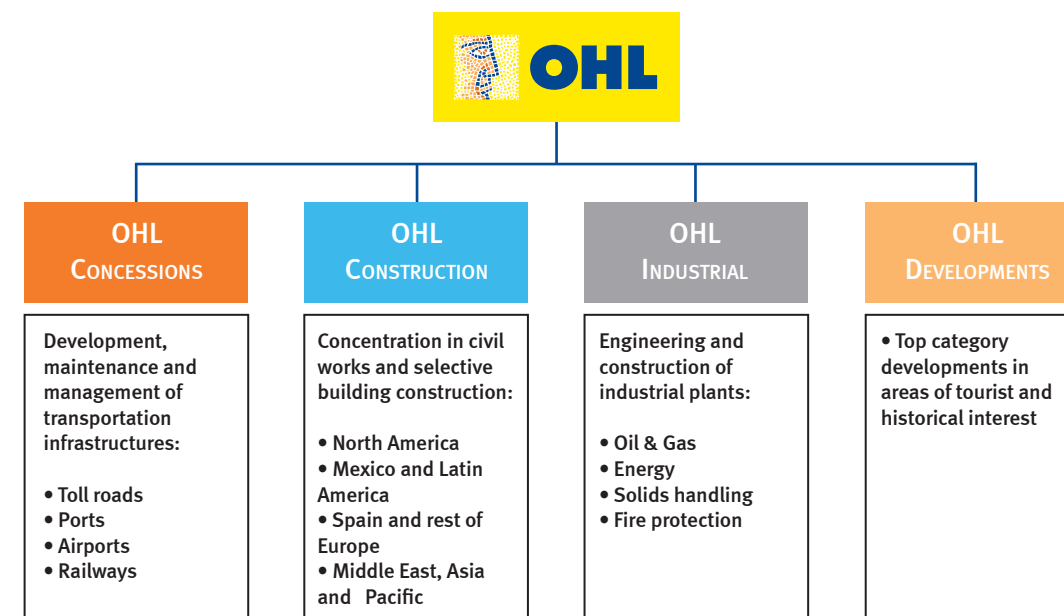
In addition to consolidating the business activity of OHL Concessions through, mainly, the management of transportation infrastructures under concession in Brazil and Mexico, the most significant milestones of the Group during 2011 were reached by the OHL Construction division, on contracting several landmark projects in the international market that have enabled the penetration of the Group into the new markets of Canada, Kuwait, Saudi Arabia, Russia and Australia, and reinforced its presence in Turkey and Poland.

With the objective of optimizing the use of human and technical resources in its construction operations from a global perspective, in the first quarter of 2011 OHL announced the unification of its international and domestic construction divisions into a single division: OHL Construction.

On another front, in November of last year the Group signed an agreement for the sale of its subsidiary OHL Medio Ambiente Inima to the Korean company GS Engineering & Construction Corporation, for an equity value of 231 million euros. This transaction is set within the framework of the plan announced by OHL for the divestment of a non-strategic division in order to reduce net recourse debt.

Following the agreement for the sale of OHL Medio Ambiente Inima, that division has now been entered as a discontinued operation in the annual accounts for 2011. Nevertheless, in view of the social and environmental aspects of the division, it was considered appropriate to include it within the scope of this sustainability report.

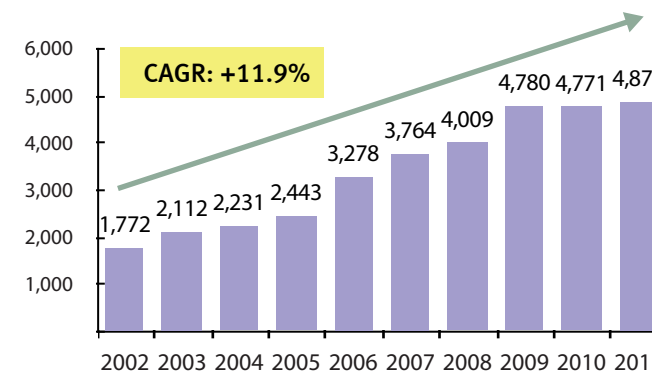
As a result of these changes with respect to 2010, the Group's core business activity became structured at the end of 2011 into the following divisions: OHL Concessions, OHL Construction, OHL Industrial and OHL Developments.



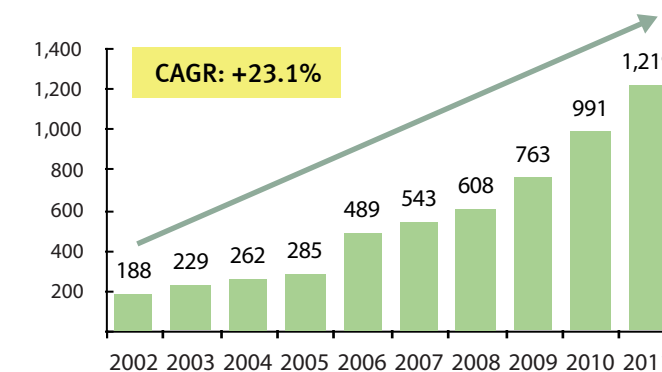
## History of solid and sustained growth

(Trend in sales, EBITDA, net profit and backlog, in millions of euros, and compound annual growth rate, CAGR)

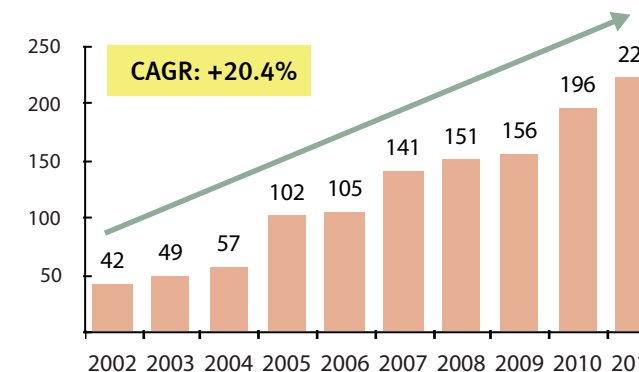
**Sales**  
Millions of Euros



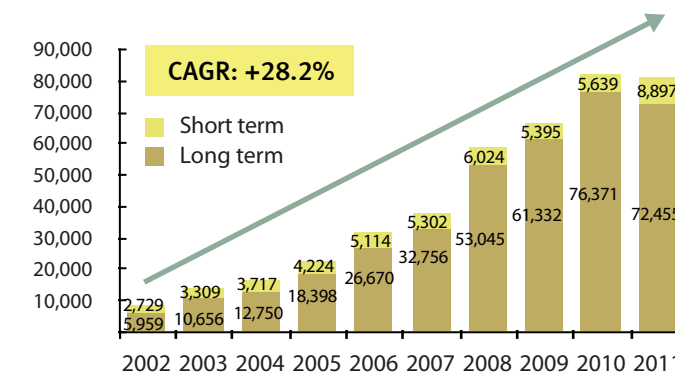
**EBITDA**  
Millions of Euros



**Net profit**  
Millions of Euros

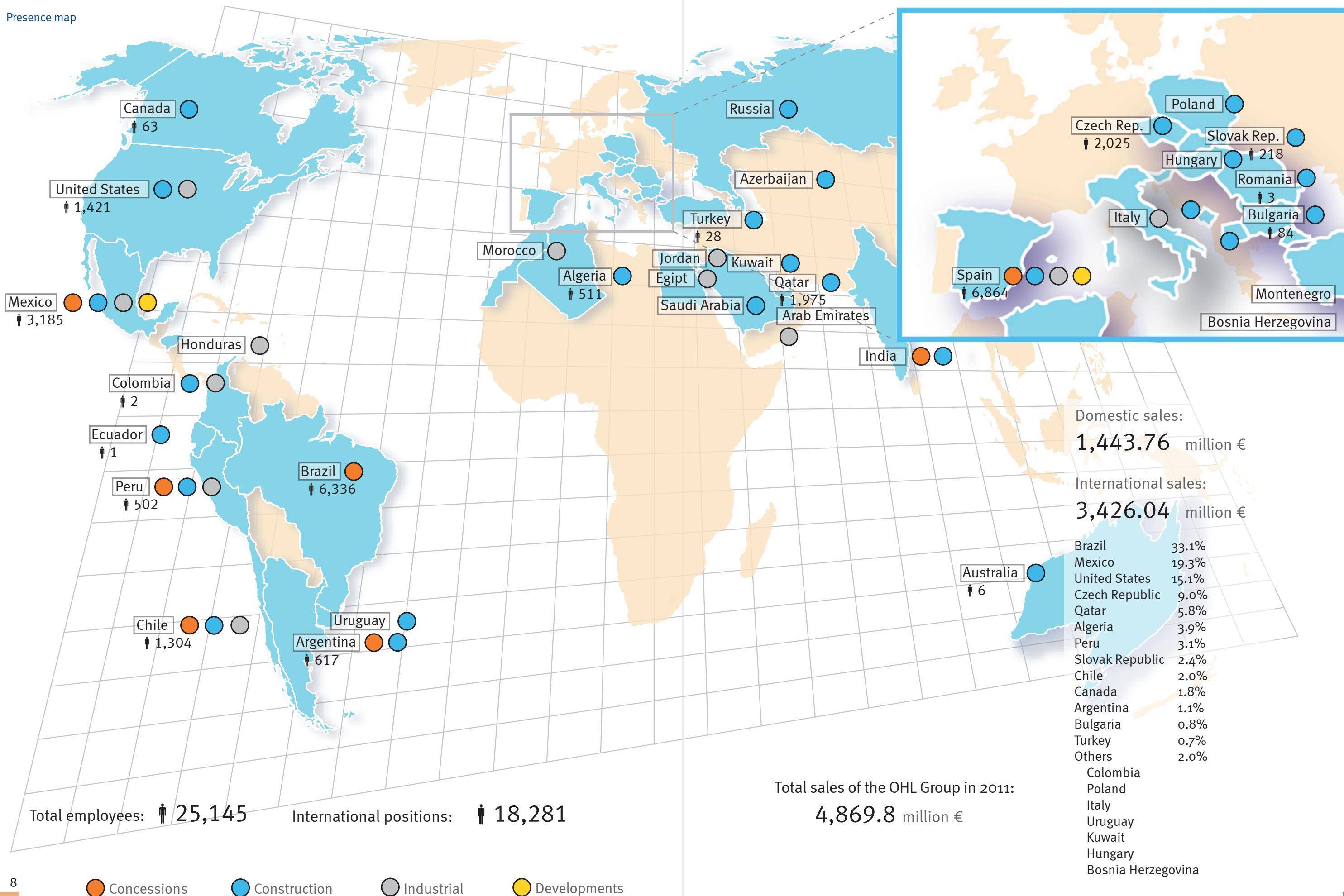


**Backlog**  
Millions of Euros





Presence map



## The OHL Group in the world

### OHL Concessions

The OHL Concessions division, the Group's main business, has continued to implement in 2011 the commitments acquired in its concessions backlog. With operations in seven countries, the division's backlog is comprised by 28 principal concessions, 23 of which are toll road concessions –with a total of 4,417 km-, in addition to one airport, two seaport and two railway concessions.

Through its subsidiaries, OHL Brasil and OHL México, listed on the stock exchanges of their respective countries, the Group leads the toll road market in Brazil in terms of the number of kilometers under concession, 3,226 km, as well as in the metropolitan area of the Valley of Mexico, where its share extends to 72% of the 216-km-network of urban toll expressways promoted by government administrations. Overall, OHL manages 359 km of toll roads in Mexico through six concession companies.



*OHL introduced the Standard Toll System on the Autopista del Norte toll road, in Peru, during 2011.*

### Milestones in the 2011 financial year

- **First year of financial autonomy.** A decade after its creation and with its two main subsidiaries -OHL Brasil and OHL México- listed on the stock exchanges of their respective countries, the capacity of OHL Concessions to confront its future development with a strategy of financing without recourse to its parent company and in local currency in each of the countries where it has a presence was one of the key messages at the annual presentation of the company to financial analysts in April 2011.
- **Conclusion of financing arrangements in Brazil and Mexico.** Con el apoyo del banco público brasileño BNDES, OHL Brasil ha cerrado en 2011 el pWith the support of the Brazilian public bank BNDES, in 2011 OHL Brasil concluded the long-term financing plan designed for the development of the five federal toll roads it manages: Fluminense, Fernão Dias, Régis Bittencourt, Litoral Sul and Planalto Sul.

At the same time, OHL México, through its respective concession companies, concluded the financing of the Supervía Poetas and Urbana Norte toll roads, through long-term loans in the amounts of 4,000 and 7,440 million Mexican pesos, respectively. The company also obtained financing through a bond issue in the amount of 1,700 million, for the re-financing of the debt associated with the Puebla-Perote toll road.

- **New concessions in operation.** In April, OHL México opened to traffic the last sections of Phases II and III of the Circuito Exterior Mexiquense, a strategic infrastructure for the development and integration of the metropolitan area of the Valley of Mexico. Also, in October and November, it opened the first two sections of the Urbana Norte toll road. The first of these sections culminated the connection of the second levels of the two federal entities, the Federal District and the State of Mexico, which comprise the metropolitan area of the Valley of Mexico.

In Chile, during the month of September, Section 1 of the east sector of the Los Andes toll road commenced operations. With a length of 19.5 km, this section connects with the main border crossing into Argentina, Paso Los Libertadores, and forms a part of the Cristo Redentor Bi-Oceanic Corridor, connecting the Pacific and Atlantic oceans through Brazil, Argentina and Chile.

Furthermore, on May 9, Terminales Marítimas del Sureste inaugurated the solid bulk terminal at its port facilities in Alicante. The company has also underpinned its coastal and international traffic with 138% growth in the movement of TEUs with respect to the previous year.

- **OHL México, in the IPC.** On the first of September, OHL México was included in the Índice de Precios y Cotizaciones (IPC), the principal index of the Mexican Stock Exchange, comprised by the 35 listed companies with the highest market liquidity.
- **Standard Toll System.** OHL Concessions successfully completed the first implementation, on the Autopista del Norte (Peru), of the Standard Toll System (SEP), its new toll management product, which it has developed in record time with state-of-the-art technology.
- **Largest ITS system in Brazil.** With an investment due to exceed 100 million reais, OHL Brasil has initiated the implementation on the toll roads it manages in the federal network of what will be the most extensive intelligent transportation system (ITS) for road surveillance and control in the country and one of the most important worldwide.
- **Electronic toll collection services market.** On October 31, OHL México announced the commenced the operation of the new technological platform, Televía, with which the Group has entered into Mexico's market of electronic toll collection services.

### Markets of OHL Concessions

- Strategic countries: Brazil, Mexico and Spain
- Other countries with operations: Argentina, Chile, Peru and India.
- Countries with projects under study: United States, Canada, Colombia, Eurozone and China.

## The wager on R&D&I and its experience as an operator have enabled OHL Concessions to launch a new business line that offers infrastructure operation and maintenance services under any kind of concession modality

### New business line of OHL Concessions

The company's wager on research and the new technologies, together with the experience accumulated over more than a decade, has enabled it to consolidate a new business line that offers –both to investors and public administrations as well as to the concession sector - transportation infrastructure operation and maintenance services under any modality whatsoever: consultancy, supervision and coordination or integrated management.

OHL Concessions has designed and developed management systems of its own in an advanced technological environment, enabling it to guarantee the control of operations and to effectively manage the contractual risks.

The systems are applicable to any kind of concession agreement and to the full range of infrastructures, providing the operator company with all of the relevant information: traffic, ITS and user information.

### Management systems developed in-house

- **Integrated Control Center.** Web platform in its final stage of integration, completely modular, for the management of the information on the infrastructure and its elements. Provides ITS information in real time, analyzes high accident locations and enables queries on accident rates, in addition to facilitating the graphical and analytical representation of works, investments, traffic and inventories.
- **Traffic Management Tool.** Analyzes all of the information originating from traffic and generates reports automatically and configurably.
- **Investment Monitoring Model.** Software tool for the technical and economic control of major maintenance and investments.
- **Unified Operating Data Model.** Enables the monthly monitoring of the data budgeted, both with respect to operations as well as to revenues, costs and results.
- **Standard Toll System.** State-of-the-art product with a set of functionalities that make it unique: maintenance application integrated with the tolling and video, validation of anomalies and generation of reports in real time, maximum traceability of all of the information and mechanisms for the eradication of fraud, and full configuration of users, rates, all kinds of reports and toll control.
- **Integrated Pavement Management.** In the process of development, this system makes it possible to program future major maintenance of road surfaces—with the particularities of design and traffic of each infrastructure and the different regulations existing in each country— seeking the optimization of solutions, maximum durability and lower cost of maintenance.



*Toll station on the Circuito Exterior Mexiquense, a toll road built and operated by the Group.*



OHL stands out in the consortium of twelve Spanish companies that won the award of the high-speed train line connecting the Saudi cities of Mecca and Medina, following a highly competitive bidding process involving other major international groups. In the photo, the signers of this major agreement in Riyadh. From left to right: Rafael Catalá Polo, Secretary of State for Planning and Infrastructures; José Manuel García-Margallo y Marfil, Minister of Foreign Affairs and Cooperation; Jubarah bin Eid al-Surayasiri, Minister of Transport of Saudi Arabia; Ana Pastor, Minister of Development; Carlos Palacio Oriol, Chairman of Talgo; Jaime García-Legaz, Secretary of State for Trade, and Juan-Miguel Villar Mir, Chairman of the OHL Group.



## OHL Construction

In its first financial year, this division attained the most significant milestones of the Group in the international market during 2011, on contracting landmark projects, both in terms of the amounts involved as well as for having enabled the division to enter and commence construction operations in markets as relevant as those of Canada, Kuwait, Saudi Arabia, Russia and Australia, and on having reinforced the presence of OHL in Turkey and Poland. In addition, the division opened an office in India.

In Spain, the construction sector has once again experienced a severe decline in activity (7.4% nominal), reducing its contribution to Spain's GDP to 14.2%, 1.3 percentage points less than in 2010. The measures adopted by the central government, regional governments and town councils to control the public deficit have had an immediate impact on public works. Consequently, the total amount of public tendering in Spain during 2011 dropped 47.3% with respect to 2010, being placed at only 13,818 million euros. This situation, foreseen by the Group, has forced it to make the necessary adjustments in the cost structure of this area of business in order to maintain its profitability in the context of a lower volume of activity.

### Milestones in the financial year

- **USA.** In the Northeast region (New York), Judlau Contracting completed its first year as a subsidiary of the Group and a significant backlog of projects. In the Southeast (Florida), the performance of the Group's major projects continues: the AirportLink (extension of the Miami subway to the city's international airport) and Miami's largest freeway interchange (826/836). In addition, the contracting of the following three projects stands out in 2011: design and construction of State Road 874 Mainline, a Health Institute for the entity Palm Health and a Research Center for the University of Miami.
- **Canada.** OHL is participating in the contract for the CHUM Hospital in Montreal, which will be one of the largest hospitals in North America, with a 26% interest in the concession company and a 50% stake in the construction, involving an investment of 2,060 million Canadian dollars, approximately 1,428 million euros.  
  
Also in Canada, OHL will take part in the extension of the Toronto subway (Toronto York Spadina Subway Extension). The budget for this project, in which OHL holds a 50% stake, totals 426 million Canadian dollars (304.4 million euros).
- **Russia.** Ural-Polar railway project. This contract has signified the entry of OHL into Russia, having secured the largest construction project in its history. Its Czech subsidiary, OHL ŽS, is the main contractor for this project, worth 1,500 million euros and consisting of the construction of a 390 km railway line.
- **Saudi Arabia.** Haramain Project: Mecca-Medina High-Speed Railway. The Saudi Railways Organization (SRO) awarded the Al-Shoula consortium, in which OHL participates together with another 11 Spanish and two Saudi companies, the contract for building the second stage of the Mecca-Medina high-speed rail line. With a budget of 6,736 million euros, it is the largest award of civil works ever made to Spanish companies abroad. OHL will earn 586 million euros for its work in this project.
- **Turkey.** Marmaray Project. First undersea railway connection between two continents, Europe-Asia. The line will be built under the Bosphorus Strait, in Istanbul. The total budget amounts to 932.8 million euros, with a 70% participation by OHL. High-speed line, commuter trains and freight.
- **Kuwait.** Jamal Abdul Nasser urban viaduct. The contract for the construction of the Jamal Abdul Nasser Avenue viaduct, in the city of Kuwait, was signed in February 2011. This urban viaduct, in which OHL holds a 48% interest, will be 11 km long and has been budgeted at 666 million euros.
- **Australia.** Peak Downs Highway. Contract with the State of Queensland that has enabled OHL, for the first time in its one hundred years of history, to be engaged in construction work on all five continents. With a budget of 58 million euros and 50% participation by OHL, the purpose of the project is the reconstruction of a sector of the Peak Downs Highway.



### Milestones in the financial year (continue)

- **Spain.** Award of two roadbed contracts for the high-speed railway lines in the Basque Country (Antzuola-Itsaso section, in Guipúzcoa) and in Extremadura (Navalmoral de la Mata-Casatejada), in the amounts of 43 million and 41 million euros, respectively. The Collado Villalba Hospital, in Madrid, awarded for 55 million euros, and the Fuerteventura Training and Convention building, in the Canary Islands, for 21 million euros.  
  
In addition, SATO won the contract for the rehabilitation and upgrading of the dock and sea wall of the San Andrés harbor, in Malaga. More so than for its budget of 12 million euros, this project is significant because it is the first to use –for the construction of a sea wall- the protection element called the Cubipod, the outcome of a research project by this Group subsidiary, a leader in marine and port works.
- **Central and Eastern Europe.** The Czech subsidiary, OHL ŽS, in addition to continuing its operations as a construction company specialized in the railway sector, has begun to build facilities for nanotechnology, as well as photovoltaic power plants. The subsidiary's most outstanding railway projects include the Nové Mesto nad Váhom-Zlatovce section, in Slovakia, the Prerov station and the Bystrice nad Olší-Cesky Tesin section, in the Czech Republic, and the Svilengrad-Turkish Border section, in Bulgaria.
- **Poland.** Through its branch in Poland, in 2011 OHL was awarded sections II and IV of the expressway connecting the airport to the port of Gdansk (Slovak route), in addition to the reconstruction of the infrastructure of the Rondo Kaponiera tram line, en Poznan.
- **India.** In May 2011, OHL opened its first office in India, in the city of Gurgaon, a financial center near New Delhi and the headquarters of many multinational companies. OHL's interest in this country is focused on the construction of transportation infrastructures.
- **Latin America.** The Group's construction business in Latin America is linked to a large extent to the performance of the toll road concessions awarded to the Group in countries such as Mexico, Peru and Chile. Moreover, OHL won the contract in Chile for the construction of the Chacillas Reservoir, worth 37.5 million euros, and extended its operations to Uruguay through the construction of a cellulose plant for the Montes Plata Group and to Colombia, where it is participating in the construction of the El Quimbo 400 MW hydroelectric power plant.

### Markets of OHL Construction

- **America:** United States, Canada, Mexico, Ecuador, Chile, Argentina, Colombia, Peru and Uruguay.
- **Europe:** Spain, Czech Republic, Slovakia, Hungary, Bulgaria, Bosnia and Herzegovina, Montenegro, Romania, Poland and Russia.
- **Asia:** Turkey, Qatar, Saudi Arabia, Kuwait, Azerbaijan and India.
- **Africa:** Algeria.
- **Oceania:** Australia.

Left: Manufacture of Cubipods at the Port of Malaga. First actual application in a project of this invention, winner of an award at the International Exhibition of Inventions in Geneva.



Right: Multi-level intersection on the major beltway around Brno under construction by OHL ŽS in the Czech city.







The Puerto Errado 2 solar thermal power plant (Murcia) is the largest plant built to date using direct steam generation technology based on Fresnel-type linear collectors on a commercial scale (30 MW). OHL Industrial has introduced significant innovations in the technology to make its operation feasible.

## OHL Industrial

In 2011 the OHL Industrial division consolidated its capacity for the performance of EPC projects (turn-key), both in the international as well as the domestic markets. With an increasingly stronger focus on R&D&I, the incorporation of the latest technological advances is OHL Industrial's key factor in its commitment to achieving a position of leadership in its areas of business and to meeting the needs of its customers.

### Milestones in the financial year

- **International presence.** Yet another year the international market has been more active than the Spanish market and, as a result, the network of offices abroad has been extended by opening new offices in the U.S. and Colombia, now added to those already operating in Mexico, Peru, Chile and Abu Dhabi.
- **Arenales solar thermal power plant.** The Arenales 50 MW solar thermal power plant was contracted through Ecolaire, a subsidiary in the Oil & Gas area, with a budget of 315 million euros. The plant will be built in Morón de la Frontera, Seville (Spain).
- **Largest biomass plant in Spain.** The Energy area contracted the largest biomass electricity generation plant in Spain. With a budget of 125 million euros and a power capacity of 50 MW, the plant was awarded by Ence and will be built in San Juan del Puerto (Huelva).
- **Photovoltaic power plants.** The Energy area has also contracted two photovoltaic power plants, one in Lecce (Italy), with an 8 MW capacity, and the Trujillo III 10 MW plant in Cáceres (Spain).
- **Solids handling.** Stihm, the subsidiary heading the solids handling business, was awarded a project by Sociedad Minera el Brocal (Buenaventura Group) in Peru, for the installation of two overland conveyors for the transportation of copper ore, which together involve a total length of 5.2 km.
- **Fire protection systems.** The activity of Chepro in Spain's nuclear power plants has translated into the contracting of passive and insulation protection systems in the Cofrentes, Ascó, Almaraz, Trillo, Garoña and Vandellós power plants, for a total amount of 13 million euros.
- **Projects in progress.** Ecolaire's work continues at a steady pace for the completion of the Pluspetrol gas cracking plant in Pisco (Peru) and of the Vopak hydrocarbon storage and distribution terminal in Algeciras (Spain).

### Markets of OHL Industrial

- America: Peru, Mexico, Chile, Colombia, Honduras and the United States.
- Europe: Spain and Italy.
- Asia: Jordan and the United Arab Emirates.
- Africa: Morocco and Egypt.

## OHL Developments

OHL Developments was created in 2001 as an independent business line within the OHL Group. With a clearly international orientation, the projects operated by this division at the present time are located in Mexico, the most important of which is super-luxury Mayakoba resort, on the Riviera Maya.

### Milestones in the financial year

- **Top international awards.** The Mayakoba resort has been singled out by the World Tourism Organization (WTO) and the Rainforest Alliance, as the recipient of their top awards in 2011: the *Ulysses* and *Sustainable Standard-Setter* awards, respectively, in recognition of the resort's commitment to sustainability and the environment.
- **Fourth hotel at Mayakoba.** In 2011 negotiations were concluded for the establishment of the fourth hotel at Mayakoba, the development of which will commence in 2012 under the Andaz brand, a second luxury brand of the Hyatt Group. Similarly, negotiations on the fifth and last project planned for Mayakoba Phase I are at an advanced stage.
- **AAA Five Diamond Award.** The Fairmont and Rosewood hotels have renewed their AAA Five Diamond Award rating by the prestigious American Automobile Association.
- **Best hotels in the world.** Similarly, the Fairmont, Rosewood and Banyan Tree hotels rank among the best in the world. The first mentioned has been included by the *Travel + Leisure* magazine among the top 500 in the world and by *Condé Nast Traveler*, among the best spas. Likewise, the Rosewood hotel has been selected as the best luxury hotel in Mexico and Central America and one of the 20 best in the world by *Travel + Leisure*. In addition, the Banyan Tree has been classified as the best luxury hotel in Mexico by the *World Luxury Hotel Awards*, as well as the ninth best luxury hotel in the world and the second and third best in the Spa and Romance categories by *TripAdvisor*.
- **PGA Tour.** The El Camaleón golf club was the scenario for yet another -the fifth- *Mayakoba Golf Classic*, the first official tournament on the PGA Tour to be held outside of the U.S. and Canada.



During 2011, OHL Developments -now a decade old- concentrated its main activity yet another year in Mayakoba. In the photo, its golf course on Mexico's Riviera Maya, renewed by the PGA Tour as its sole tournament venue outside of the U.S. and Canada.

During 2011, Ingesan has added new and diverse customers, who have continued to drive its growth.



Other business activities

**Ingesan.** During 2011, Ingesan continued its strategy of sustained and profitable growth that it has maintained since it became a part of the Group in 2007. Despite the weak economic situation and the budget cutbacks, both by public as well as private customers, the company increased its invoicing by almost 43%, placing its turnover at 53.5 million euros.

This subsidiary has reinforced its strategy with fresh contracts that have consolidated its presence in the cleaning segment of the transportation sector (Terminal T1 and the cleaning of runways at the Barcelona airport, the Alicante airport, Line 1 of the Barcelona subway) and the healthcare sector (Bellvitge Hospital, Barcelona, and Josep Trueta Hospital, Girona). In the area of integrated building maintenance services, the most outstanding awards were related to transportation (Line 9 of the Barcelona subway) and administrative buildings (University of Barcelona and the Ciudad de la Justicia court complex in Almería).

The forecasts for 2012 reflect a growth in sales along the lines of the performance in 2011, with particular incidence on new sectors with a very positive outlook for future growth and higher returns, such as the fields of efficiency and energy saving and social services.

**Sacova (Novaire).** The OHL Group participates in the business of managing care facilities for the elderly in the Community of Valencia, through the company Sacova Centros Residenciales with its brand name Novaire ([www.novaire.es](http://www.novaire.es)). The company has 11 residential facilities and 11 day care centers in operation, with almost 1,900 places and an average occupancy rate of more than 94% over the last two years. During the financial year, the company obtained ISO 9001:2008 certification, with the maximum scope possible for all of its centers and processes. In 2011, it contributed revenues to the Group in the amount of 29.1 million euros and 5.7 million in EBITDA. The company has now been included in a divestment process, as its line of business has been considered non-strategic for OHL.

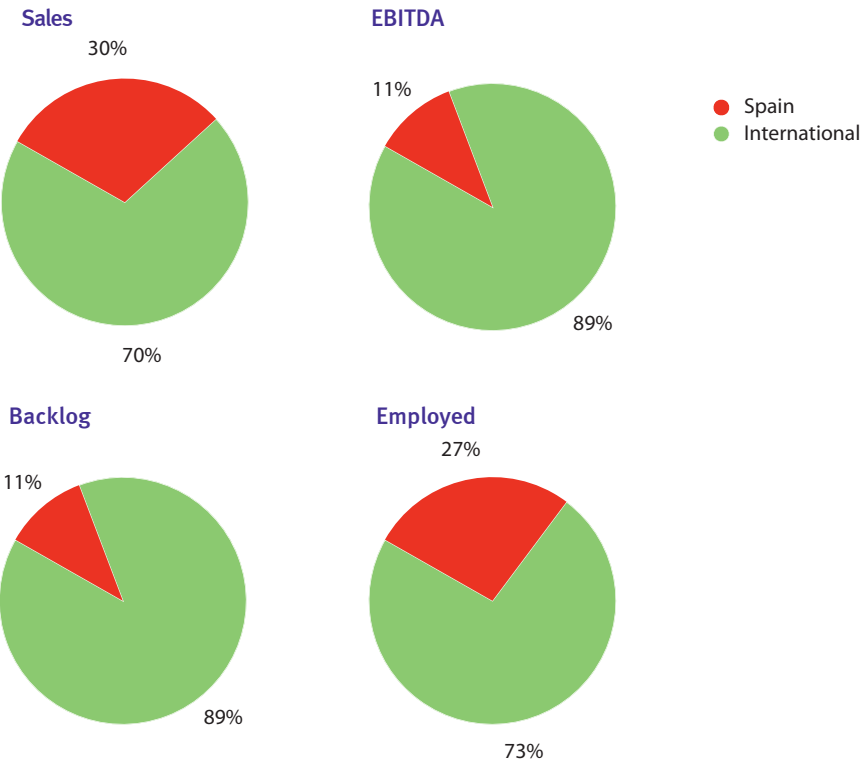
OHL, a concessions group

OHL Concessions, thanks to its significant growth in the financial year, has been, yet another year, the driving force behind the results of the Group and has consolidated its relevance by contributing 76% of EBITDA and 89% of the backlog.



OHL, an international group

The international expansion of OHL, initiated in 2002, is reflected in its main figures: presence outside of Spain in 33 countries on all five continents, which contribute 70.4% of sales, 89.1% of EBITDA, 89% of the backlog and where 73% of the Group's employees work.





## Basic figures

As mentioned, the results for 2011 were very satisfactory despite the difficult economic context, with double-digit growth in EBITDA and net profit. In this regard we should highlight the improvement in margins tied to the increase in the weight of the Concessions division in the overall figure.

MAIN CONSOLIDATED FIGURES (*)					(Mn Euros)
	2011	%	2010	%	Var. (%)
Turnover	4,869.8	100.0%	4,771.4	100.0%	2.1%
Gross operating profit (EBITDA)	1,219.3	25.0%	991.0	20.8%	23.0%
Net operating profit (EBIT)	972.5	20.0%	694.5	14.6%	40.0%
Net attributable profit	223.3	4.6%	195.6	4.1%	14.2%
Backlog:					
Short term	8,896.9		5,639.4		57.8%
Long term	72,455.2		76,370.9		-5.1%
Total	81,352.1		82,010.3		-0.8%

(\*) The figures of the Environment Division are presented as a result from discontinued operations in 2011 and 2010 and, therefore, the figures for 2010 have been re-stated, whereby they do not coincide with those presented originally.

RATIOS (*)		
	2011	2010
Gross operating profit (EBITDA) / Sales (%)	25.0	20.8
Net operating profit (EBIT) / Sales (%)	20.0	14.6
Profit before taxes / Sales (%)	11.1	8.0
Net attributable profit / Sales (%)	4.6	4.1

(\*) The figures of the Environment Division are presented as a result from discontinued operations in 2011 and 2010 and, therefore, the figures for 2010 have been re-stated, whereby they do not coincide with those presented originally.

GROSS BORROWINGS (1)					(Mn Euros)
	31/12/11	%	31/12/10	%	Var. (%)
Recourse debt	1,748.8	27%	1,693.1	28%	3.3%
Non-recourse debt	4,849.5	73%	4,444.7	72%	9.1%
TOTAL	6,598.3	100%	6,137.8	100%	7.5%

(1) The gross borrowings group together the non-current and current debt items, which include both bank debts and bonds.

NET BORROWINGS (1)					(Mn Euros)
	31/12/11	%	31/12/10	%	Var. (%)
Recourse debt	1,256.5	25%	1,173.5	27%	7.1%
Non-recourse debt	3,852.7	75%	3,246.4	73%	18.7%
TOTAL	5,109.2	100%	4,419.9	100%	15.6%

(1) The net borrowings are comprised by the gross borrowings minus other financial assets and cash and cash equivalents.

## The OHL Group ended the 2011 financial year with excellent results, particularly outstanding in the current difficult macroeconomic environment

By business activity, the Concessions division increased its weight in the sales of the Group, going on to account for more than one-third of the total and obtaining strong growth in all of its figures. In Construction, the improvement in margins enabled a significant increase in EBITDA, despite the drop in sales.

TURNOVER (*)					(Mn Euros)
	2011	%	2010	%	Var. (%)
Concessions	1,646.3	34%	1,508.7	32%	9.1%
Construction	2,866.2	59%	3,070.9	64%	-6.7%
Other Activities	357.3	7%	191.8	4%	86.3%
TOTAL	4,869.8	100%	4,771.4	100%	2.1%
GROSS OPERATING PROFIT (EBITDA) (*)					(Mn Euros)
	2011	%	2010	%	Var. (%)
Concessions	927.7	76%	746.9	76%	24.2%
Construction	288.0	24%	240.3	24%	19.9%
Other Activities	3.6	0%	3.8	0%	-5.3%
TOTAL	1,219.3	100%	991.0	100%	23.0%
NET OPERATING PROFIT (EBIT) (*)					(Mn Euros)
	2011	%	2010	%	Var. (%)
Concessions	791.1	81%	561.7	81%	40.8%
Construction	199.1	21%	147.6	21%	34.9%
Other Activities	-17.7	-2%	-14.8	-2%	19.6%
TOTAL	972.5	100%	694.5	100%	40.0%

(\*) The figures of the Environment Division are presented as a result from discontinued operations in 2011 and 2010 and, therefore, the figures for 2010 have been re-stated, whereby they do not coincide with those presented originally.

The main subsidies received by the Group refer to capital subsidies granted by the competent bodies for giving the concession financial feasibility and to guarantee its profitability.

The definitive capital subsidies are considered as a lesser cost of the infrastructures. At December 31, 2011, the subsidies yet to be posted as a lesser cost totaled 92 million euros (303 million in

2010). In addition, 10.11 million euros were received in 2011 as aid for training and hiring, as well as subsidies and loans for R&D&I projects.



### Creation of value, generation of employment and promotion of local economic development

OHL's business activities generate value for all of its stakeholders, both direct (customers, employees, shareholders, subcontractors and collaborators, etc.) as well as indirect (the society of the countries where the company engages in its business).

VALUE CREATION		Figures in thousands of €	
ECONOMIC VALUE GENERATED		2011	2010 (1)
<b>a) Income</b>			
Net amount of turnover	4,869,776	4,771,432	
Other operating revenues	450,660	429,927	
Financial revenues and other income	133,818	104,983	
	5,454,254	5,306,342	
<b>ECONOMIC VALUE DISTRIBUTED</b>			
<b>b) Operating costs</b>			
Supplies	2,690,920	2,740,307	
Other operating expenses	693,969	795,011	
<b>c) Salaries and employee benefits</b>			
Personnel expenses	707,790	664,871	
<b>d) Payments to capital providers</b>			
Dividends (2)	55,825	48,903	
Interest and exchange rate differences	557,603	423,681	
<b>e) Taxes</b>			
Company Tax	194,995	127,852	
<b>f) Resources earmarked for Society</b>			
Resources earmarked for Community Involvement	1,930	1,477	
	4,903,032	4,802,102	
<b>Difference between value generated and value distributed</b>		551,222	504,240

(1) The figures of the Environment Division are presented as a result from discontinued operations in 2011 and 2010 and, therefore, the figures for 2010 have been re-stated, whereby they do not coincide with those presented originally.

(2) Include as budgets charged to the profit as budget under the issue premium.

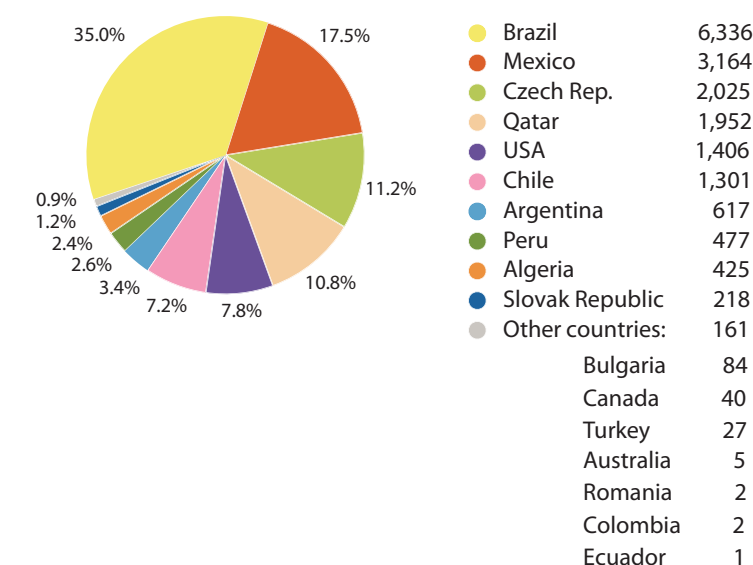
### OHL, a construction and infrastructure management group

Infrastructures, as one of the basic engines of economic growth, constitute a key factor for the enhancement of the wellbeing and the progress of a society. In this sense, OHL plays an important role in the economic activity of the countries where it engages in its business as a construction and transportation infrastructure management company –roads, freeways and railways- and services –hospitals, universities and schools, administrative buildings and sports facilities, among others-.

These projects are performed as a construction company under contracts with government administrations or by participating in the financing of such projects through Public Private Partnership (PPP) formulas that make it possible to have access to the resources necessary for the modernization of infrastructures and services, thereby overcoming the limitations of public financing.

Beyond the generation of economic value, the OHL Group also contributes to the generation of a business fabric and to the creation of direct and indirect employment in the local environments in which it operates. In this way, during 2011, the Group generated a total of 18,082 local jobs in countries other than Spain (international direct local employment). Overall, the Group had 25,145 employees at the end of 2011.

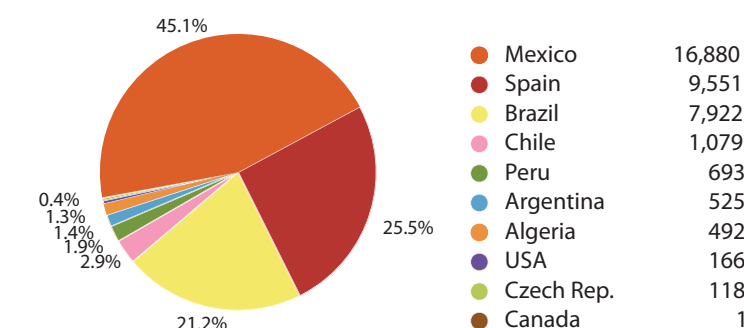
### International direct local employment – 2011 (\*) (Total: 18,082 employees)



(\*) Number of employees working in their country of origin.

Moreover, during the past year the Group generated a total of 37,427 induced local direct jobs, 74% of which were in its international business activities.

### Induced local employment - 2011 (\*) (Total: 37,427 employees)



(\*) Calculated as the number of employees of subcontractors.

Finally, the new Responsible Procurement Policy establishes that the OHL Group is committed to the promotion and encouragement of purchases from local suppliers and contractors as a way to drive the development of the business fabric and the creation of employment within the communities with which it interacts. This practice was already being applied in all of the companies in the Group. More information in the chapter included in this Report on *OHL and its suppliers, together in facing the challenge of sustainability*.

OHL's Board of Directors was received by H.M. King Juan Carlos on the occasion of the celebration of the Group's 100th birthday in 2011.



The Corporate Governance of the company

After a long journey on the road of corporate governance, OHL continued its strict approach to the management of its principles of good governance throughout 2011. The company has always felt that investing in the adoption of the best corporate governance practices and discipline in the entrepreneurial management of the values of transparency, prudence and honesty is beneficial for the company and, indirectly, for its shareholders. Although it is not always easy to measure the economic returns produced by these practices, the strengthening of these values has been one of the pillars of the success achieved by OHL during this financial year.

In 2011 the company maintained its determination to pursue increasingly more stringent management in its monitoring and promotion of compliance with good governance best practices, principles and values. For this reason, following the approval of the OHL Group Code of Conduct in March 2010, the company's Board of Directors decided in the 2011 financial year to entrust the task of promoting and controlling the OHL Group's Corporate Social Responsibility policy to the Audit, Compliance and Corporate Social Responsibility Committee.

In addition, the entry into force of the Sustainable Economy Act has placed listed companies under the obligation of preparing an individualized annual report on the compensation of their directors, with respect to the 2011 financial year, to be submitted to the Ordinary General Shareholders' Meeting on a consultative basis and as a separate point on the agenda. In the case of OHL, the Board of Directors has been preparing a report of this nature and submitting it to the Ordinary General Shareholders' Meetings, also on a consultative basis and as a separate item on the agenda, since 2007. These reports show how the OHL directors' compensation policy in the period between 2007-2011 was based on standards of rationality and rigor and, as such, the directors' compensation has remained stable throughout all of this time. In conclusion, improvement in the systems of corporate governance has been and continues to be present at OHL as a pattern of regular conduct, by constantly adopting measures of progress referred at all times to the good governance standards applicable to listed companies.

The company publishes and consistently updates the composition of the Board of Directors, of the Audit, Compliance and Corporate Social Responsibility Committee and of the Appointments and Compensation Committee, through its website (www.ohl.es), indicating their respective powers and responsibilities. The website also contains the company's body of regulations on corporate governance, comprised by the Corporate Bylaws, the Rules of Procedure of the General Shareholders' Meeting, the Rules of Procedure of the Board, the Code of Conduct on Matters Relating to the Securities Market and the OHL Group Code of Conduct, together with the rest of the information of interest on the company's corporate governance, particularly the Annual Corporate Governance Report. All of this documentation is available to shareholders, investors, employees and other company stakeholders.

More information of the Group's management team in the:

- Regulatory provisions
- Annual Corporate Governance Report

Ownership structure

The direct and indirect owners of significant stakes at the close of accounts for the 2011 financial year are listed below:

STAKES IN THE SHAREHOLDER COMPOSITION OF OHL AT DECEMBER 31, 2011			
Name or company name of the shareholder	Number of direct voting rights	Number of indirect voting rights	% of the total voting rights
Inmobiliaria Espacio, S.A.	-	59,874,088 (*)	60.030
Deutsche Bank, A.G.	5,256,522	-	5.270
BNP Paribas Societe Anonyme	3,175,767	-	3.184
Rest of shareholders	31,434,565	-	31.516

(\*) Indirect stake through controlled companies: Grupo Villar Mir, S.L. Unipersonal, owner of 44.410% of the share capital; Espacio Activos Financieros, S.L. Unipersonal, owner of 0.030% of the share capital; Grupo Ferroatlántica, S.A. Unipersonal, owner of 1.690% of the share capital; Fertiberia, S.A., owner of 0.670% of the share capital, and Fertiberia Castilla y León, S.A., owner of 0.330% of the share capital of the company.

Indirect stake through a nominee company: 5.310% of the share capital through Deutsche Bank Ag. London, and 7.580% of the share capital through Banco Español de Crédito, RCS Natixis, S.A. and Societe Generale, S.A.

More information:

• Curriculum vitae of the directors

Governance bodies

Board of Directors at December 31, 2011

Chairman	Mr. Juan-Miguel Villar Mir Nominee Director*
Deputy Chairman	Mr. Juan Villar-Mir de Fuentes Nominee Director* Member of the Audit, Compliance and Corporate Social Responsibility Committee
Members	Mr. Baltasar Aymerich Corominas Nominee Director*
	Mr. Tomás García Madrid Nominee Director* Member of the Audit, Compliance and Corporate Social Responsibility Committee
	Mr. Javier López Madrid Nominee Director* Member of the Appointments and Compensation Committee
	Mr. Rafael Martín de Nicolás Cañas (1) Executive Director
	Mr. Juan Mato Rodríguez Independent Director Member of the Audit, Compliance and Corporate Social Responsibility Committee
	SAAREMA INVERSIONES, S.A., represented by Mr. Joaquín García-Quirós Rodríguez Independent Director Member of the Appointments and Compensation Committee
	Mr. Luis Solera Gutiérrez Independent Director Chairman of the Appointments and Compensation Committee
	Mr. Alberto Miguel Terol Esteban Independent Director Chairman of the Audit, Compliance and Corporate Social Responsibility Committee
	Mr. Álvaro Villar-Mir de Fuentes Nominee Director*
Non-Director Secretary	Mrs. Silvia Villar-Mir de Fuentes Nominee Director*
	Mr. Daniel García-Pita Pemán
Non-Director Deputy Secretary	Mr. José María del Cuvillo Pemán

\* Appointed on the proposal of Grupo Villar Mir, S.L. Unipersonal  
(1) Subsequent to the close of accounts for the year, Mr. Francisco Marín Andrés was appointed as a director on January 17, 2012, following the resignation of Mr. Rafael Martín de Nicolás effective as from that same date.

During the 2011 financial year, the Board of Directors met on a total of eight occasions and, during the meetings held on March 22, September 20 and November 15, the Board dealt with aspects relating to the performance of the Group in a range of areas of CSR management (HR, training, ORP, R&D&I, quality and environment, community involvement and sponsorship and patronage).

Board Committees

Audit, Compliance and Corporate Social Responsibility Committee

The Audit, Compliance and Corporate Social Responsibility Committee, chaired by an independent director, meets as often as the need arises and, at least, four times per year. One of the meetings is necessarily devoted to assessing the efficiency of and compliance with the company's governance rules and procedures and to preparing the information to be approved by the Board of Directors and included in its yearly disclosures.

The Committee's main tasks also include those of evaluating the results of the company's audits (internal and external) and of reviewing the bond issue prospectuses and the routine financial information the Board is required to furnish to the markets, of examining compliance with the Internal Regulation of Conduct in the Securities Markets, the Rules of Procedure of the Board of Directors, the Rules of Procedure of the General Shareholders' Meeting, the Executive Staff Code of Conduct and, in general, all of the company's governance rules, putting forward the proposals necessary for their improvement, as well as of reporting to the Board, prior to the adoption of resolutions concerning the creation or acquisition of stakes

in special purpose entities or entities domiciled in countries or territories considered to be tax havens.

Furthermore, at its meeting of March 22, 2011, the Board of Directors agreed to expressly include the tasks of the promotion and control of the OHL Group's Corporate Social Responsibility policy among the duties of this Committee.

The composition of the Committee at December 31, 2011 was as follows:

Chairman	Mr. Alberto Terol Esteban
Members	Mr. Tomás García Madrid
	Mr. Juan Mato Rodríguez
	Mr. Juan Villar-Mir de Fuentes

On March 22, 2011, Juan Luis Mato Rodríguez tendered his resignation as Chairman of the Audit, Compliance and Corporate Social Responsibility Committee, as his term of office was due to end on March 27, on the conclusion of the legal four-year term stipulated in the Corporate Bylaws and in the Rules of Procedure of the Board. On that same date, Alberto Miguel Terol Esteban, also an independent director, was elected as the new Chairman of the Committee.

This Committee met on ten occasions during the 2011 financial year.

Appointments and Compensation Committee

The Appointments and Compensation Committee, chaired by an independent director, is comprised by external directors, the majority of whom are independent directors. The

Committee meets as often as the Board, or the Chairman of the Board, requests the issuance of a report or the adoption of proposals and, in any case, whenever advisable for the proper discharge of its duties.

One of its meetings is devoted to preparing the information on the directors' compensation, which the Board of Directors must approve and include in its yearly disclosures.

This Committee is entrusted with establishing the criteria to be applied for the composition of the Board of Directors. Moreover, it brings before the Board its proposals for the appointment of directors, the appointment and stepping down or removal of the secretary and of the members of each of the committees and, at the same time, it proposes the compensation system and the amount of the annual compensation to be paid to the directors and to the members of the Steering Committee, among other duties.

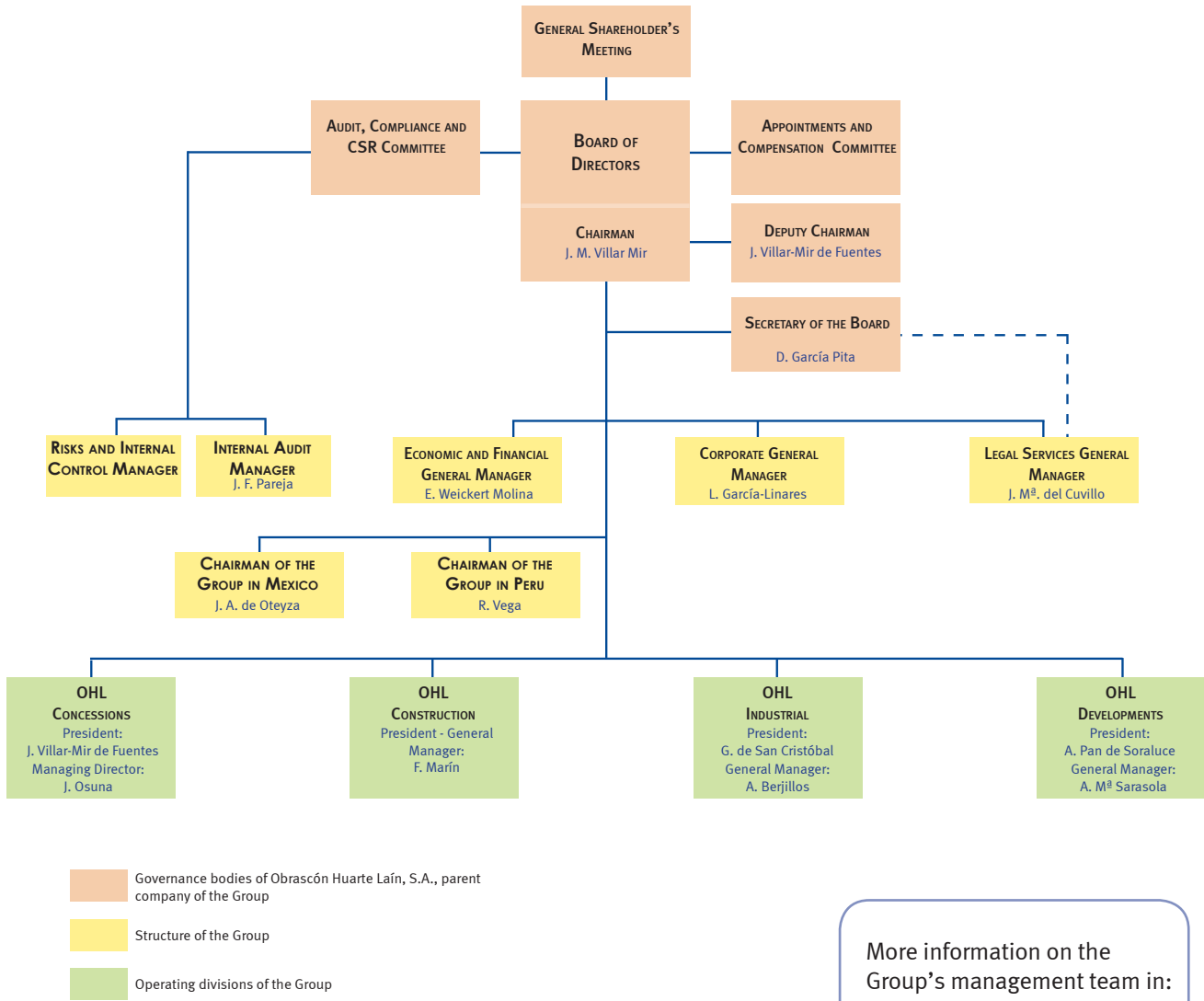
The Committee's composition at December 31, 2011 was as follows:

Chairman	Mr. Luis Solera Gutiérrez
Members	Mr. Javier López Madrid
	SAAREMA INVERSIONES, S.A., represented by Mr. Joaquín García-Quirós Rodríguez

The Appointments and Compensation Committee appointed Luis Solera Gutiérrez as its Chairman, during its meeting of January 12, 2011.

This Committee met on six occasions during the 2011 financial year.

Basic organizational chart at December 31, 2011



More information on the Group's management team in:

- Composition of the Steering Committee

Incompatibilities and conflicts of interest

From the very start, OHL has been particularly scrupulous in dealing with situations of incompatibility and conflict of interest with respect to its directors, a concern which has led it to develop Rules of Procedure of the Board of Directors that adequately regulate these issues, among other aspects.

The Board's Rules of Procedure also regulate in detail those situations in which, due to the existence of a possible conflict of interest, directors must report to the Board of Directors any circumstance of direct or indirect conflict with the interests of the company and must abstain from attending and taking part in the discussions and voting that affect the issues associated with the conflict. Consequently, the directors may only be involved

in professional or commercial transactions with the company in those cases where a prior situation-of-conflict report, approving the transaction in question, is issued by the Appointments and Compensation Committee.



Risk control system

The OHL Group’s governance model, based on criteria of transparency and anticipation, includes risk management and internal control among its fundamentals for the purpose of:

- Ensuring compliance with current legal provisions and with the internal standards and procedures of the Group.
- Preventing and controlling the risks that could affect the attainment of the targets set by the Group as well as its net assets.
- Guaranteeing the reliability and integrity of the accounting and financial information.

With the objective of strengthening the integration of risk management into business decisions, in 2011 the OHL Group continued to introduce improvements into its global risk control system and in the organizational structure entrusted with managing risks, to ensure that the people in charge of all of the business activities adhere to the same corporate principles and base themselves on uniform policies, processes and models.

The Audit, Compliance and Corporate Social Responsibility Committee regularly monitors the most relevant risks included on the Group’s Risk Map through the Corporate Risk Indicator Report.

With the aim of improving the level of compliance and to adapt its system of control over financial reporting to the guidelines proposed in the “Guide for the Preparation of the Description of the System of Internal Control over Financial Reporting” published by the National Securities Market Commission, during the 2011 financial year the Group undertook the risk analysis of the reliability of its economic-financial reporting in even greater depth and has strengthened its model of supervision in this regard.

Moreover, following the entry into force of the reform of the Penal Code, the OHL Group has implemented a criminal risk prevention and detection system, supported on the basic principles of behavior described in the Code of Conduct and supervised by the Prevention Committee.

Likewise, and as a part of the CSR Master Plan 2010-2014, the OHL Group has continued to improve the management of the reputational risks associated with its business activities and with the countries where it has a significant presence, through the upgrading of the controls in the areas of greatest risk and the improvement of the accessibility of the Code of Conduct consultation and reporting channel through the website.

More information in the:

- Annual Corporate Governance Report

Board of Directors of OHL at December 31, 2011

<b>Chairman of the Board of Directors</b>	<b>Mr. Juan-Miguel Villar Mir</b> <b>Nominee Director*</b>	Doctorate in Civil Engineering (number one in his graduating class). Licentiate in Law. Diploma in Industrial Organization from the Economic Development Institute. Holds the Chair of Business Organization in the Advanced Civil Engineering School of the Polytechnic University of Madrid. Holds the Chair of Accounting and Legislation in the School of Public Works of the Polytechnic University of Madrid. Was Deputy Prime Minister for Economic Affairs and Minister of Finance in the first Government of the Monarchy. The remainder of his activity has been mainly in the business world where he has held the office of Chairman of the Board of Directors and chief executive officer in major companies in Spain. At the present time, he is the Chairman of Grupo Villar Mir, S.L. He has also held important positions in the cultural and academic world and, among other offices, he was President of the National Association of Civil Engineers and President of the Agustín de Betancourt Foundation. He is an honorary member of the National Association of Civil Engineers and a member of the Royal Academy of Engineering and of the Royal Academy of Economic and Financial Sciences.
<b>Deputy Chairman</b>	<b>Mr. Juan Villar-Mir de Fuentes</b> <b>Nominee Director*</b> Member of the Audit, Compliance and Corporate Social Responsibility Committee	Licentiate degree in Economics and Business Administration. He is Deputy Chairman and Managing Director of Inmobiliaria Espacio, S.L.; Chairman and Managing Director of OHL Concesiones, S.L.; Deputy Chairman of Fertiberia, S.A.; Chairman of Cía. Agrícola Inmobiliaria Zaragozana (CAIZ, S.A.), and Chairman of Puerto Sotogrande, S.A.
<b>Members</b>	<b>Mr. Baltasar Aymerich Corominas</b> <b>Nominee Director*</b>	Licentiate degree in Economics. Has held senior positions in government institutions. Former Executive Chairman of Sintel and Telefónica Sistemas, Managing Director of Caja Postal and Chairman of the Financial Corporation of Caja Postal. At the present time, he is a business consultant specialized in the field of corporate strategy and development & expansion. He is an advisor to the Chairman of the Villar Mir Group.
	<b>Mr. Tomás García Madrid</b> <b>Nominee Director*</b> Member of the Audit, Compliance and Corporate Social Responsibility Committee	Civil Engineer. MBA-IESE. Has been Managing Director of the Villar Mir Group since 2002.
	<b>Mr. Javier López Madrid</b> <b>Nominee Director*</b> Member of the Appointments and Compensation Committee	Lawyer. Licentiate degree in Economics and Business Administration. Managing Director of the Villar Mir Group, founder and Chairman of Tressis and Financiera Siacapital. Director of Bankia.
	<b>Mr. Rafael Martín de Nicolás Cañas (1)</b> <b>Executive Director</b>	Civil Engineer and PADE-IESE. Has extensive experience in the construction sector. Has held senior positions within the OHL Group.

	<b>Mr. Juan Luis Mato Rodríguez</b> <b>Independent Director</b> Member of the Audit, Compliance and Corporate Social Responsibility Committee	Licentiate degree in Law, is a well-known entrepreneur, former President of the Official Chamber of Commerce and Industry of Madrid and Chairman of the Executive Committee of Ifema. At the present time, he is Chairman of Beverajes Tripe J, S.L., member of the Board of Directors of Sala Retiro y Alternativa, S.L., member of the Economic and Social Council of Madrid and of the Advisory Committee of G.S.S. Comunicaciones.
	<b>SAAREMA INVERSIONES, S.A., representada por Mr. Joaquín García-Quirós Rodríguez</b> <b>Independent Director</b> Member of the Appointments and Compensation Committee	Investment company. Mr. García-Quirós is an Industrial Engineer. Part of his professional career was with Alcatel and he later held a senior position in the Banco de Crédito Oficial. In the industrial sector, he was a member of the international management and a director of Cortefiel. At the present time, he is Managing Director of Saarema Inversiones, S.A.
	<b>Mr. Luis Solera Gutiérrez</b> <b>Independent Director</b> Chairman of the Appointments and Compensation Committee	Industrial Engineer. Has held positions of responsibility in the services, mining, banking and real estate sectors and, for twenty years, in the information and communications technology sector. At the present time is Honorary Chairman of Tecnocon Telecomunicaciones y Energía, S.A., First Deputy Chairman of Hotel Meliá Castilla and a director of Informes y Proyectos, S.A. (INYPISA)
	<b>Ms. Silvia Villar-Mir de Fuentes</b> <b>Nominee Director*</b>	BBA from the American College of London. At the present time is a director of Grupo Villar Mir, S.L.
	<b>Mr. Álvaro Villar-Mir de Fuentes</b> <b>Nominee Director*</b>	Entrepreneur, Deputy Chairman of Puerto Sotogrande, S.A. and a director of Grupo Villar Mir, S.L.
	<b>Mr. Alberto Terol Esteban (1)</b> <b>Independent Director</b> Chairman of the Audit, Compliance and Corporate Social Responsibility Committee	Licentiate degree in Economics and Business Administration. He has a Master's degree in Tax Law (ICADE) from the University of Comillas in Madrid and is a member of the Executive Board of the Círculo de Empresarios. He is a former partner of Arthur Andersen, Manager of the firm, Arthur Andersen, Asesores Legales y Tributarios, member of the World Council of Partners of Andersen Worldwide, member of the Executive Committee of Arthur Andersen in Europe, Managing Partner of the legal-tax practice of Andersen in the world; manager-partner of the Garrigues-Andersen firm; Chairman of Andersen for Europe, member of the Andersen World Executive Committee and of the Deloitte World Executive Committee, Chairman for Latin America and global manager of the integration of the Deloitte and Andersen firms worldwide, member of the Deloitte World Executive Committee and Chairman for Europe, Middle East and Africa and Managing Partner of the legal and tax practice worldwide. At the present time he is a director of Indra.
<b>Non-Director Secretary</b>	<b>Mr. Daniel García-Pita Pemán</b>	
<b>Non-Director Deputy Secretary</b>	<b>Mr. José María del Cuvillo Pemán</b>	

\* Appointed on the proposal of Grupo Villar Mir, S.L. Unipersonal

(1) Subsequent to the close of accounts for the year, Mr. Francisco Marín Andrés was appointed as a director on January 17, 2012, following the resignation of Mr. Rafael Martín de Nicolás, effective as from that same date.



[2]

# Managing sustainability at OHL





# Managing sustainability at OHL

The OHL Group has been working since 2003 in the management of Corporate Social Responsibility (CSR). Throughout this time, the Group's CSR Service, located in the company's Innovation and Sustainability Management Area, has maintained the ultimate objective of providing the company with the management structure and tools necessary for developing its commitment to sustainability.

Starting from this premise, the CSR Master Plan 2010-2014 was approved in 2010 and, since then, has structured all of the company's efforts aimed at ensuring that its business activity is carried out in accordance with the principles of CSR, in the diversity of areas where it operates and in its relations with all of its stakeholders.

The OHL Group maintains a commitment to the creation of economic, social and environmental value wherever it operates. This commitment is evidenced most clearly by the accession of the company to a range of initiatives and action guidelines led by eminent international organizations such as the UN or the OECD.

His institutional commitment translates into a real willingness to manage not only the business activity carried out by the Group, but also the social and environmental challenges associated with such activity. The commitment to creating Corporate Social Responsibility policies and management measures applicable to the various work environments where these challenges emerge emanates from this willingness.



*Responsible human resource management with an international focus stands out among the priority goals of OHL's CSR Master Plan. In the photo, operators of a tunnel boring machine on an OHL USA construction site in Miami.*

## Social and environmental commitments subscribed to by the OHL Group

- United Nations Universal Declaration of Human Rights.
- United Nations Global Compact.
- United Nations Millennium Development Goals.
- Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy of the ILO.
- Guidelines of the OECD for Multinational Enterprises.
- Global Reporting Initiative.

This report narrates all of these efforts, which have as their starting point the creation of a structure and a management activity that effectively drive CSR as a philosophy of work for the entire company. This facilitates, in each case, the inclusion of the social and environmental challenges to be taken up in the various management areas.

The tool currently guiding OHL's activities in this regard is the CSR Master Plan 2010-2014.

The CSR Master Plan 2010-2014 is a strategic tool that is alive and active. Designed between the end of 2009 and the beginning of 2010, from its very origin the Plan took into account the Group's sustainability context and its business strategy. Moreover, it

contains the road map for the management of CSR at OHL, through which the Group's contribution to the collective challenge of sustainable development is articulated. However, it is not only the outcome of a process of work and reflection undertaken at a specific moment in time. It is also subject to an ongoing process of review and adjustment to adapt it to the changes taking place in the Group and in the markets where the Group operates. At the end of 2011, an internal review process was undertaken for the purpose of guaranteeing the strategic adequacy of the Plan and its capacity for attaining the targets set, which has necessitated the introduction of fresh lines of work and the consideration of new projects.

In this way, the CSR Master Plan 2010-2014 became consolidated in 2011 as the instrument for articulating the management of CSR in the Group, at the same time as a positive level of progress was achieved in the implementation of the lines of work included therein. Of the 33 lines of action determined in this strategy, 23 have been successfully activated, with significant advances in aspects such as the responsible management of human resources or of the supply chain. Details of these advances will be provided in the course of this Report, although we would like to highlight the most relevant actions here. These are, principally, the approval of the Responsible Procurement Policy, the updating of the Code of Conduct, the consolidation of a management structure for CSR on an international scale, the conclusion of the stakeholder survey project 2010-2011, the creation of a working group for the responsible management of human resources and the adaptation of this Report to the stated purpose of more effective communication of the company's management focus in the context of sustainability.

The alliances and the cooperation arrangements the Group maintains with other non-business organizations are a reflection of the increased activity and of the involvement of the Group in CSR. These enable OHL to achieve a greater impact in the performance of its projects, as such organizations are highly aware of the social and environmental issues that the company wishes to address. In this regard, particularly outstanding projects in 2011 include the RC Outlook project led by the Fundación Entorno or the new alliance which the Mayakoba resort development

companies belonging to OHL Desarrollos have established with the Rainforest Alliance for the development and certification of more sustainable tourism practices, in terms of the protection of Human Rights, as can be seen in the chapter entitled *A shared culture* in this Report.

With respect to alliances and cooperation arrangements, others should also be mentioned which, although not new developments in the year, are highly relevant in the Group's management of CSR. In this regard, outstanding examples include the alliances the Group maintains within the area of R&D&I activities with organizations such as the European Construction Technology Platform, the European Network of Construction Companies for Research and Development (ENCORD) or EurekaBuild2; the alliances with organizations in the social environment such as Fundación Konecta, Fundación Adecco and Fundación Integra in the development of community support policies and the alliances with the U.S. Green Building Council (USGBC) or the WWF, World Wide Fund For Nature, in the area of environmental management.

Moreover, the Group maintains a stable commitment to other initiatives in the management of CSR, such as the Global Compact –through membership and participation in the Spanish Network of the Global Compact (ASEPAM) and the progress reports the company has been submitting annually since 2005–, its participation in the *Congreso Nacional del Medio Ambiente* (CONAMA – National Environment Congress), the voluntary report by the Group to the Carbon Disclosure Project, the reference entity in the management of information concerning greenhouse gas emissions by businesses, or OHL's active participation on the Corporate Responsibility committees created in Seopan (association of construction companies on the national level), in la *Confederación Nacional de la Construcción* (CNC – National Construction Confederation) or in the *Asociación Española para la Calidad* (AEC - Spanish Association for Quality).

From a forward-looking perspective, the management of CSR should continue giving support and cover to the introduction of the management philosophy described in all of the company's work environments and contexts. In order to do so, the Master Plan considers the following three lines of action in this scope.

## Lines of work of the OHL Group in relation to the management of corporate social responsibility

- Widening of the scope of CSR policies.
- CSR management increasingly more strategic.
- Communication of the advances in the management of sustainability.

## Revision of the Code of Conduct

The OHL Code of Conduct was approved in 2010 by the Board of Directors of the Group, marking an important milestone from the point of view of the management of CSR in the company. Applicable to all of the people belonging to the OHL Group, the Code constitutes an express statement of the company's corporate values and develops the guidelines for the ethical and professional conduct that the Group expects of its employees. Moreover, this instrument establishes the monitoring and control mechanisms necessary for guaranteeing compliance, the most important of which is the Code of Conduct Reporting and Consultation Channel, designed to enable employees and other stakeholders to submit queries or to report conducts as necessary, always under the premise of absolute confidentiality.

As evidence of the relevance of the Code within the company and of the company's efforts in keeping it up to date, a revision of the Code was made during 2011. This revision was approved by Audit, Compliance and CSR Committee, in January 2012.

Another significant development also took place in January 2012 when the Audit, Compliance and CSR Committee approved two procedures in relation to the Code and to the Code of Conduct Reporting and Consultation Channel, specifically the **OHL Group Code of Conduct Dissemination, Distribution and Training Plan** and the **Procedure for the OHL Group Code of Conduct Reporting and Consultation Channel**. Both procedures are available on the corporate intranet in the Group's five main languages.

The Audit, Compliance and Corporate Social Responsibility Committee is the body entrusted with ensuring compliance with the Code of Conduct. However, the revision of the Code undertaken in 2011 introduced a new body providing additional safeguards: the **Prevention Committee**. This committee, which will give support to the work of the Audit, Compliance and CSR Committee, will be the reference body for the ongoing improvement and implementation of the OHL Group's crime risk prevention and detection system. In this regard, the Prevention Committee will draw up and keep the Group's criminal risk map updated, proposing whatever measures and controls it deems necessary to the Audit, Compliance and CSR Committee.

We also wish to highlight the preparation, at the end of 2011, of a training course on the Code of Conduct that will be ready for being offered on-line in the first four months of 2012 and will contribute to raising the awareness of all of the Group's employees on the usefulness of this key tool.

Finally, we should likewise mention that during 2011, a total of two reports of conduct were received through the Code of Conduct Reporting and Consultation Channel, both of which cases were closed without further action following a thorough investigation.



*Outstanding among the alliances and cooperation arrangements initiated during 2011 was that established between OHL Desarrollos and the Rainforest Alliance for the certification of more sustainable tourism practices at the Mexican resort of Mayakoba.*

### More information:

- Code of Conduct (2012)
- Website channel of communication of the Code of Conduct

## Widening the scope of CSR policies

The OHL Group is a global company and, for this reason, its economic, social and environmental dimension is broad and diverse. Progressing in the management of sustainability in this context involves a gradual expansion of CSR policies and practices to reach all of the teams and companies comprising the Group. An ambitious undertaking in which the start-up and consolidation of an international structure for the management and coordination of CSR is essential.

From this point of view, year after year, fresh advances are achieved that evidence the dimension of the challenge. In 2011, the most outstanding achievements included:

- The consolidation of the CSR coordinators group, a highly significant step forward within the company enabling a horizontal and international management effort. This group is made up by the heads of the corporate areas connected with the management of CSR (Investor Relations, Human Resources, Legal Services, Occupational Risk Prevention, Training, R&D&I, Quality, Procurement, Environment, Community Involvement) and by the CSR coordinators of the various business lines (Concessions, Construction, Industrial and Developments). Moreover, starting from the CSR coordinators of each business line, an entire international network is developed for

## Network of CSR coordinators in the Group

### Main duties and responsibilities of the coordinators

- Impetus to the CSR Master Plan within the scope of action of each coordinator.
- Support to the actions designed by the Group's CSR Service to further the dialog with stakeholders in each division and country.
- Management and supervision of the proper performance of the sustainability reporting processes.
- Start-up of the internal and external dissemination actions agreed at the coordinators group meetings in the context of CSR and sustainability.

each division and in each country in which the division operates. Finally, this network for the management of CSR is also extended to each of the companies of the Group in each country, which also designate the users of the CSR reporting tool.

- The first steps towards creating a more global management of the supply chain. The Responsible Procurement Policy, approved at the end of 2011, involves the provision of an important common framework to the management of procurement in all of the countries and through all of the companies in the Group. This initiative is explained in detail in the chapter, *OHL and its suppliers, together in facing the challenge of sustainability*, included in this Report.

- The advances in achieving a more global focus in the policy for the integration of people with disabilities into employment in the Group. At the present time, targets have already been set for the hiring of people with disabilities in countries such as Mexico, Brazil, the United States, the Czech Republic, Canada, Chile, Argentina and Peru. More information on this subject can be found in the chapter of this Report, *A shared culture*.

- The progress made in providing the company with global guidelines on equality and on the fight against harassment for regulating these aspects in all of the companies of the Group. The same as in the preceding case, more information on this subject can be found in the aforementioned chapter, *A shared culture*.

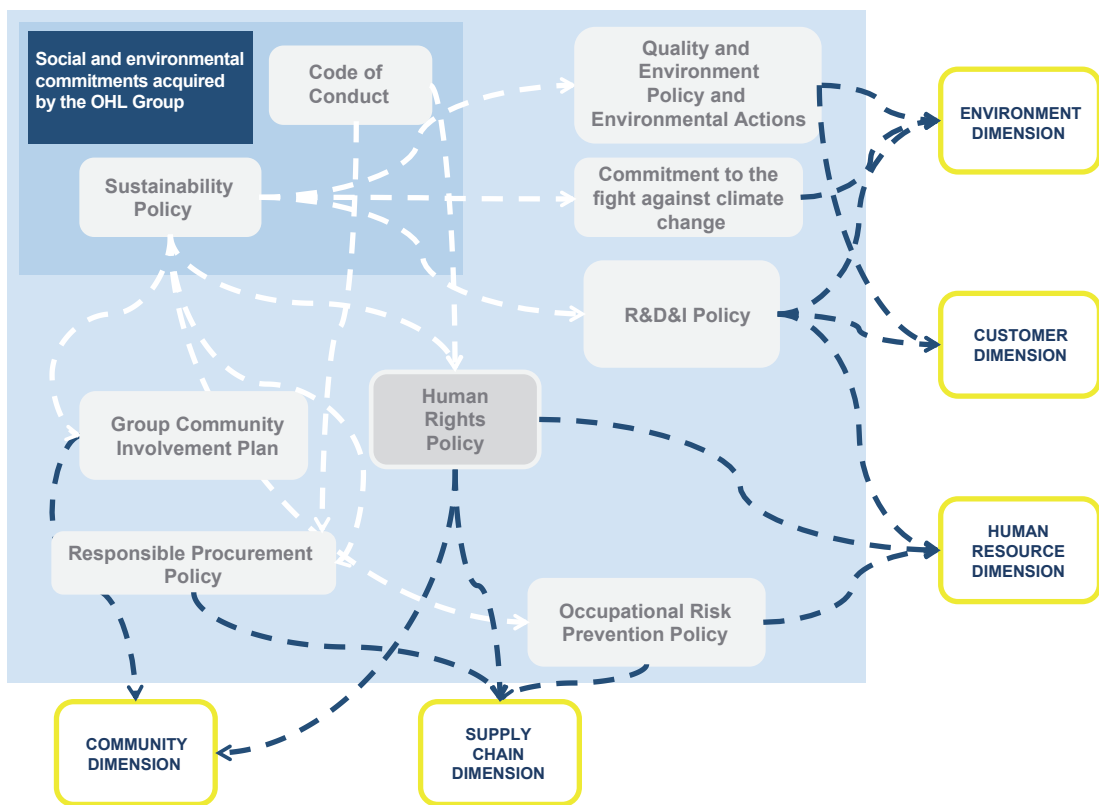


Architecture of policies and management tools for the commitments acquired by the OHL Group

OHL is gradually building a framework of action of its own that will enable it to adapt the postulates of CSR to its specific context and, in addition, to address such adaptation through a global focus.

The construction of this vision brings with it the need to transform the commitments acquired into a philosophy of work specific to the company. The policies connected with CSR created by OHL are the expression of this strategic focus.

In 2011, the set of policies that enable OHL to materialize its commitments as actions was reinforced by the **Responsible Procurement Policy**, to which will be added, during 2012, the new **Human Rights Policy** the Group plans to approve in the first half of this year.



OHL introduced its Responsible Procurement Policy in 2011, to which the new Human Rights Policy will be added in 2012

As an example of the capacity of the Group's CSR management to adapt to the range of countries where it has a presence and to very different business activities, we can highlight the CSR management model developed by OHL Concesiones. Keeping within the framework of the OHL Group's CSR Master Plan and of the commitments entered into on this level, OHL Concesiones assumes Corporate Social Responsibility as a part of a business management model that is defined by the creation of value under conditions of sustainability, the establishment of an ethical and transparent relationship with all of its stakeholders and the responsibility of contributing to the integrated development of the communities in which it operates.

Thus, the commitment to local and regional development by OHL Concesiones is evidenced through concrete initiatives that adapt to the particular characteristics of the transportation infrastructure concession business and of its stakeholders.

In this line of work, during 2011 OHL Concesiones put into place its own CSR Framework Plan 2011–2013, which defines targets, strategies and lines of action to be implemented by the concession companies in the various countries where they operate. These lines of action are developed mainly in the areas of Education, Health, Environment, HR and Sponsorship, donations and patronage. The achievements obtained in each of these environments by OHL Concesiones will be described progressively in the course of this Report.

Within OHL Concesiones, OHL Brasil set in motion its Three-Year Corporate Social Responsibility Program 2011–2013. The targets set included strengthening the programs already in progress, increasing the areas of action and placing OHL Brasil and its subsidiaries in a prominent position, always in the framework of sustainable business management.

Advancing towards an increasingly more strategic CSR management

As in the rest of the areas of our business activity, in Corporate Social Responsibility we propose to reach the highest levels of performance to the benefit of our business and of the people surrounding our business activities. To this end, we work to adjust and tie the decisions on CSR issues to the strategy of growth and competitiveness of the OHL Group.

Ever since OHL began to work in the area of CSR, its goal has always been that of ensuring that these activities are not carried out in an isolated manner, but rather that CSR would form a part of the company's strategic vision. For this reason, the Sustainability Committee was set up in 2003 and, today, continues to be the top management body for the coordination of the CSR policies in the Group. The Committee is chaired by the Corporate General Manager and, in addition to the corporate areas directly connected with CSR management, such as Human Resources, Investor Relations, R&D&I, Environment, Legal Services, among others, all of the operating divisions of the Group are represented on the Committee at the highest level.

- More information:
- OHL Group policies and corporate commitments
  - GRI Indicators
  - CSR management bodies of the OHL Group



In this direction, an important milestone was reached in March 2011 in the impetus given to CSR among the top decision-making bodies of the OHL Group: the Board of Directors decided that the **Audit and Compliance Committee** would go on to be called the Audit, Compliance and CSR Committee, thereby assigning the duties of driving and monitoring CSR policy to this Board committee. A task that included, among other responsibilities, the following duties:

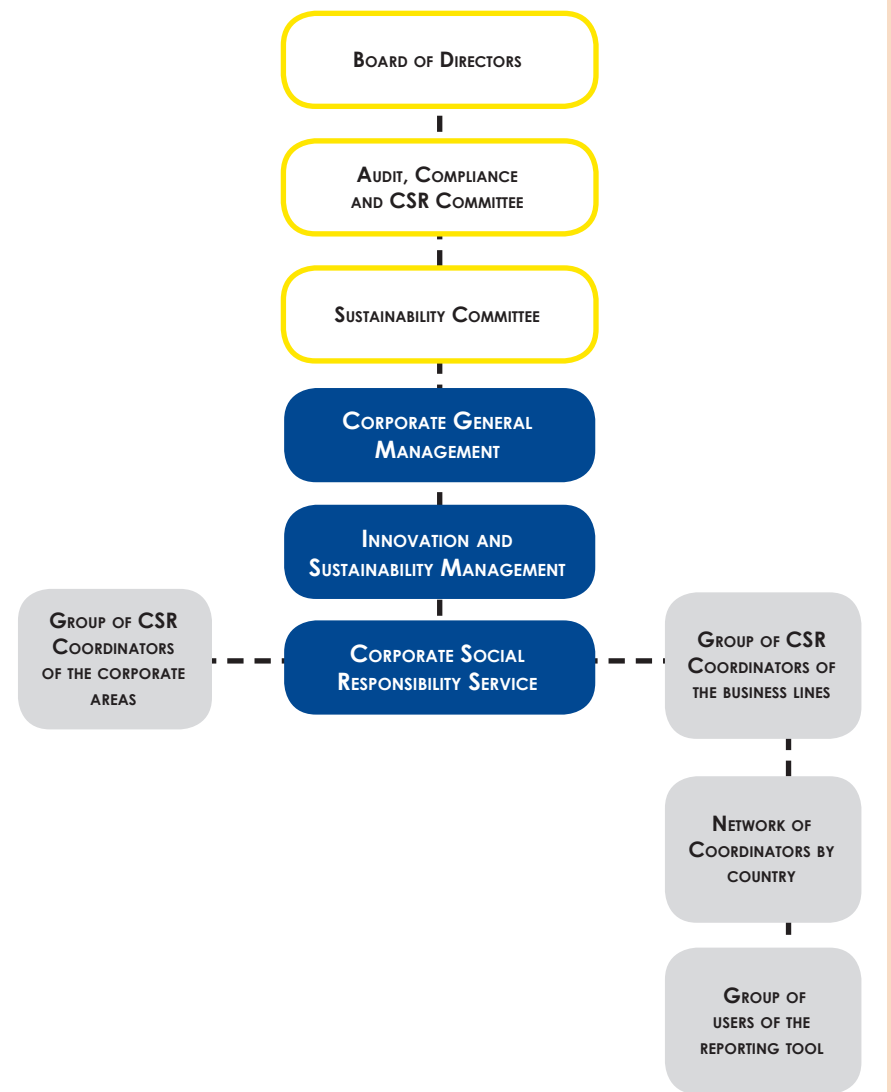
- Review and keep the Group’s Sustainability Policy updated.
- Be familiar with, drive, guide and supervise the actions of the Group with respect to CSR and sustainability, and report on these actions to the Board of Directors.
- Oversee compliance with the Group’s Code of Conduct and manage the Conduct Reporting and Consultation Channel.
- Review and submit the Annual CSR Report.

Therefore, thanks to this move, the strategic sense of the Group’s work in CSR has been reinforced and, with this, the strength of OHL’s commitment in this area is protected.

The most relevant actions by the Committee on CSR issues since this change took place include:

- The preparation of the 2010 Annual CSR Report
- The initiation and management of the reforms of the Code of Conduct introduced at the end of 2011
- The monitoring and management of the Code of Conduct Channel.

CSR management structure in the OHL Group



Main decisions adopted by the Sustainability Committee during 2011

- Updating of the duties of the Sustainability Committee.
- Approval of the new Harassment Protocol.
- Approval of targets for the integration of people with disabilities into employment in the various countries where the Group operates.
- Approval of actions within the scope of Human Rights management (internal review, training, etc.).
- Amendment of the Group’s Community Involvement Master Plan and approval of the new OHL Group Three-Year Community Involvement Plan for Spain.
- Approval of the Responsible Procurement Policy.
- Approval of the new focus of the CSR Report 2011.
- New composition of the Sustainability Committee in consonance with the organizational restructuring of the Group.

Moreover, the assignment of the aforementioned responsibilities to the Audit, Compliance and CSR Committee has involved changes in the duties allotted to the Sustainability Committee since 2003 and has established the following connection between the two governance bodies:

- The Audit, Compliance and CSR Committee has delegated to the Sustainability Committee the CSR management responsibility for the implementation of the OHL Group’s Corporate Social Responsibility policies.
- The latter Committee will submit a report to the former on its activities and the status of CSR in the OHL Group at the end of each half of the year.

In addition, the Group has other committees that support and supplement the work of the Sustainability Committee, by developing a number of the specific areas that comprise the work of CSR in the company and, consequently, are strategic for OHL. These are primarily the Quality & Environment Committee, the Safety & Health Committee and the R&D&I Committee.

For 2012, the Group’s Sustainability Committee has established several targets for the purpose of continuing to advance towards an increasingly more strategic management of CSR —goals that are in consonance with those set by the Master Plan for this period. These consist of the preparation and start-up of a Sustainability Balanced Scorecard and the performance of an analysis of the status of Human Rights compliance in the Group in order to verify the degree of alignment of the management of the various business activities to the CSR policy and to the 10 Principles of the United Nations Global Compact.

Communicating the progress of OHL in the management of sustainability

Communication is a mainstay of the management of Corporate Responsibility not only because it signifies the consummation of a work process, but also because it takes us closer to our stakeholders and leads us to ongoing improvement. For this reason, the OHL Group’s CSR Master Plan includes several lines of work centered on strategic communication that share a willingness to advance towards an increasingly broader dialog and towards a supply of information that will fully meet the needs of the stakeholders surrounding the company.

In this regard, the activity undertaken in 2011 was focused on two key elements of communication and dialog with stakeholders relevant to any company: the CSR or Sustainability Report and the surveying of stakeholders. In both cases, work was undertaken to carry over to the context of CSR management the significant changes brought about in the implementation of the Corporate Social Responsibility Master Plan 2010-2014 and to introduce the new challenges and aspirations marked by this strategic tool.

More information:

- CSR management bodies of the OHL Group

Revamping of the Annual CSR Report

The OHL Group’s Annual CSR Report is the main communication link between the company and all of its stakeholders and is also offered as a source of documentation for analysis and evaluation by experts in CSR, both national as well as international. The Report includes the bulk of OHL’s sustainability communication and reflects the transformations experienced by the company in this regard. For this reason, in 2011 we decided to include the process of strategic immersion which, from the CSR perspective, is being developed by OHL, more clearly in the Report content. This decision brings with it the focusing of the effort being made towards a working methodology better adjusted to the needs of the company, of its stakeholders and of the social and environmental context in which it operates.

OHL recognized in 2011 for its transparency

Since OHL’s listing in 2008 on the Spanish reference stock market index, the Ibex35, the **CSR Observatory** includes the Group’s Annual Sustainable Development Report (or Annual CSR Report) among the reports analyzed in Observatory’s own report, “CSR in the Annual Reports of the Ibex35 Companies”, which evaluates the quality of the information provided in reports of this kind.

In the course of these years, OHL has been steadily climbing to higher positions, to the extent that, in the last report published in by the Observatory in early 2012 (but referred to the annual reports published by companies in 2011 on the 2010 financial year), the Group was placed 18th in the global ranking, holding second place in its sector in the general ranking and first place –also within the sector– in the specific ranking for the quality of the information provided on management systems.

Also worthy of note in this regard is the recognition given by the *Informe Reporta 2011*. To the work of management and dissemination of information on the activity of the Group. The Report, which analyzes the information provided by the companies listed on the General Index of the Madrid Stock Exchange (IGBM), positions OHL as the top construction company in terms of the quality of the mandatory and voluntary financial and non-financial information provided by companies to the market last year.

The Sustainability Report has gone on to be structured around the Group’s CSR Master Plan and has a strong impact on the progress made in the lines of work contained in the Plan. Likewise, an effort has been made to reinforce the accessibility of information (from the point of view of clarity and the degree of thoroughness with which contents are set out) and to pursue in depth those matters that may be of greater relevance for OHL’s stakeholders.

To achieve this, not only has greater effort been invested in preparing a more succinct and concrete text, but also the formats for the dissemination of its content have been diversified for ease of reading and understanding. In addition to the Executive Report, which has been published regularly for a number of years, the OHL Group’s Sustainability Report 2011 can be found in an html format through [www.ohl.es](http://www.ohl.es), with the possibility, as usual, of downloading the pdf copy with the complete information.

These advances provide a response to the demand expressed by customers and by the social, environmental and scientific and technological organizations with which the Group cooperates, in the survey made at the end of 2010, in which they requested OHL to communicate the annual advances obtained in CSR in a more concise, clear and streamlines manner, and in more dynamic and easier-to-browse formats.

Also, from an internal point of view, this progress has been possible thanks also to the systematization of the process used by OHL for the preparation of the Annual CSR Report, seeking to improve the flows of information and to enhance the review and monitoring of information controls on an internal scale. This work will deliver an increase in the response capacity and transparency of the contents provided by the company on sustainability.

Moreover, this fresh drive to the CSR Report has been inspired and supported by the active involvement of the Audit, Compliance and Corporate Social Responsibility Committee which, for the second year in a row, has taken the responsibility for preparing the OHL Group’s Annual CSR Report, ratifying the change in focus of the contents included herein.

Similarly, the strong commitment of all of the professionals of OHL involved in the preparation of the CSR Report should be highlighted. The construction of a document of this nature calls for the coordinated contribution of many individuals who, in the case of a multinational company such as the OHL Group, are located in a variety of working and geographical environments. A team made up by 177 people

who work with a computer application containing a total of 691 indicators linked to 14 subjects or areas of information. Their proactive attitude and will to improve make the existence of this document possible year after year.

The Sustainability Report is the most important the channel of information that the OHL Group places at the service of its stakeholders, however, it is not the only one. Throughout this document details are provided with respect to the most important channels of contact and dialog available to these groups. Nevertheless, it is appropriate to note here a number of the most significant new developments occurring in 2011 in this aspect:

- More information:
- Channels of Communication and Dialog with Stakeholders

Tecno and Mosaico move to an electronic format

Tecno and Mosaico are the two corporate magazines that OHL publishes for its employees. In 2011, with a view to encouraging the use of the new technologies and avoid an unnecessary environmental impact, both are now distributed by e-mail. Moreover, they will continue to be available for consultation on the intranet and the OHL website.

In 2012, both publications have begun to be published in English also: Mosaico through two independent newsletters and Tecno in a bilingual edition.

All of the offices of the Group have a limited number of copies on paper for reading, and a stock of copies is available in the general archives, to which access can be obtained on request, by applying through the corporate intranet, OHLFinet.

Conference Calls for the quarterly presentation of results

In 2011, OHL began to hold conference calls in English for the quarterly presentation of results in order to facilitate access to the information by analysts, investors and shareholders, and to promote a more open and flexible dialog with them.

During these calls, the Economic-Financial General Manager leads the presentation and answers the questions of all who wish to participate, with the support of the chief financial officers of OHL Concesiones and OHL Construcción, as well as the Investor Relations Manager



Survey of stakeholders in 2011

In 2010 the OHL Group decided to shift the focus of the surveys of stakeholders undertaken yearly since 2006, with a view to including in them the significant changes introduced by the company in its management of CSR. OHL felt that the strategic shift in direction marked by the Corporate Social Responsibility Master Plan 2010-2014 called for an appropriate verification of the information with these groups, in order to thereby ensure an alignment with their demands. Therefore, to the usual objective of learning the expectations of stakeholders, the Group has now added that of evaluating the matching of the strategic lines of the Master Plan with their expectations.

The survey project was carried out in two stages. The **first stage** took place at the end of 2010 and was aimed at the employees of all of the divisions of the OHL Group, to the customers of OHL Concesiones, OHL Construcción and OHL Desarrollos in Spain, Mexico and Brazil and to civic organizations associated with the environment of the Group in these three operating divisions and in the three countries mentioned. The results obtained and the response planned by OHL in order to address the relevant matters identified, can be consulted in the Sustainable Development Report 2010, and sets out in detail the expectations expressed by the various players in each of the chapters of this Report.

It is important to highlight that in response to the demands and expectations expressed by the employees who participated in this first stage of the survey, in September 2011, a working group made up by all of the Group's HR managers and the CSR Service was set up. This working group originated with the main objective of deciding on and prioritizing which action should be set in motion by OHL in order to provide a response to what the Group's employees had expressed in view of the result of the survey made, primarily in those aspects where the gap between the relevance given by the employees and the evaluation of OHL's management of such aspects is greater. As a result, the issue of equal opportunities and non-discrimination has been identified as an area of priority action for the working group, as the employee survey showed that there is still room for improvement from the management point of view.

Likewise, the working group is addressing other aspects connected with the implementation of the Group's CSR Master Plan in the area of human resources management, in order to align the response to the expectations of the employees surveyed with the lines of action defined in the Plan and considered strategic. In the chapter, *A shared culture*, of this document –a chapter devoted to the employer-employee relationship– more details are available with respect to the outcomes obtained by this working group in the course of the year.

Finally, and given the success of the employee survey initiative carried out at the end of 2010, the Group will survey this group again in 2012, addressing issues connected with the measurement of the work climate and with the intention of obtaining a deeper knowledge of staff expectations with respect to those issues where a greater gap was detected between the evaluation of the management by OHL and the significance given by the employees to them in the 2010 survey.

Relevant issues identified by the OHL stakeholders in the first survey stage

Employees	Customers	Civic Organizations
Eradication of child labor	Legal and regulatory compliance	Regulatory compliance
Ethical and transparent management of the business, avoiding all forms of corruption and bribery	Environmental management systems	Community Involvement
Job stability	Customer satisfaction	Environmental management
Customer relations and customer care	Training	Occupational risk prevention
Customer or end-user satisfaction	Occupational safety	Equal opportunities
Occupational risk prevention	Human capital	Ethics and transparency

(\*) Arranged in order of importance

The **second survey stage** took place at the end of 2011 and involved suppliers and subcontractors of OHL Construcción and OHL Industrial in Spain, as well as investors and analysts in Mexico, Spain and Brazil. The objectives set by the company in this case were the same as in the previous stage, and the survey methodology consisted of ad hoc interviews and questionnaires with a view to obtaining a high degree of representativity. This second stage succeeded in involving more than 80 participants, between suppliers or subcontractors and investors and analysts of the Group.

In the survey of suppliers and subcontractors, it was found that a number of the issues indicated as relevant coincided with those identified in the survey of employees, customers and civic organizations, as well as with the priorities of OHL. The company is aware that the management of the supply chain is a matter of essential relevance, particularly those aspects bearing a relationship to the dimension of management and compliance with Human Rights. In this regard, and as mentioned earlier, in December 2011 the company approved the Responsible Procurement Policy, thereby aligning itself with the primary demands of this stakeholder group in view of the results of the survey.

Similarly, and in order to address the rest of the issues considered important by suppliers and subcontractors, the target set by the company for 2012 is to create a working group comprised by representatives of the various procurement management departments in the divisions of the Group and of the CSR Service, for the purpose of identifying and assessing new actions to be undertaken in the context of the responsible management of the supply chain.

OHL feels that the public debate on Corporate Responsibility contributes to the progress achieved in this area. For this reason, in 2011, the company participated in the RC Outlook project led by Fundación Entorno

The second communication was devoted to the Integration of CR and Integrity and published a paper by the OHL Group’s Legal Services General Manager, José María del Cuvillo, entitled *La gestión en valores, garantía de fortaleza y competitividad* (Management in values, a guarantee of strength and competitiveness). This second communication also included the exposition of a case study on the management tools and structure necessary for an international and diversified group such as OHL to be able to promote and share the values and principles comprising the corporate culture of the Group. This case study was explained by Rosa Alberdi, Head of the Group’s CSR Service.

Finally, mention should be made that the third and last communication connected with the RC Outlook project was published in February 2012. On that occasion, the title of the communication was *Respuesta empresarial a los retos ambientales* (Business responds to environmental challenges) and included a paper by Álvaro Gamarra, Head of the Quality Service of OHL Industrial, *La importancia de crear valor en condiciones de sostenibilidad* (The importance of creating value on the basis of conditions of sustainability). OHL’s participation in this communication also included a case study made by Ricardo Muñoz, R&D&I and CSR coordinator of OHL Industrial, on thermal solar generation at the Puerto Errado 2 plant, as a practical example of R&D&I focused on sustainability.

Main relevant issues identified by the OHL stakeholders in the second survey stage	
Suppliers and subcontractors	Investors and analysts
Eradication of child labor	Corporate Governance
Ethical and transparent management of the business, avoiding all forms of corruption and bribery	Risk management
Compliance with contract terms & conditions	Transparency
Occupational Risk Prevention	Strategy
Elimination of all forms of forced and compulsory labor	Environment
Technical training for job performance	HR management

(\*) Arranged in order of importance

In the process of the survey of investors and analysts, an effort was made to obtain the participation of the principal financial analysts who follow the activity of the OHL Group. Accordingly, the people who participated were able to contribute highly representative information, given their capacity to agglutinate the demands of a multitude of shareholders and investors. In this regard, the survey has served to identify the issues valued most by these groups in relation to OHL’s non-financial performance as well as which channels of communication they find most useful in their relations with the Group. Moreover, it has been found that this group of stakeholders rates both the company’s risk management and its systems of Corporate Governance positively.

**OHL in the public debate on CSR**  
At OHL we feel that a means for contributing to the progress of Corporate Responsibility as a strategic activity is through active participation in the public debate on this issue. For this reason, in 2011 OHL –together with Campofrío, Cemex, Elcogás, Ence, Endesa, FYM, Gamesa, Holcim, Indra, Red Eléctrica Española and Solvay– joined the RC Outlook project of the foundation, *Fundación Entorno*. This project is a communication initiative that seeks to align Corporate Responsibility policies with the priorities and needs of today’s society, in such a way as to make a real contribution to sustainable development.

In this way, the participating companies, all strongly committed to Corporate Responsibility, share their reflections and acquired knowledge in this field through a periodical publication in an electronic form called RC Outlook.  
  
Two communications were disseminated in 2011, with the participation of the OHL Group. The first included a paper by Luis García-Linares, Corporate General Manager of the Group, entitled *Liderar hoy la RSC para seguir liderando el mercado mañana* (Leading CSR today, to continue leading the market tomorrow), together with an exposition of the OHL-Universities Alliance for research in the ecological restoration of areas affected by civil works, presented by Manuel Villén, Innovation & Sustainability manager.

Key data on the RC Outlook companies

- Integration of CR**
- 83% have global CR policies that are mandatory in the countries where they operate.
  - 67% have a specific CR committee.
  - 75% include CR aspects in their scorecards.
- Extension of responsibility**
- 83% establish CR clauses in procurement and contracting procedures.
- Business ethics**
- 92% have a code of conduct and have corporate anticorruption and anti-bribery policies in place.
- Transparency and reporting**
- 67% include CR indicators in their financial report.



OHL’s risk management is one of the aspects highlighted most consistently by all of the stakeholder groups. In the photo, Francisco Marín (right), President-General Manager of OHL Construcción, and Lauro Bravar (left), USA Area, Southern Region Manager, during a working visit to the extension of the Miami subway to the city’s airport, the AirportLink project.



Awards 2011

The management philosophy described in this chapter and the work carried out over a number of years by the Group in the area of CSR management have a direct impact on the range of businesses engaged in by the Group. The awards received in the course of

the year are an indication of the capacity of OHL for promoting practices and conducts that are recognized, in very different ways and for different reasons, by a multitude of organizations throughout the world.

Human Resources and Occupational Risk Prevention	<ul style="list-style-type: none"><li>Occupational Risk Prevention Award by the Castilian Society of Medicine and Occupational Safety 2011 to the OHL medical services (OHL, Spain).</li></ul>
	<ul style="list-style-type: none"><li>Award for Corporate Social Responsibility by the Construction &amp; Timber Foundation, in the category of commitment to people (OHL, Spain).</li></ul>
	<ul style="list-style-type: none"><li>Prize for excellence in safety and health to ECOLAIRE, an OHL Industrial company, as the Prime Contractor in the Project for the Construction of the Hydrocarbon Storage Terminal in Algeciras (Cadiz) for VOPAK, on having achieved 300,000 hours of work without accidents involving a medical absence. (OHL Industrial, Spain).</li></ul>
	<ul style="list-style-type: none"><li>Award to the safest contractor in 2011 granted to Chepro, an OHL Industrial company, at the Sabic Innovative Plastics plant in Cartagena, within its Safety, Environment and Occupational Health Program for contractors (OHL Industrial, Spain).</li></ul>
	<ul style="list-style-type: none"><li>OHL received the “Premio Ciudadano” citizen’s award in 2011 from the “Asociación Premios Ciudadanos y el Foro Debate Ciudadano” for its commitment to improving the quality of life in society. This award is particularly significant as it coincides with the European Year of Volunteering. (OHL Group, Spain).</li></ul>
	<ul style="list-style-type: none"><li>Recognition by the Chilean Workplace Safety Institute (IST) to OHL Chile for the implementation of an Occupational Safety and Health Management System, which has made it possible to achieve a zero injury rate during an entire year. (OHL Construcción, Chile.).</li></ul>
	<ul style="list-style-type: none"><li>Safety Achievement Award granted by Miami Dade Transit to Tower Group, AirportLink (OHL Construcción, USA).</li></ul>
R&D&I	<ul style="list-style-type: none"><li>Prizes for Excellence in occupational safety, Excellence in vehicle safety and Special Recognition of safety initiatives for the way the company trains its employees and imbues in them the company’s culture of safety, to Community Asphalt, a company belonging to OHL Construcción in the United States, awarded by the Safety Council of Palm Beach County. (OHL Construcción, USA).</li></ul>
	<ul style="list-style-type: none"><li>Gold Medal with honorable mention to the Cubipod, a patent developed by OHL Construcción, at the 39th International Exhibition of Inventions in Geneva, in the category of construction (OHL Construcción, Spain).</li></ul>
	<ul style="list-style-type: none"><li>Silver Medal to the SATOGrab, a grab developed by OHL Construcción, at the 39th International Exhibition of Inventions in Geneva, in the category of construction (OHL Construcción, Spain).</li></ul>
	<ul style="list-style-type: none"><li>National Prize for Innovative Public Procurement 2011 granted to the Port Authority of Malaga for the first actual application of the Cubipod, a patent developed by OHL Construcción, in a port. (OHL Construcción, Spain).</li></ul>
	<ul style="list-style-type: none"><li>Third place among Spanish construction companies and tenth among European companies in the sector in the 2011 ranking, EU Industrial R&amp;D Investment Scoreboard of the European Commission (OHL Group).</li></ul>

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Engineering and sustainability	<ul style="list-style-type: none"><li>Award in the Building Construction category in the First Engineering Awards ACHE (<i>Asociación Científico-Técnica del Hormigón Estructural</i>) to the project “Teatros del Canal” (OHL Construcción, Spain).</li></ul>
	<ul style="list-style-type: none"><li>WTO (World Tourism Organization) Ulysses Award 2011 to the Mayakoba resort in the category of Innovation in Enterprises for its significant contribution to the progress of tourism through innovation and in consonance with the United Nations development goals (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>Sustainable Standard-Setter award, granted by the Rainforest Alliance to the Mayakoba resort and its three hotels (OHL Desarrollos, México).</li></ul>
	<ul style="list-style-type: none"><li>“The Audubon Cooperative Sanctuary Program” Certificate to the Mayakoba Golf Club, for protecting the environment and preserving the natural heritage, by improving natural spaces and wildlife habitats. (OHL Desarrollos, Mexico)</li></ul>
	<ul style="list-style-type: none"><li>World Luxury Spa Award to Mayakoba Thai as the best luxury-class Resort Spa. (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>Award to Mayakoba Thai in the TripAdvisor Travelers’ Choice Awards 2011 and granting of the TripAdvisor Certificate of Excellence (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>AAA Five Diamond Award – <i>Condé Nast Traveler</i>, to the best foreign Golf Resort. Mayakoba (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>“Mexico Top 10” <i>Conde Nast Traveler Readers Choice 2011</i>. Mayakoba (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>“Top 20 Small Luxury Convention Hotels in Mexico” by MDC (Convention Market). Mayakoba (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>Classified among the Top 10 in TripAdvisor –World Travel Awards magazine– as the best luxury-class hotel in Mexico and Central America. Mayakoba (OHL Desarrollos, Mexico).</li></ul>
	<ul style="list-style-type: none"><li>The “500 Maiores do Sul do Brasil – Grandes e Líderes” award granted by the magazine, <i>Amanha a la Autopista Litoral Sul de Brasil</i> (OHL Concesiones, Brazil).</li></ul>
	<ul style="list-style-type: none"><li>“4th Premios Potencia”: Works and Projects 2010, in the Bridge category, for the viaduct built on the Santa María de Guía-El Pagador freeway section (Gran Canaria). (OHL Construcción, Spain).</li></ul>
	<ul style="list-style-type: none"><li>“Vida” Awards – “<i>Vida de segurança nas rodovias. Redução de acidentes fatais</i>” –granted by the Transportation Secretariat for the reduction of road fatalities to Vianorte and Autovias (OHL Concesiones, Brazil).</li></ul>
	<ul style="list-style-type: none"><li>Gold Leed Certification granted to the new alumni center at the University of Miami “Robert and Judi Prokop Newman Alumni Center” by the United States Green Building Council (USGBC). (OHL Construcción, USA).</li></ul>

In its first awards, the Científico-Técnica del Hormigón Estructural association has singled out the “Teatros del Canal” project, built by OHL Construcción, in Madrid, Spain.



OHL CORPORATE SOCIAL RESPONSIBILITY MANAGEMENT BODIES

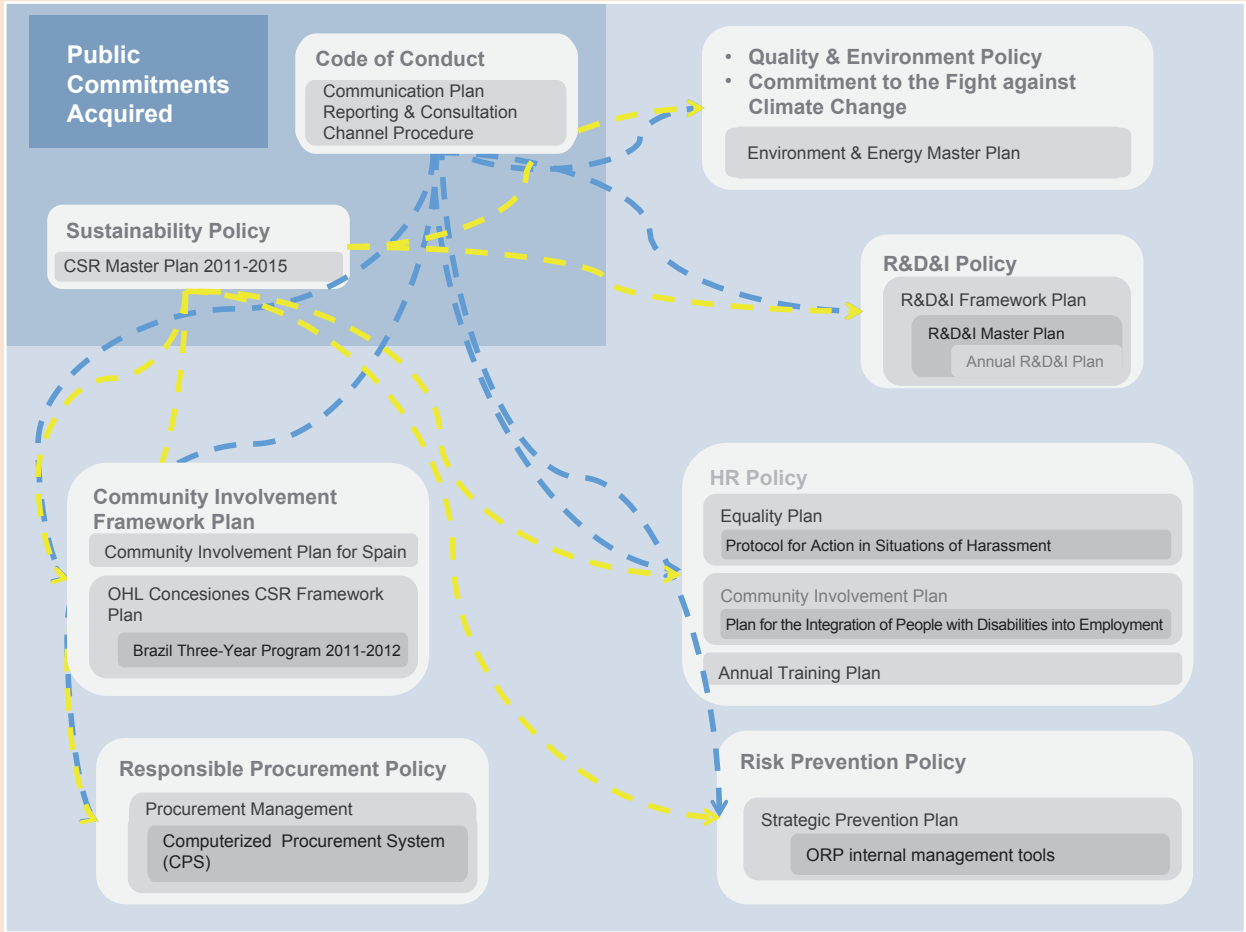
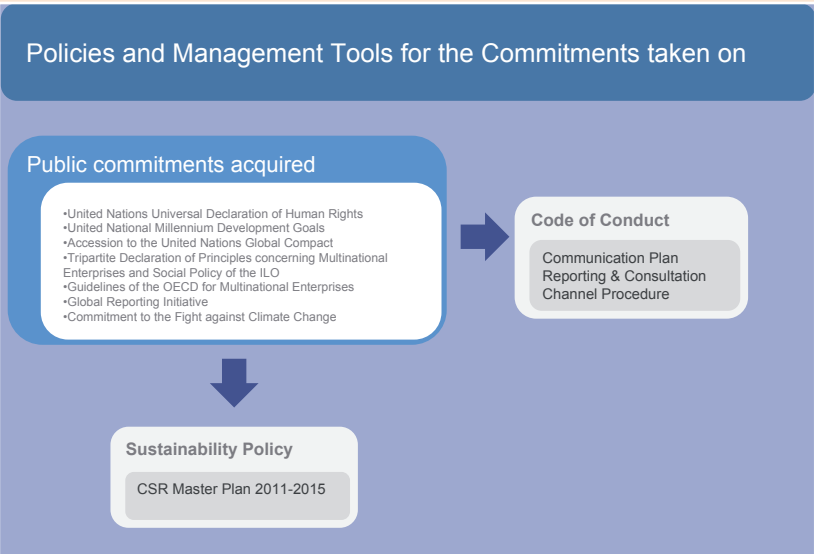
	Sustainability Committee	Quality & Environment Committee	Safety & Health Committee	R&D&I Committee
Mr. Juan-Miguel Villar Mir Chairman of the Board				Chairman
Mr. Juan Villar-Mir de Fuentes Deputy Chairman of the Board				Member
Mr. Tomás García Madrid Director				Member
Mr. Luis García-Linares García Corporate General Manager	Chairman	Chairman	Chairman	Member
Mr. Enrique Weickert Molina Economic & Financial General Manager	Member			Member
Mr. José M <sup>a</sup> del Cuvillo Pemán Legal Services General Manager	Member			Member
Mr. Juan Luis Osuna Gómez Managing Director of OHL Concessions	Member	Member	Member	Member
Mr. Francisco Marín Andrés President-General Manager of OHL Construction	Member	Member	Member	Member
Mr. Antonio Berjillos Doblas General Manager of OHL Industrial	Member	Member	Member	Member
Mr. Andrés Pan de Soraluce Muguíro President of OHL Developments	Member	Member	Member	Member
Mr. Marcelo Molina Esteban Administration & Control Manager	Member			
Mr. Francisco J. Meliá Fullana Investor Relations Manager	Member			
Mr. Carmelo Ferrández Bueno Corporate Human Resources Manager	Member			
Mr. Javier Arribas Perlínes Corporate Services Manager of OHL Concessions	Member		Member	
Mr. Rafael Martín de Nicolás Spain Area Manager of OHL Construction		Member	Member	
Mr. Paulino Hernández Ros Spain Area Zone I Manager		Member		
Mr. José Magán López Hospital Development Manager		Member		
Mr. Juan Lorenzo Martín Fernández Human Resources Manager of OHL Construction	Member	Member	Member	
Mr. Javier Rodríguez del Val Procurement & Machinery Manager	Member			
Mr. Manuel Villén Naranjo Innovation & Sustainability Manager	Member	Member		
Ms. Cecilia Siquot Bertotto Head of the Quality & Environment Service		Member		
Ms. Rosa Alberdi Gamazo Head of the CSR Service	Member			
Mr. Gregorio Nieto García Head of the Risk Prevention Service			Member	



Commitments and corporate policies

The mission of the OHL Group is the creation of value on the basis of conditions of economic, social and environmental sustainability, catering to the specific interests of our customers, employees and investors, as well as those of all of the people and entities interested in its successful operation.

Over the years in which the OHL Group has been working on issues of CSR and sustainable development, it has made a number of voluntary commitments in areas such as human rights, environmental protection or workers' rights, which have driven the development and consolidation of a range of management policies and instruments for materializing such these initiatives in the Group's day-to-day activity. All of this has given rise to the consolidation of a framework of its own, which establishes the way OHL acts in its economic, social and environmental contexts.



The commitments and corporate policies of the OHL Group apply to all of its employees, independently of their area of activity or geographical location.

The corporate policies put into place by OHL are listed on the table set out below, and the content of such policies can be accessed on [www.ohl.es/Corporate Social Responsibility/Commitment/Policy](http://www.ohl.es/Corporate%20Social%20Responsibility/Commitment/Policy). Similarly, the Group's rules and regulations in terms of Corporate Governance are available on [www.ohl.es/Corporate Governance/Regulating Norms](http://www.ohl.es/Corporate%20Governance/Regulating%20Norms).

Corporate Policies of the OHL Group

Document (with links)	Approved by:	Date of approval	Date of last revision
Quality and Environment Policy Statement	Chairman of the OHL Group	2001	2006
Occupational Risk Prevention Policy	Corporate General Manager	2001	2010
Sustainability Policy	Chairman of the OHL Group	2003	--
Accession to the United Nations Global Compact	Chairman of the OHL Group	2004	Commitment is renewed annually
Action Guidelines	Sustainability Committee	2005	--
Commitment to the Fight against Climate Change	Corporate General Manager	2007	--
Community Involvement Framework Plan	Sustainability Committee	2008	2011
R&D&I Policy	Chairman of the OHL Group	2008	
OHL Group Code of Conduct	Board of Directors	2010	January 2012
Responsible Procurement Policy	Sustainability Committee	2011	--

Corporate Governance Regulations

Document (with links)	Approved by:	Date of approval	Date of last revision
Bylaws of Obrascón Huarte Lain, S.A.	Board of Directors	1911	2011
Code of Conduct in Matters Relating to the Securities Market	Board of Directors	1998	2007
Rules of Procedure of the General Shareholders' Meeting of Obrascón Huarte Lain, S.A.	Board of Directors	2003	2011
Rules of Procedure of the Board of Directors of Obrascón Huarte Lain, S.A.	Board of Directors	2003	2011

CHANNELS OF COMMUNICATION AND DIALOG WITH STAKEHOLDERS

STAKEHOLDER GROUPS  CHANNELS	Employees							Suppliers		Shareholders and Investors			Customers		Environment						The Media		
CONVENTIONAL CHANNELS	OHLFINET intranet • <i>(404,535 accesess during 2011)</i> OHL Brasil intranet • OHL Group in Mexico DF intranet • OHL ŽS intranet •		Corporate HR Management •	Experience Database (B.D.E.) • <i>(4,826 accesess during 2011)</i>	Code of Conduct Channel •	Harassment Reporting Channel •	Employee Support Program •	Electronic mailboxes: • recursos.humanos@ohl.es rsc@ohl.es desarrollo.sostenible@ohl.es accion.social@ohl.es calidadymedioambiente@ohl.es • ohl.es idi@ohl.es (Innovative Idea Award) empleados.formacion@ohl.es mosaico@ohl.es boletinidi@ohl.es	Procurement Department •	Production •	Investor Relations Department •	Shareholder Services Telephone Spain: +34 91 348 44 71 • Brazil: (+55 11) 3074 2404 • Mexico: +5003 -9500 Ext. 15590 •	Electronic mailbox: relacion.accionistas@ohl.es •		Customer Care channels •	Quality and Environment Service •	CSR Management •	Quality and Environment Service •	Sponsorship, Patronage and Community Involvement Area I •	Section in OHLfinet on CSR •	Electronic mailbox: desarrollo.sostenible@ohl.es • rsc@ohl.es • calidadymedioambiente@ohl.es • accion.social@ohl.es •	IPPI communications agency •	“Press Room” section on the website •
DIALOG/ ROUND TABLES	Safety & Health Committees and Risk Prevention Committees •		Workers’ Committees •			Mechanisms for relations with trade unions •			Direct monitoring relationship •	Training programs on occupational risk prevention and the environment •	General Shareholders' Meeting •	Regular meetings with analysts / road-shows •	Participation in specialized forums and seminars •	Regular visits and talks •	Customer Care Service •	Educational and training campaigns •	Direct dialog with NGOs, Research Centers and experts •	Cooperation agreements with NGOs and local civil and social organizations •	Sessions with NGOs for the promotion of volunteering •	Meetings of the Volunteers Group •	Participation in specialized forums and seminars •		
REGULAR PUBLICATIONS	Mosaico magazine •	Tecno magazine •	Mosaico OHL Concesiones • CuentaMLO (MLO, España) • OHL Brasil newsletter (BOB) • Porta Luvas magazine • Caminos magazine (Autopista Ezeiza Cañuelas, Argentina) • OHL Concesiones Chile newsletter • Others: Jornal Mural, BISST, BIMA, CIPA e-Mural •			OHL USA Mosaic • OHL ŽS newsletter • OHL ŽPSV newsletter •	Novaire magazine •	Fairmont Magazine Daily Rosewood Dialogue quarterly magazine •	Team Briefing (OHL Desarrollos Mayakoba Thai) •  MAD Today newspaper(OHL Desarrollos Mayakoba Thai) •		Financial reports and Annual Accounts •		OHL's One Hundred Birthday Book • Construction Book • OHL Group brochure • OHL Concesiones activities brochure • Daily Newsletter (OHL Desarrollos Mayakoba Thai) • DiMLO (MLO, España) •		Viajar magazine •	OHL Desarrollos in Mayakoba: Book of Mayakoba Common Wildlife • Heritage Quintana Roo • MANGLE brochure • Sea Turtle fold-out brochure • HURACANES brochure •			Specific publications on community involvement events and projects •				
AD HOC COMMUNICATIONS	Circulars/internal memos •		Welcome courses • CSR course •		Construction Classroom •	Regular communications issued by the Workers' Committee •	Occupational Risk Prevention Awards • Quality and Environment Awards • R&D&I Awards to the Best Innovative Idea •		Subject guides. (Environmental management and O.R.P.) •		Quarterly reports to the CNMV • Annual Presentation of Results • Conference call on quarterly results with financial analysts •						Good Neighbor Code •			Publication and dissemination of press releases •	Publication of presentations •		
SURVEYS/ QUESTIONNAIRES	OHL Group Employee Suggestion Questionnaire • Training Satisfaction Questionnaire •													Annual Customer Satisfaction Survey •	Biennial surveys of families of residents in Novaire facilities • Surveys of users of OHL Brasil toll roads •	Questionnaires on satisfaction with the activities carried out in the Framework of the Community Involvement Plan •			Assessments by sustainability Analysts •				

HORIZONTAL	
HORIZONTAL	General Inquiries telephone: +34 91 348 41 00 •
	Electronic mailbox for general information: info@ohl.es •
	Corporate website: www.ohl.es • www.ohlconcesiones.com • http://construccion.ohl.es • www.ohlindustrial.com • www.ohldesarrollos.com • www.ohlbrasil.com.br • www.ohlmexico.com.mx • www.ohlzs.cz • www.ohlusa.com •
	Code of Conduct Channel •
	Active participation in a wide range of sector-wide organizations, associations and platforms and in different areas of CSR •
	OHL Group Annual CSR Report •
	OHL Annual Report • OHL Concesiones Annual Report • OHL Brasil Annual Report • OHL México Annual Report • OHL ŽS Annual Report • OHL ŽPSV Annual Report •
	Fold-out brochures/Specific publications •
	Annual Stakeholder Survey Project •





# Value creation through commitment



## Value creation through commitment

The OHL Group has set value generation as its framework goal for its shareholders and investors and, moreover, proposes to attain this goal through its commitment to sustainability, sound finances, transparency and credibility.

The year 2011 was a complicated period in the context of stock markets, and the OHL Group made every effort during that period to maintain its commitment to improving the liquidity of its shares and to growing value for its shareholders.

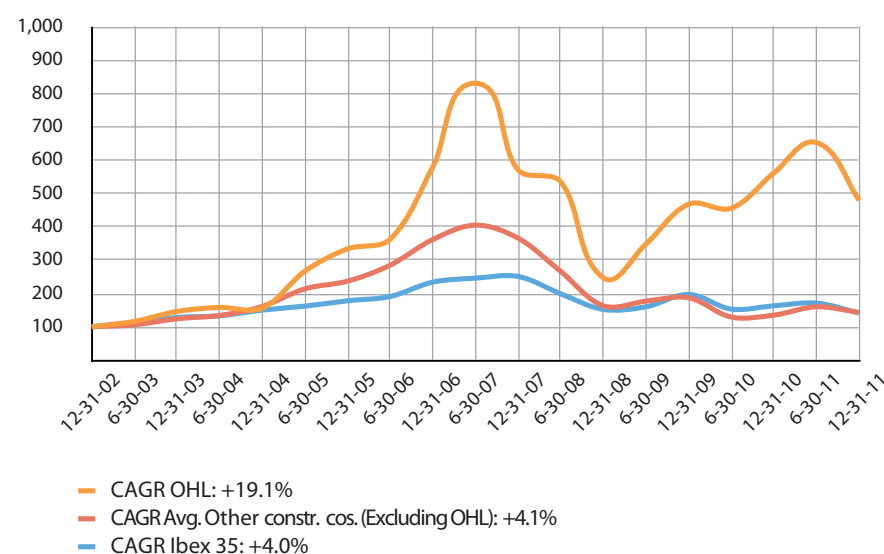
The long-term vision of the OHL share price on the Madrid Stock Exchange reflects that the Stock Exchange has recognized this value generation and commitment, which, despite the depreciation registered in 2011, remain firmly in place. Accordingly, the trend in the share price from the end of 2002, the year in which the Group's current strategy was defined, up to December 31, 2011, evidences the significant generation of value for the company's shareholders:

- The OHL share has grown over the last nine years at a cumulative annual rate of 19.1%, while the Ibex 35 grew 4.0% and the average for the listed construction companies, not including OHL, was 4.1%.

This means that, in the course of this nine-year period, the Group has generated for its shareholders 8.7 times more value than the average obtained by the rest of the companies in the sector.

Together with the commitment to value generation, in terms of sustainability the OHL Group renewed its presence during 2011 in the FTSE4Good Ibex index of the Madrid Stock Exchange, for the fourth year in a row.

Shareholder value creation  
Performance of the OHL share since 12/31/02



### The OHL Group in the FTSE4Good Ibex index

This stock market index, created by FTSE Group y Bolsas y Mercados Españoles (BME) in 2008, is the sole Spanish index made up by securities belonging to BME's Ibex 35 index and to the FTSE Spain All Cap index, on complying with specific good practice criteria in Corporate Social Responsibility (CSR).

Our presence and permanence in this index connects OHL with the Socially Responsible Investing (SRI) market, setting the company apart as a security of interest for those investors and managers who combine their financial objectives with their concern for the ethical, social, environmental and good governance aspects of business management.

The difficult economic, social and environmental situation we are currently experiencing ensures the future growth of this investor profile and contributes to driving the efforts in CSR being made at OHL.

Thus, according to the most recent data published by Eurosif in 2010, SRI now constitutes a market that manages assets in Europe for an estimated value of close to five trillion euros and of more than two trillion in the United States.

In Spain, according to figures provided at the end of 2011 by the ESADE Socially Responsible Investing Observatory, this market grew significantly during 2010. Overall, the assets managed under SRI criteria in Spain at the end of that year amounted to 15,231.251 million euros, with a total of 1,136,735 unit-holders. These figures represent an 8% increase in assets with respect to the previous year and a 40% increase in unit-holders. At the present time, SRI in Spain is basically an institutional market led by employee pension funds that have approved SRI policies and by pension funds which, although not having adopted SRI criteria, exercise voting rights and vote at shareholders' meetings. Institutional SRI accounts for 99% of the capital managed under these criteria in Spain.

The *Liability Management Deal of the Year* award and the evaluation by the Informe Reporta 2011 of the information that the OHL Group provides to its shareholders stand out among the new developments in the year with respect to the markets.

In February 2011, the Association of Corporate Treasurers (ACT) granted the *Liability Management Deal of the Year* award to the swap offer included by OHL in its Eurobond issue in April 2010, for the early redemption of bonds issued in 2007.

In March 2011, the company made a fresh issue of Eurobonds in which it obtained 425 million euros, with an 8.75% annual coupon, payable every six months and maturing in March 2018. That issue was intended to refinance the 421.6 million euros from the 2007 bond issue, maturing in May 2012. OHL made a simultaneous buyback offer for the outstanding 2007 bonds, which was taken up by 55.5% of the bond-holders, for an amount of 234 million euros.

These transactions have been a positive development for OHL, because they have enabled the company to lengthen the maturity profile of its debt and to move ahead in the Group's financial policy, based on meeting its permanent needs through long-time financing. Likewise, the transactions have reinforced the significant presence of OHL in the international capital markets, giving the Group greater financial flexibility.



With respect to the Informe Reporta 2011, in the second year of its study of the quality of the disclosures made by the companies listed in the General Index of the Madrid Stock Exchange (IGBM), this report has placed OHL as the top construction company in terms of the quality of the mandatory and voluntary, financial and non-financial information provided by companies to the market and made available to their shareholders at the Ordinary General Shareholders' Meeting referring to the 2010 financial year.

In general, and with a global A rating, OHL is placed 11th among the 113 companies listed on the Madrid Stock Exchange that were assessed in the report. The Informe Reporta methodology is based on three principles: transparency, adequacy and accessibility, which are rated on the basis of 21, 3 and 6 indicators, respectively. The maximum score is 100 points, 70 of which refer to transparency, 15 to adequacy and 15 to accessibility. OHL obtained A ratings in transparency and accessibility and B in adequacy.

From a forward-looking perspective, we are conscious that to attain our economic and business objectives, we must offer our shareholders and investors transparency in management, confidence in our decisions and vision for facing the challenges to come.

For this reason, we work actively to convey to analysts, investors and shareholders our efforts, results and commitments to the future of the company and to the social and physical environments in which OHL is present. Active, effective and ongoing communication with those who follow the performance of our business is a priority of our Corporate Social Responsibility Master Plan 2010-2014.

### OHL in the markets

The OHL Group is present in Spain's securities market, where its parent company, OHL, is listed on the Stock Exchange, as well as in the markets of Brazil and Mexico, where OHL Brasil and OHL México, subsidiaries of OHL Concesiones, are traded. These two Latin American countries are the key markets for the transportation infrastructure concession business.

#### OHL on the Madrid Stock Exchange

In Spain, the share of Obrascón Huarte Lain (OHL), parent company of the OHL Group, has been listed in the Ibex 35 selective index of the Madrid Stock Exchange since June 2008 and ended 2011 at 19.38 euros, 13.2% below its price at the end of 2010. At that price, its market capitalization as of December 31 totaled 1,932,979,456 euros.

The company's share capital is established at 59,844,565 euros, represented by 99,740,942 ordinary shares with a par value of .60 euros each.

The dividend-per-share policy has been maintained, as in previous years, at around 25% of the net profit per share, calculated on the basis of the consolidated profit for the year attributable to the parent company.

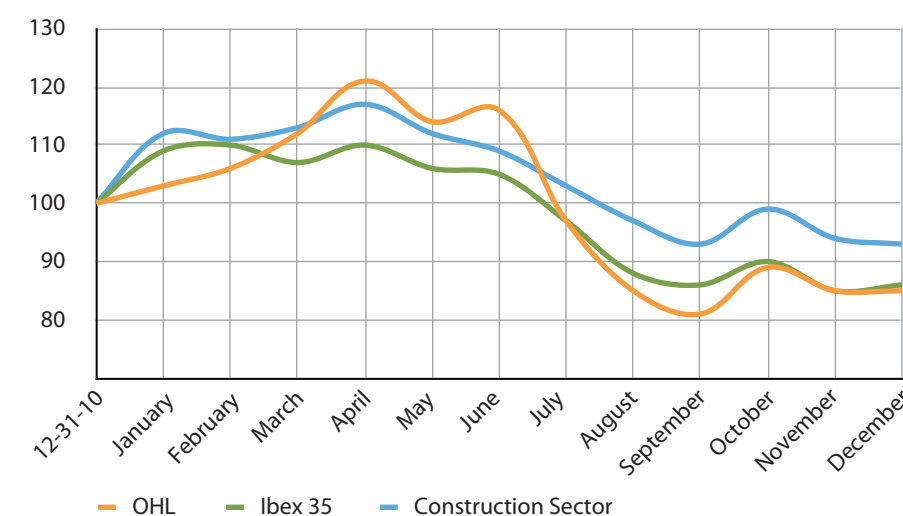
At the close of accounts for the year, OHL held 58,750 shares as treasury stock, originating from the liquidity agreement signed on February 8, 2011 with the company, Santander Investment Bolsa.

During the financial year, a total of 179,685,765 securities were traded on stock markets, with a daily average of 15,332,803. The Ibex 35, in which OHL is included, accumulated a 13.11% depreciation by the end of the year with respect to the previous year.

#### OHL SHARE FIGURES ON THE MADRID STOCK EXCHANGE

	2011	% Variation 2011-2010	2010	% Variation 2010-2009	2009
Share price at year-end	19.380	-13.2%	22.328	+18.2%	18.890
Maximum price	28.000	+7.9%	25.950	+19.0%	21.800
Minimum price	15.940	+6.1%	15.020	+142.3%	6.200
Average price	21.950	+8.0%	20.330	42.7%	14.250
Shares traded	179,685,765	-11.3%	202,681,322	+18.2%	171,530,916
Cash traded	3,940,530,393	-4.2%	4,114,398,527	68.3%	2,445,015,544
Days traded	257	-	256	-	254
Average daily cash (euros)	15,332,803	-4.6%	16,071,869	+67.0%	9,626,045
Market capitalization (euros)	1,932,979,456	-13.2%	2,227,015,753	+18.2%	1,884,106,394
Gross dividend per share	0.4903000	+13.9%	0.4306000	-4.9%	0.4525700
Net dividend per share	0.3971430	+13.9%	0.3487860	-4.9%	0.3711070
Final number of shares for the year	99,740,942	-	99,740,942	-	99,740,942

#### OHL, Ibex 35 and construction sector share price performance in 2011



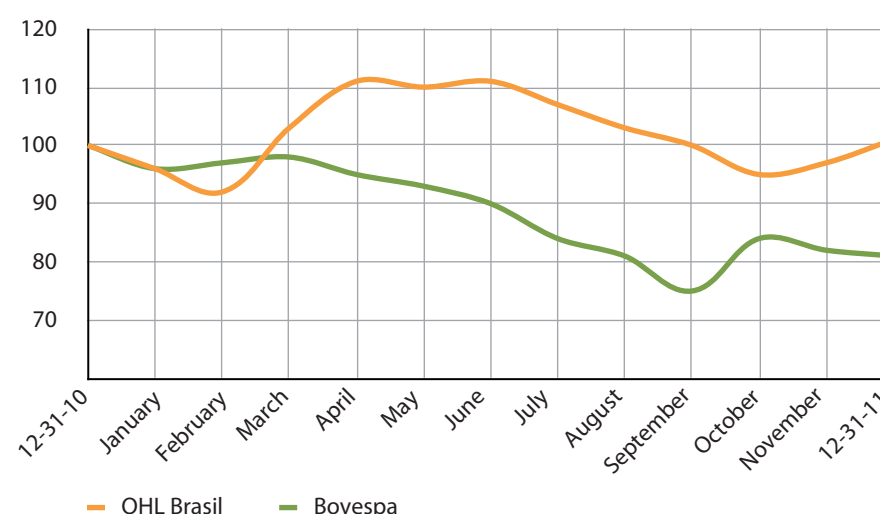
### OHL Brasil on Bovespa

OHL Brasil has been listed on the Novo Mercado of the São Paulo Stock Exchange (Bovespa) since 2005. During 2011, the value of its share moved from 57.83 Brazilian reais, at the start of the financial year, to 61.00 reais at the end of the year, with an appreciation of 5.49% for the year.

OHL Brasil's most relevant stock exchange figures, at December 31, were as follows:

- Number of shares (with a par value of 7.97 Brazilian reais): 68,888,888
- Share price at 12/31/11: 61.00 RB
- Market capitalization: 4,684,444,384 RB

OHL Brasil and Bovespa share price performance in 2011

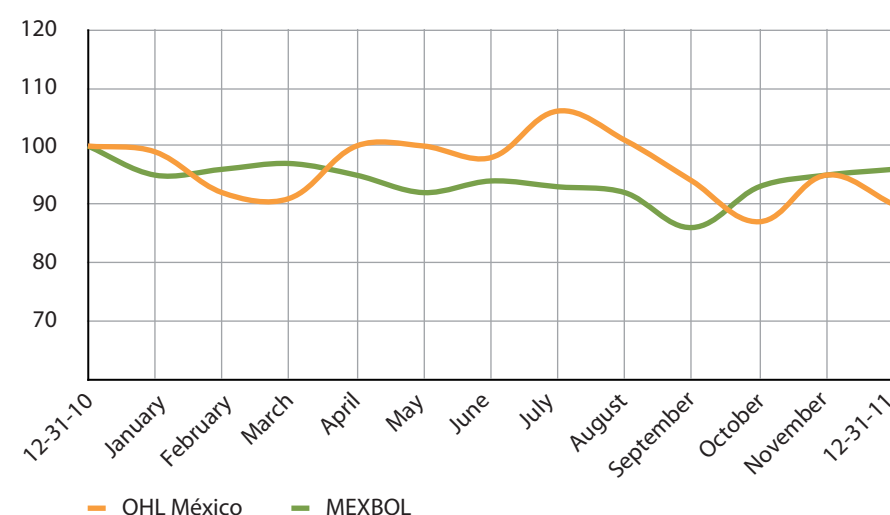


### OHL México on the BMV

OHL México was listed on the Mexican Stock Exchange on November 11, 2010. Its stock market flotation was the largest transaction on the Mexican securities market in the last 10 years and the third largest in the transportation infrastructure sector worldwide in the last five years. Since September 2011, OHL México has been included in

- the Índice de Precios Cotizados (IPC), Mexico's principal stock exchange index, although its share price declined 9.08% in the financial year, ending the year at 21.62 Mexican pesos.
  - Number of shares (with a face value of 1 Mexican peso): 1,492,788,102
  - Share price at 12/31/10: 21.62 PM
  - Market capitalization: 32,274,078,765 PM
- At December 31, 2011, OHL México's most relevant stock market figures were as follows:

OHL México and MEXBOL share price performance in 2011



## In addition to Spain, the OHL Group is present in the securities markets of Brazil and Mexico, key countries for the Group's transportation infrastructure concession business

### Communication with shareholders, investors and analysts

The OHL Group has Investor Relations departments at the Group's corporate headquarters in Madrid and in the subsidiaries of OHL Concesiones in Mexico and Brazil. These teams manage the Group's communication with shareholders, investors and analysts with a clear objective: maximum transparency in the disclosure of the business information of relevance to these stakeholders.

To do so, in the course of the year the Group promotes a number of face-to-face meetings and provides several channels of communication.

In 2011, OHL conducted several road shows, locally and outside of Spain, participated in forums and seminars and, as is its usual practice, organized the annual presentations of the Group's results for the financial year and the specific presentation on OHL Concesiones, together with the General Shareholders' Meeting. Webcasting is used in order to facilitate the following of these three annual presentations by the various groups of stakeholders.

#### More information:

- General Shareholders' Meeting Presentation (05-08-2011)

In terms of the communication of the policies and advances in the management of CSR, the face-to-face meeting where this information is provided is the General Shareholders' Meeting, at which the actions taken in this regard are reported through an exposition of the most important milestones and achievements attained in the financial year.

With respect to written communications, the annual accounts, comprised by the Annual Report and the Sustainability Report, comprise OHL's primary publication and, as such, include information of relevance to shareholders and investors on the company's ethical, social and environmental performance in the year of reference.

In addition, shareholders and investors can find information geared more specifically to their demands in the quarterly reports on results that the company submits to the Comisión Nacional del Mercado de Valores (CNMV – National Securities Market Commission), which reflect the position of the company, including financial statements, performance by business activity and share price performance.

As required by the Securities Market Act, these documents include balance sheet, statement of income and cash flow statement figures, compared to the figures registered in the same period during the previous year expanding this information in the second and fourth quarters. Moreover, the CNMV is also sent any corporate presentation that includes new developments affecting the figures submitted previously. Those shareholders who have expressed an interest in the information submitted to the CNMV are provided such information once the Commission has published it.

More than 20 financial analysts monitor the company on a regular basis, and the Investor Relations department maintains a continuous flow of information with them in response to the needs of investors and of the market.

Also, starting in 2011, OHL has begun to hold conference calls in English for the quarterly presentation of results. During these calls, the Economic-Financial General Manager leads the presentation and answers the questions of the participants, with the support of the chief financial officers of OHL Concesiones and OHL Construcción, as well as the Investor Relations Manager.

During the rest of the year, the communication with analysts, shareholders and investors is ensured through the e-mail address [relacion.accionistas@ohl.es](mailto:relacion.accionistas@ohl.es) and the shareholder services telephone +34 91 348 44 71.



Finally, it is important to mention the websites of the OHL Group, [www.ohl.es](http://www.ohl.es), OHL Concesiones, [www.ohlconcesiones.com](http://www.ohlconcesiones.com), OHLBrasil, [www.ohlbrasil.com.br](http://www.ohlbrasil.com.br), and OHL México, [www.ohlmexico.com.mx](http://www.ohlmexico.com.mx), as points of reference for accessing information on the Group and its subsidiaries, ranging from their organization and financial statements through to their latest news items, significant events, reports, presentations or any other items of information or figures that could assist in learning the situation of the company.

INFORMATION FOR SHAREHOLDERS AND INVESTORS ON WWW.OHL.ES	
General information on OHL	Economic and financial information
Share capital	Basic information
Significant stakes and treasury stock	Financial statements
Share price	Annual accounts and reports
Dividends	Regular disclosures
Company Bylaws	Rating
Bond issues	Information sent to other regulatory bodies
Takeover bids	
Corporate governance	Quarterly results
Investors' agenda	Presentations
Significant events	Channels of communication
Annual accounts and reports	

Survey of analysts 2011

In 2011, the OHL Group surveyed a group of analysts who regularly follow the business activity of the company. The aim of the survey was to learn what their priority interests and demands for information are, within and outside of the scope of sustainability.

Significant among the results obtained is the fact that, among all of the analysts who participated in the survey, all stated that they take into account in their analyses other aspects in addition to the strictly economic and financial points. The majority evaluate positively the Group's presence in sustainability indexes and the existence of a CSR strategy in its companies.

Among the supports and channels of dialog made available to analysts by OHL, the ones rated highest included the Investor Relations department, the monographic presentation on OHL Concesiones, the road shows, the conference calls for the presentation of quarterly results, the meeting for the presentation of the results for the year and the regular visits and conferences with analysts.

These and other assessments, together with the suggestions made by this group of OHL stakeholders, will serve to improve our performance in the environment of the relationship we maintain with analysts, investors and, therefore, will be taken into account for attaining the goals set in the OHL Group's CSR Master Plan.

More information:

- GRI Indicators

[4]

# A shared culture





## A shared culture

The OHL Group is made up by 25,145 employees who perform their work in 34 countries on all five continents. We are a large community of people devoted to different business lines and activities but with a common set of goals and values, based on respect, trust, loyalty, transparency and security.

Our corporate culture makes us strong and makes OHL a good place to work. For this reason, each year, we propose targets that will help us to cultivate and improve this way of growing a company.

2011 has been a period of progress but also of adaptation for the OHL Group. As a consequence of the strong international expansion experienced in the last few years, as well as the strategic and operational planning of the OHL Group's businesses, during the past year a new organizational model was developed and implemented, marked particularly by the unification of the International Construction and Domestic Construction divisions as a single Construction division, OHL Construcción.

In addition, the difficult current economic situation has forced us to address a number of eventualities, such as the reduction in public tendering in Spain.

In this context, the application of a range of adjustment measures and changes became necessary in the course of the year, from the point of view of human resource management in Spain. The creation of employment in the construction sector declined and, yet, the emergence of new businesses within the Group, such as facilities management, have made it possible to maintain the total staff establishment in the country on levels similar to those of previous years, although changing its composition.

### A few figures

- Creation of employment with respect to 2010: +11.36%
- % permanent jobs in 2011: 71%
- % women on staff: 29%

### Recognition of the 'Best Commitment-to-People Initiative' in 2011

#### Awards for Corporate Social Responsibility given by the Fundación Construcción y Madera

In the month of December the Awards of the Fundación Construcción y Madera to the most outstanding construction companies in terms of CSR were presented for the first time. These awards single out performance in three categories: commitment to people, commitment to society and commitment to the environment.

OHL was given the award in the category of Commitment to People. The prize recognizes OHL's firm determination to create a stable framework of relations with its employees, at the same time as it promotes training in Human Rights, without relaxing its vigilance of occupational risks in those countries where it operates, together with its policies of equality between men and women.

The award was presented to Luis García-Linares, Corporate General Manager of OHL, by Manuel González Blanco, manager of the Madrid territorial council of the Fundación Laboral de la Construcción.



*The Fundación Construcción y Madera has recognized OHL's policy as the "best commitment-to-people initiative in 2011". In the photo, Luis García-Linares, Corporate General Manager of OHL, receives the award from Manuel González Blanco, manager of the Madrid Territorial Council of the Fundación Laboral de la Construcción.*

In contrast, the growth of the international business has brought about a significant increase in the number of employees of the Group outside of Spain, consolidating the trend of international expansion that was already evident in previous years.

With respect to the responsible management of human resources, the main milestones in the year are associated with the work carried out in order to further equal opportunities and Human Rights compliance among the people comprising the OHL Group, highlighting the following:

- Approval of a Harassment Protocol applicable to the entire OHL Group.

- Approval of the analysis of the recruitment and hiring processes in all of the companies of the Group to detect whether discriminatory practices exist in such processes.

- Implementation of a plan establishing targets for the hiring of people with disabilities in the countries where the Group has a permanent presence and no legal requirement exists in this regard.

Another important development, in a complex year due to the organizational changes and the global economic situation, is the increase in the participation of OHL's employees in corporate volunteering activities, with groups organized in Spain, Brazil and Argentina, as well as the demand arising in those countries where volunteering had not yet been introduced, such as in Mexico and Chile. In this way, corporate volunteering has become consolidated as an important area of action of the Group, within the scope of its commitment to society, and has now been included in its CSR Master Plan 2010-2014 and is considered a significant element in its human resource management policy.

### Consolidation of the decentralization model for human resource management

During the last few years, the international expansion of the Group and its entry into new businesses has been accompanied by a necessary process of decentralization of the corporate apparatus. The management of human resources has not been an exception and, starting three years ago, the HR Department has been developing a **plan for the decentralization of the human resource management function**.

As a result, in 2011, the HR Department became the Corporate HR Management area of the Group, and the human resource managers of the divisions went on to depend hierarchically on the structure of each division and functionally on the Corporate General Management of the Group, through the Corporate HR Management area.

In line with the targets set in the decentralization plan, in 2011 the process for the selection and training of human resource managers to fill positions in the new operating divisions continued, with the application of internal promotion criteria as far as possible. In this way, a model of operational decentralization has been consolidated for the management of people.

The new structure has reinforced the human resources function in the Group and facilitates the application of common policies and guidelines of a general nature for all of the Group's business pursuits, particularly in regard to aspects as important as the creation work environments that will guarantee the dignity of the individual, equal opportunities and non-discrimination, diversity management, career development, health and safety and the right to collective bargaining.

Responsible human resource management is, therefore, one of the crucial dimensions of CSR management in the Group. The CSR Master Plan, together with the results of the processes of ongoing dialog with our employees, reveal the areas where we need to focus our efforts to ensure that OHL perseveres in consolidating a shared culture and continues to be a good place to work.

### Lines of work of the OHL Group in relation to responsible human resource management

- Equal opportunities
- Ethical behavior and Human Rights
- Safety and health
- Training, career development and reconciliation of work and private life
- Common culture and innovation
- Corporate volunteering
- Dialog with employees

## Characteristics of the OHL Group workforce at december 31, 2011

It is estimated that 85% of the Group's managers abroad are nationals of the same country as that of the companies they manage

## DISTRIBUTION OF THE WORKFORCE BY DIVISION. TREND OVER THE LAST THREE YEARS

	2011	2010	2009
OHL Concesiones	9,205	7,378	6,396
OHL Construcción (*)	10,100	11,726	13,141
OHL Industrial	589	386	270
OHL Desarrollos	1,603	2,502	1,465
OHL Medio Ambiente	351	335	317
Corporate areas	3,297 (**)	253	282
<b>TOTAL</b>	<b>25,145</b>	<b>22,580</b>	<b>21,871</b>

(\*) The domestic and international construction divisions merged in 2011.

(\*\*) Includes Ingesan, formerly in Domestic Construction, and Sacova (Novaire), previously in OHL Developments.

## INDUCED DIRECT EMPLOYMENT CREATED BY THE OHL GROUP. TREND OVER THE LAST THREE YEARS

	Number of companies subcontracted			Induced direct employment		
	2011	2010	2009	2011	2010	2009
<b>Parent company</b>	1,345	1,865	2,158	7,910	8,716	11,172
<b>OHL</b>						
<b>Consolidated subsidiaries</b>						
OHL Concesiones	445	505	1,059	10,041	8,662	512
OHL Construcción (*)	742	826	1,520	18,284	10,664	11,692
OHL Industrial	46	6	11	783	14	18
OHL Desarrollos	5	3	6	51	110	41
OHL Medio Ambiente	66	144	144	358	761	1,025
Total consolidated subsidiaries	1,304	1,484	2,740	29,517	20,211	13,270
<b>Total OHL Group</b>	<b>2,649</b>	<b>3,349</b>	<b>4,898</b>	<b>37,427</b>	<b>28,927</b>	<b>41,624</b>

(\*) The domestic and international construction divisions merged in 2011.

## DISTRIBUTION BY DURATION OF CONTRACT. TREND OVER THE LAST THREE YEARS

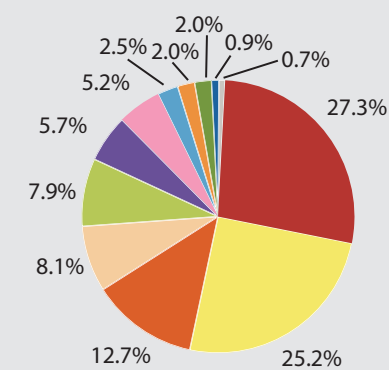
	2011		% 11/10	2010		% 10/09	2009	
Permanent staff	17,821	71%	9.47%	16,279	72%	8.43%	15,014	69%
Temporary staff	7,324	29%	16.24%	6,301	28%	-8.11%	6,857	31%
<b>Total</b>	<b>25,145</b>	<b>100%</b>	<b>11.36%</b>	<b>22,580</b>	<b>100%</b>	<b>3.24%</b>	<b>21,871</b>	<b>100%</b>

The OHL Group offers its employees an initial pay package above the legal minimum established in the majority of countries

## AVERAGE AGE AND LENGTH OF SERVICE. TREND OVER THE LAST THREE YEARS

	2011	2010	2009
Average age	40	39	38
Average length of service	5 years	4 years	4 years

Distribution by country, at December 31, 2011



Spain, 6,864  
 Brazil, 6,336  
 Mexico, 3,185  
 Czech Republic, 2,025  
 Qatar, 1,975  
 USA, 1,421  
 Chile, 1,304  
 Argentina, 617  
 Algeria, 511  
 Peru, 502  
 Slovak Republic, 218  
 Others, 187  
 Bulgaria, 84  
 Canada, 63  
 Turkey, 28  
 Australia, 6  
 Romania, 3  
 Colombia, 2  
 Ecuador, 1

## EXPATRIATE PERSONNEL

	2011	2010	2009
Algeria	86	85	174
Australia	1	0	0
Mexico	21	34	35
Qatar	23	20	13
USA	15	9	6
Peru	25	7	0
Canada	23	5	5
Chile	3	2	3
Turkey	1	1	2
Romania	1	1	0
Czech Rep.	0	0	1
Arab Emirates	0	0	1
<b>Total</b>	<b>199</b>	<b>164</b>	<b>239</b>

## ABSENTEEISM IN 2011

Country	% absenteeism	
	Men	Women
Algeria	16.38	13.11
Chile	1.26	2.83
Mexico	3.33	3.70
Qatar	3.89	6.30
Czech Rep.	14.64	4.61
Slovak Rep.	11.50	1.02
Argentina	0.93	1.12
Brazil	1.13	0.95
Peru	0.07	0.00
Spain	2.36	4.21

(\*) Method of calculation: no. hours of absenteeism / no. of hours worked. Absenteeism = Sickness leave, strikes, unauthorized absences, paid leave and leave without pay





Men and women sharing the control of one of OHL's Brazilian toll roads. The equal opportunities policy promoted by the Group places non-discrimination on the ground of a person's sex in the forefront of all of its activities.

Equal opportunities

One of the most important objectives pursued by OHL is to guarantee equal opportunities among all of its employees and prevent all forms of discrimination, regardless of the grounds or of the country where the Group operates.

The OHL Group maintains and furthers an equality and non-discrimination policy based on respect for its employees, independently of their religion, sexual orientation, gender, race or age. In this framework, the Corporate HR Management area carried out a number of actions during 2011 with the aim of continuing to guarantee equal opportunities in all of its work environments.

From the perspective of gender equality, these actions included the broadening of the scope of action for the application of the OHL harassment protocol, in force in Spain since 2009, to all of the countries where the Group has a permanent establishment. In the course of the year, the working group comprised by the various HR areas of the Group and coordinated by the Corporate HR Manager and the CSR Service, drew up a new Harassment Protocol ("Group Protocol for situations of Sexual, Moral or Gender-Based Harassment") that has been approved by the Sustainability Committee and is applicable throughout the OHL

Equality Plan

Applicable to all of the construction work centers and subsidiaries in Spain

Guiding principles of the Equality Plan:

- Equal treatment between men and women.
- Non direct discrimination by reason of a person's sex.
- Non indirect discrimination by reason of a person's sex.
- Prohibition of sexual harassment.
- Prohibition of sexual harassment by reason of a person's sex.
- Indemnity against reprisals.

Areas of action:

- Equal opportunity culture and policies.
- Impact on society and CSR.
- Communication, image and language.
- Gender representativity.
- Recruitment, training and promotion.
- Pay policy and structure.
- Health and risk prevention.
- Reconciliation of work and private life.
- Harassment and discrimination.
- Monitoring and assessment.

Group. The new protocol, which provides a response to a number of the expectations expressed by the employees surveyed at the end of 2010 by OHL, is currently being conveyed to all employees through cascade distribution, for which purpose it has been translated into the five main languages of the Group.

In Spain, the Equality Plan signed by the company in 2009 and applicable to the employees of OHL Construcción, will continue in effect up to the end of 2012,

and the half-yearly meetings of its Monitoring Committee were held as usual during 2011. In addition, two day-long awareness-raising meetings were held in Madrid and Barcelona to deal with issues such as the proper identification of discriminatory conduct and situations of harassment in the workplace or the acceptance of sexist stereotypes in the work environment.

In 2012, the targets set under the Equality Plan include a review of the measures contained in the Plan and negotiations for its renewal for a further period, as well as the continuation of the organization of day-long awareness-raising meetings at work centers.

With respect to actions undertaken outside of Spain during 2011, the HR-CSR working group made an analysis of the legislative framework applicable with respect to equality in those countries where OHL has a

stable presence, together with the measures already being applied by all of the companies in the Group. For the purpose of guaranteeing that the Group's business activities transpire in an environment of maximum respect for equal opportunities, internal processes and tools were designed in 2011 for detecting possible discriminatory practices, from the point of view of gender equality, in the recruitment and hiring processes of all of the companies in the Group.

The application of this internal system commenced on January 1, 2012 and extends to all of the recruitment processes undertaken as from that date. The information extracted, thanks to the indicator suite designed, will be received and reviewed by the Corporate HR Management area on a quarterly basis.

With respect to remuneration, base salaries are linked to job categories and are identical for all of the employees in each category, independently of sex, nationality or any other personal characteristic.

DISTRIBUTION OF EMPLOYEES BY JOB CATEGORY, AGE AND SEX AT DECEMBER 2011

	2011														2010				
	M: Men - W: Women					Up to 30		Between 30-45		Between 46-55		56 and over							
	Total	M	%M	W	% W	M	W	M	W	M	W	M	W	Total	M	% M	W	% W	
Managers	367	333	91%	34	9%	3	1	105	15	116	13	109	5	406	373	92%	33	8%	
Graduate degree holders	2,871	2,067	72%	804	28%	311	222	1,151	497	421	77	184	8	2,816	2,005	71%	811	29%	
Undergraduate degree holders	4,566	2,899	63%	1,667	37%	1,061	884	1,265	675	402	99	171	9	4,376	2,851	65%	1,525	35%	
Non-graduate technicians	2,515	1,764	70%	751	30%	322	184	767	347	420	189	255	31	2,686	1,893	70%	793	30%	
Clerical staff	2,396	1,143	48%	1,253	52%	302	440	507	551	210	191	124	71	1,916	990	52%	926	48%	
Rest of personnel	12,430	9,748	78%	2,682	22%	3,234	409	4,148	956	1,619	830	747	487	10,380	8,169	79%	2,211	21%	
Totals for the Group	25,145	17,954	71%	7,191	29%	5,233	2,140	7,943	3,041	3,188	1,399	1,590	611	22,580	16,281	72%	6,299	28%	

Parapro Program: integration into the workforce of people with disabilities in Brazil

In December 2011, the Corporate Social Responsibility Committee of OHL Brasil approved the start of the Program for the inclusion of people with disabilities. Its main objectives, in addition to compliance with the relevant local legislation, include the consolidation and rooting of a culture of diversity in the company and the promotion of actions that will contribute to the personal and career development of people with disabilities and make an impact on the social transformation of the immediate environment.

The implementation of the program will take place in accordance with a plan designed in four phases and in cooperation with Plura, a company specialized in social inclusion projects.

In the first phase, work has commenced on the identification of employees with disabilities, as well as on the preparation of a diagnosis of job needs depending on cognitive level, mobility, physical strength, eyesight and hearing requirements. Moreover, the program intends to set in motion an on-the-job health project and to prepare a roster of candidates for each locality.



The presence of women in OHL rose in 2011 to 29% of its workforce.





From left to right, Ignacio Cano, María Ruspoli, Joaquín Castro, Emilio Gómez, Arturo Pousa, Francisco Mallo, Rosa Alberdi and Carmelo Ferrández, members of the human resource working group.

The OHL Group has already been working for a number of years in favor of the social inclusion of people with disabilities through a range of activities. Integration into the labor market is one of the most important aspects in relation to this group, and the company decided to broaden its commitment in this regard during 2011, thereby providing a response to the demands expressed by the employees surveyed at the end of 2010. Accordingly, in December 2011, the Sustainability Committee approved the start-up of a Plan for the Hiring of People with Disabilities and at Risk of Social Exclusion to be implemented outside of Spain as well, establishing explicit commitments to the contracting of people with disabilities in the countries where no specific regulation exists and OHL has a permanent presence, such as Mexico, the United States, Canada, Chile, Argentina and Peru. In these countries, the aim is for 1% of the staff establishment to be made up by people in this group within a maximum period of three years.

In Spain, this plan has been in effect since 2006 and, as an outcome of its implementation, 12 people with disabilities and/

or at risk of social exclusion were engaged in 2011, for which purpose OHL has cooperated with entities such as Fundación Integra, Fundación Adecco and the Madrid Down Syndrome Foundation. For 2012, the target set is to hire a total of 13 people

with disabilities and/or at risk of social exclusion, by cooperating with organizations specialized in the integration of these groups into the workforce and by organizing awareness-raising actions geared to HR managers.

#### Working group for the responsible management of human resources

An internal working group was created in 2011 under the leadership of the Corporate HR Management, with the participation of the CSR Service and the community involvement area of the Group, in addition to the various human resource areas of the business divisions.

The basic objective of this ad-hoc working team is to analyze the most adequate response to be given to the expectations expressed by employees in the survey carried out at the end of 2010, as well to continue to drive the pursuit of the targets of the CSR Master Plan 2010-2014 associated with responsible human resource management, also taking into account the results of the survey.

The initial results obtained in 2011 by this working group evidenced its effectiveness for driving a range of relevant measures and actions and, consequently, it has been set up as a permanent team. The team is made up by a total of nine members and has been meeting monthly since September 2011. Its fundamental objectives include the following:

- Create a permanent channel of dialog and cooperation among human resource managers and establish synergies in the framework of the new divisional organization of the Group.
- Continue giving impetus to the pursuit of the targets defined in the CSR Master Plan in relation to the employees.
- Guarantee compliance with OHL's commitments within the area of human resource management, particularly in relation to Human Rights and equal opportunities.
- Develop the initiatives necessary in order to provide a response to the concerns detected through the various channels of communication and dialog with employees.

During the first year of operation of the working group, measures as relevant as the new Harassment Protocol or the plan for the hiring of people with disabilities in countries where the Group has a permanent presence, both described in the course of this document, were successfully introduced.

#### Ethical conduct and Human Rights

The respect for and observance of Human Rights is a basic aspect of responsible business management. A large part of the voluntary commitments acquired by the OHL Group recognize this, and we are determined to ensure that the protection of these rights will be evident in the day-to-day management of the company. To this end, at OHL we are taking significant steps in order to integrate this priority into all of our activities.

In 2011 the OHL Group Code of Conduct continued to be the basic tool for the protection of Human Rights within the company, as it carries the commitment to these rights over to the way our employees conduct themselves, through the establishment of common values, principles and standards of behavior for the entire workforce.

In addition, the Group organizes training activities in ethics and Human Rights. A highlight in 2011 was the preparation of training courses on the proper application of the OHL Code of Conduct and on other aspects associated with Human Rights compliance and the United Nations Global Compact. These courses will be available to all of the Group's employees for the first time in 2012, through the on-line learning modality.

The courses on Corporate Social Responsibility, together with the welcome courses, were also updated and continued during 2011. Both include aspects relating to Human Rights compliance and ethics in the work environment.



In 2011, the Mayakoba resort, which belongs to OHL Desarrollos, acceded to The Code.org, the Tourism Sector's Code of Conduct for the Protection of Children from Sexual Exploitation.

In 2011, throughout the Group, a total of 32,274 hours were taught in the Integration Course, which groups together the CSR and Welcome training areas.

For the purpose of continuing to advance in this direction, for 2012 the target set by OHL is to develop an analysis of the status of Human Rights compliance in the Group in order to ascertain the degree of alignment of the management of its range of business activities with its CSR policy and the 10 Principles of the United Nations Global Compact. The implementation of this monitoring project has been approved by the Sustainability Committee, which considered that the most appropriate way to perform this analysis would be through the Internal Audit department, whereby this proposal was brought before the Audit, Compliance and CSR Committee. In the first quarter of 2012, the Internal Audit department, with the support of the Corporate HR Management area and the CSR Service, has been working on the preliminary methodological design, and it is expected that the audits themselves will commence in the second half of 2012.

OHL Desarrollos has undertaken a very significant initiative in defense of Human Rights in 2011. The Mayakoba Resort, which belongs to OHL Desarrollos and is located on Mexico's Riviera Maya, has acceded to The Code.org or the 'Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism'.

This initiative is promoted by the organization, ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes), a network of organizations and individuals who work together for the elimination of child prostitution, child pornography and the trafficking of children, young girls and adolescents for sexual purposes. The network is present in 70 countries in all parts of the world and is supported by organizations such as the United Nations Children's Fund (UNICEF) or the World Tourism Organization (WTO).

The signature of this code introduces a new element into the OHL Group for mitigating a specific social risk in the tourism sector and in the territory where Mayakoba is located. The signature of the Code, in December 2011, was accompanied by the drawing-up of an action plan to be set in motion by the Mayakoba companies over the new few months. This action plan includes specific activities and measurable targets in the following areas:

- Establishment of an ethical policy regarding the commercial sexual exploitation of children, young girls and adolescents.
- Training of personnel both in the country of origin of tourists and travel destinations.
- Introduction of a clause in contracts with suppliers, stating a common repudiation of the commercial sexual exploitation of children.
- Provision of information to travelers by means of catalogs, brochures, notices in the programming of in-flight TV/ video, ticket-slips, company websites, etc.
- Provision of information to local 'key persons' in the country of destination.
- Annual assessment and reporting.

During 2012, the Mayakoba companies will work particularly on the first and second points, focusing their efforts on training and raising the awareness of their personnel adequately, to ensure that the actual application of the Code of Conduct will be feasible and effective.

Participation by the social partners

Collective bargaining is a particular manifestation of management-labor dialog and is considered to be a fundamental right basic to collective industrial organization. This freedom is guaranteed worldwide by the ILO Conventions 98 and 154.

The OHL Group, independently of the business activity involved or of the country where it operates and pursuant to the commitments acquired -such as in the United Nations Global Compact-, maintains the strictest respect for the freedom of association and for the effective recognition of the right to collective bargaining.

The OHL Group maintains different modalities of agreements with its workers, the most significant being the sector-wide collective agreements, the company-wide or work center collective agreements and the company agreements.

GROUP EMPLOYEES WITH WORKING CONDITIONS REGULATED BY COLLECTIVE AGREEMENTS IN 2011

Country	No. employees	Total employees	%
Argentina	476	617	77%
Chile	400	1,304	31%
Central and Eastern Europe	2,044	2,330	88%
United States	209	1,421	15%
Brazil	6,319	6,336	100%
Mexico	1,807	3,185	57%
Spain	6,864	6,864	100%
Total Group	18,119	25,145	72%

- More information:
- Main agreements applicable in the OHL Group
  - Union representation in the OHL Group
  - GRI Indicators

In 2011 the number of hours of training in ORP increased 149% with respect to 2010

Safety and health

Based on the idea of “zero tolerance” and ongoing improvement, our occupational risk prevention policy has continued to deliver excellent results in terms of occupational safety. The support and direct involvement of the Chairman of the Group and of senior management ensure that each and every one of OHL’s employees receive the training and awareness-raising courses necessary for preventing accidents.

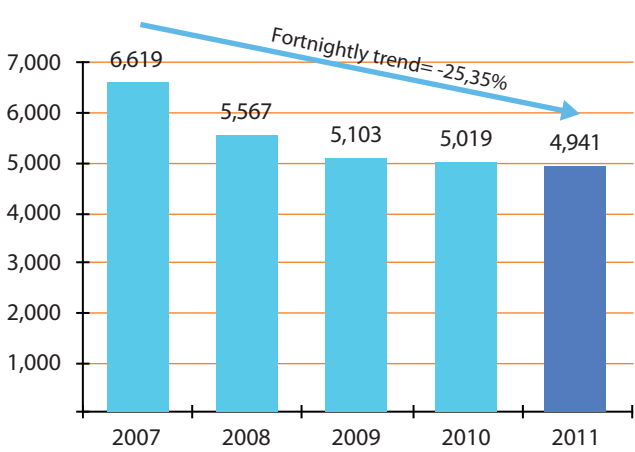
During 2011, OHL continued to work intensively in the framework of its Occupational Risk Prevention (ORP) policies and management systems. The training of the Group’s team in a culture of prevention is a strategic priority and is today strongly rooted in the company. This enables us to continue to improve accident rates year after year, in addition to obtaining multiple recognitions of the work performed from the management standpoint.

The Group’s Joint Risk Prevention Service (SPM) continues to be the body entrusted with the management of ORP in Spain. During the 2011 financial year, the SPM provided service to 24 different companies, including 781 work centers, 7,182 workers of its own and more than 4,000 workers belonging to subcontractors, in addition to servicing a total of 48 Temporary Joint Ventures, in which OHL holds an interest. The Joint Risk Prevention Service, through its members accredited by the labor authorities, performs its tasks through four specialized areas:

Incidence rate trend in Spain

Continuing improvement was maintained in the OHL Group’s accident rates during 2011, with a 25% downward trend in its incidence rate over the last five years. Moreover, “0 fatal accidents” were registered in all of the Group’s divisions in the 2011 financial year.

OHL Group. Occupational Accident Incidence Rate. Evolution 2007-2011



Workplace Safety, Industrial Hygiene, Applied Ergonomics and Occupational Health Monitoring (the last mentioned outsourced to a Prevention Company).

An overview of all of the sectors of activity of the OHL Group with respect to the last three years reveals a 3% downward trend in the incidence rate, a trend which has become stable over time, reflecting the satisfactory management of occupational risk prevention in the company.

Furthermore, the Joint Risk Prevention Service is responsible for drawing up the SGPR or Risk Prevention Plan. The Service also develops a Strategic Risk Prevention Plan for the entire Group, which in 2011 completed its eighth year of application.

The activities under the Plan in 2011 were focused on a review of the permanent strategic lines of action and on the consolidation of ongoing improvement in occupational risk prevention.

The SGPR Handbook was updated during the year, in line with the specification OHSAS 18001/2007 with respect to its nineteen mandatory requirements. Moreover, the procedures relating to procurement and subcontracts, preventive non-conformities, the SGPR internal audit and emergency plans and actions were revised and approved. A collective protection system (SPB), designed to meet the standard UNE-EN 13374, was also implemented during the year, with an estimated level of compliance of 80%, and is expected to reach all of the divisions in the course of 2012.





**At OHL we believe that:**

- Safer work is more productive
- Enhancing safe behavior builds greater confidence in the performance of production processes
- Investing in training translates into increased safety
- There is no ratio between major projects and major accidents

*At OHL, safer work is considered to be more productive work. In the photo, workers on the construction site of Miami's metro connection to its airport, in the U.S.*

**KEY ORP INDICATORS**

**GLOBAL ACCIDENTS RATES OF THE GROUP**

	Frequency rate			Severity rate			Incidence rate		
	2011	2010	%Var.	2011	2010	%Var.	2011	2010	%Var.
OHL Concesiones	13.16	14.06	-6.40	0.24	0.24	0.00	3,045.80	3,284.67	-7.27
OHL Construcción	Spain	25.16	28.91	-12.97	0.86	0.75	14.67	4,208.42	-13.10
	International	11.70	17.39	-32.72	0.35	0.33	6.06	2,413.99	-27.53
OHL Industrial	4.01	9.38	-57.25	0.03	0.23	-86.96	705.88	1,607.71	-56.09
Servicios (1)	49.12	48.87	0.51	1.67	1.31	27.48	6,340.31	6,304.44	0.57
<b>Total</b>	<b>17.92</b>	<b>20.54</b>	<b>-12.74</b>	<b>0.49</b>	<b>0.45</b>	<b>10.80</b>	<b>3,545.69</b>	<b>3,957.24</b>	<b>-10.40</b>

(1) Ingesan, Inima, Novaire

**JOINT RISK PREVENTION SERVICE (COMPANIES IN SPAIN)**

	Frequency rate			Severity rate			Incidence rate		
	2011	2010	%Var.	2011	2010	%Var.	2011	2010	%Var.
OHL Concesiones	19.83	32.30	-38.60	0.29	0.70	-57.98	3,289.47	5,581.40 (*)	-41.06 (*)
OHL Construcción	25.16	28.91	-12.97	0.86	0.75	14.25	4,208.42	4,842.74	-13.10
OHL Industrial	4.01	9.38	-57.29	0.03	0.23	-86.65	705.88	1,607.71	-56.09
Services (1)	49.12	48.87	0.50	1.67	1.31	26.82	6,340.31	6,304.44	0.57

(1) Ingesan, Inima, Novaire

(\*) Figure recalculated in 2011 including the concession company Metro Ligero Oeste in 2010.

Frequency Rate = (Number of accidents / Number of construction sites) x 10<sup>6</sup>  
 Severity Rate = (Number of workdays lost / Number of hours worked) x 10<sup>3</sup>  
 Incidence Rate = (Number of accidents / Number of workers) x 10<sup>3</sup>

**In 2011, a 1.56% reduction was achieved in the incidence rate with respect to the previous year for the Group overall in Spain**

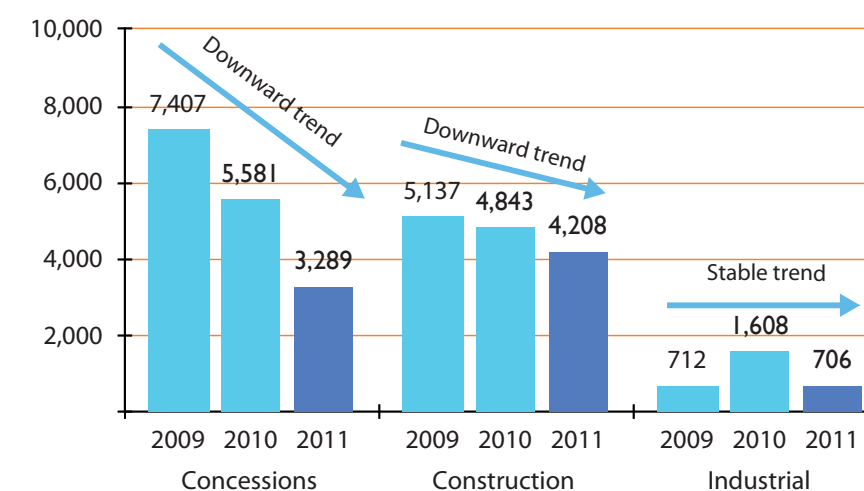
**INCIDENCE, FREQUENCY AND SEVERITY RATES 2011 IN INTERNATIONAL CONCESSIONS OPERATIONS**

	Frequency rate			Severity rate			Incidence rate		
	2011	2010	%Var.	2011	2010	%Var.	2011	2010	%Var.
Brazil	7.05	8.77	-19.61	0.10	0.15	-33.33	1,705.34	1,944.44	-12.30
Mexico	17.79	13.42	32.56	0.41	0.23	78.26	4,520.80	4,836.76	-6.53
Argentina	60.51	57.54	5.16	1.17	0.86	36.05	11,282.87	10,480.35	7.66
Chile	28.11	19.52	44.01	0.69	0.34	102.94	5,340.45	4,205.61	26.98
Peru	5.52	19.96	-72.34	0.03	0.12	-75.00	1,250.00	3,773.58	-66.87
<b>Total Concessions</b>	<b>12.90</b>	<b>13.09</b>	<b>-1.52</b>	<b>0.24</b>	<b>0.21</b>	<b>12.36</b>	<b>3,032.16</b>	<b>3,116.49</b>	<b>-2.71</b>

**INCIDENCE, FREQUENCY AND SEVERITY RATES 2011 IN INTERNATIONAL CONSTRUCTION OPERATIONS**

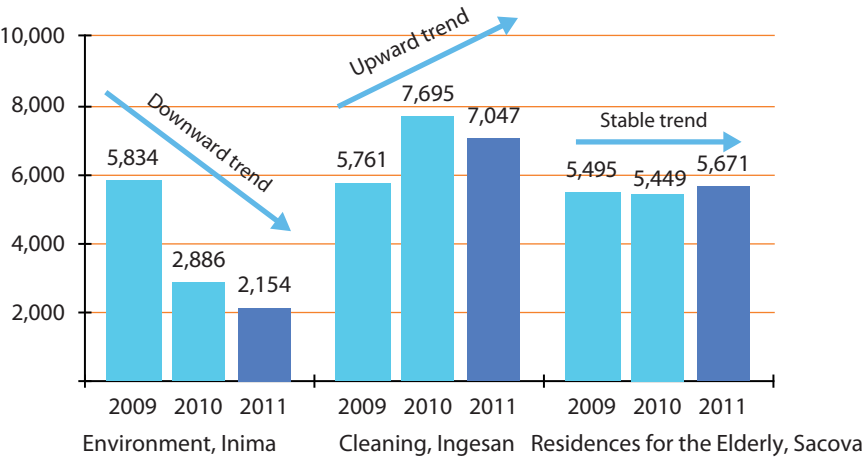
	Frequency rate			Severity rate			Incidence rate		
	2011	2010	%Var.	2011	2010	%Var.	2011	2010	%Var.
Algeria	13.13	18.42	-28.72	0.22	0.32	-31.25	2,750.81	3,845.43	-28.47
Argentina	90.32	148.41	-39.14	2.05	1.85	10.81	19,302.95	31,316.73	-38.36
OHL ŽS	6.65	9.05	-26.52	0.31	0.17	82.35	1,222.24	1,640.79	-25.51
ŽPSV	14.25	14.36	-0.77	0.69	0.65	6.15	2,406.74	2,339.27	2.88
Chile	0.00	17.81	-100.00	0.00	0.27	-100.00	0.00	3,159.28	-100.00
Mexico	0.95	2.99	-68.23	0.00	0.20	-100.00	219.22	694.50	-68.43
Miami	4.40	5.78	-23.88	0.30	0.10	200.00	1,072.27	1,378.04	-22.19
New York	1.45	-	NA	0.03	-	NA	253.38	-	NA
Peru	4.55	0.00	0.00	0.04	0.00	0.00	1,275.58	0.00	0.00
<b>Total Construction</b>	<b>11.70</b>	<b>17.39</b>	<b>-32.73</b>	<b>0.35</b>	<b>0.33</b>	<b>6.75</b>	<b>2,413.99</b>	<b>3,331.18</b>	<b>-27.53</b>

**Occupational Accident Incidence Rate. In Spain. Trend 2009-2011, OHL Group**





Incidence rate in the rest of the business activities of the OHL Group in Spain.



TRAINING IN ORP BY DIVISION IN 2011

	Participants	% total	Hours	% total	Average hours per participant
Construction	53,224	92%	146,377	86%	2.75
Concessions	3,124	5%	12,268	7%	3.93
Developments	1,486	3%	9,082	5%	6.11
Industrial	245	0%	2,958	2%	12.07
Environment	63	0%	238	0%	3.78
Total	58,142	100%	170,923	100%	2.94

TRAINING IN ORP BY GEOGRAPHICAL AREA IN 2011

	Participants	% total	Hours	% total	Average hours per participant
Czech Rep.	3,251	6%	15,614	9%	4.80
Spain	1,659	3%	25,856	15%	15.59
Region: Africa (Algeria & Qatar)	2,712	5%	940	1%	0.35
Region: South America	49,473	85%	124,792	73%	2.52
Mexico	1,014	2%	3,493	2%	3.44
United States	33	0%	228	0%	6.91
Total	58,142	100%	170,923	100%	2.94

A total of 58,142 employees of the Group received training in Occupational Risk Prevention in 2011. The hours devoted to ORP training totaled 170,923, that is, 29.7% of the total hours of training in 2011 in the Group

And, in the context of the furtherance of the culture of prevention we should also mention that, during the 2011 financial year, the SPM intensified its presence in forums and in cooperation arrangements with other players.

A good example of the effort of the Group in order to instill a culture of prevention and maintain a position of leadership in ORP is the Golden Month of Prevention initiative. This campaign is organized annually during the month of October and was held in 2011 for the eighth time. The campaign concluded with a day-long technical meeting, an event that was held this year in Barcelona’s Gran Teatre del Liceu, a landmark theater rebuilt by OHL following the fire that destroyed it in 1994.

The names of the prize-winners in the 2011 campaign were announced at the closing session, attended by the Corporate General Manager of the Group and presided over by the Director-General for Labor Inspection of Catalonia, who congratulated the OHL Group on this initiative.

The Golden Month of Prevention awards were presented in November 2011 by the Chairman, Juan-Miguel Villar Mir, at Torre Espacio, the Group’s corporate headquarters in Madrid. The awards, each endowed with a 3,000-euro cash prize, are given to the operating, works and design managers who contributed in the course of the financial year to the continuing improvement of ORP, meeting the targets set.

In 2011, OHL continued working to implement ORP management systems in the various divisions of the Group, both in Spain as well as abroad. Accordingly, the Group has chosen to obtain global certification to OHSAS 18001 in all of the countries where it operates, in order to identify and assess the risks in the workplace and to adapt risk management to the requirements of the legislation applicable in each country. In this context, the Group has defined the policy, organizational structure, responsibilities, functions, planning of activities, processes, procedures and resources necessary for developing, reviewing and maintaining these management systems.

In its operations outside of Spain, the Group’s implementation of ORP management systems depends on a number of factors, particularly

the specific legal context and the training of the local employees assigned to the management of ORP, or the compatibility of the Group’s management system with the in-house systems of major multinational customers.

Thus, OHL continues working to extend the model for success achieved in Spain to the rest of the countries where it operated, through the policies defined and adapted to the reality of each country. In this context, mention should be made of the significant progress obtained in OHL Concesiones, OHL Industrial and OHL Construcción.

OHL Concesiones received a new Risk Prevention Management Handbook for implementation in Brazil, together with a list of general procedures that need to be amended and adapted by the designated ORP coordinator, in conjunction with the risk

Participation of the SPM in forums on Occupational Risk Prevention in 2011

- 4th ORP Congress, Castilla y León Regional Government (León, Spain)
- Day-Long Technical Meeting at INSHT on ORP regulations (Madrid, Spain)
- Second European Colloquium on Coordination of Safety and Health in Construction (Madrid, Spain)
- Day-Long Technical Meeting at COICCP on Excellence in Safety and Health (Madrid, Spain)
- EOI Day-Long Technical Meeting, ORP Innovation (Madrid, Spain)
- Business Forum on Safety and Health at INSHT (Madrid, Spain)
- Day-Long Technical Meeting at OSALAN on Prevention Resources (Bilbao, Spain)
- Chair of the AENOR 115 Committee on Machinery for Public Works (Madrid, Spain)
- Members, ORP Committee of SEOPAN (Madrid, Spain)
- ORP Day-Long Technical Meeting with ITC at the Liceo Theater (Barcelona, Spain)

prevention technicians assigned to all of the concessions operated by the OHL Group in that country. Brazil was chosen as the prototype for the introduction of the Handbook because it is the country with the highest concentration of concession operations and with the largest ORP team, thereby making it possible to extract the necessary experience in the development of the risk prevention system.

OHL Industrial was also provided the Risk Prevention Management Handbook in 2011, together with a list of general and specific procedures, safety and health protocols and instructions relating to its business activities and the Group's ORP Management System formats and forms. This policy materializes the decision to introduce an ORP Management System in all areas and in all of the countries where OHL Industrial operates.

In addition, OHL Construcción has developed an Integrated Safety, Quality and Environmental Management System of its own, which is currently operational in Argentina and Mexico and is being implemented in Chile and Peru. Another highlight was the development of a Safety Management System for OHL USA during 2011.

Furthermore, the obtaining of ORP certifications in 2011 has been a priority management target, set by the OHL Group's Safety and Health Committee, the most senior management body in terms of ORP in the company.

Since 2001, when the Joint Risk Prevention Service (SPM) initiated the process for the certification of the five companies of the Group at that time, a multitude

Golden Month of Prevention Awards 2011

**The Award for Preventive Management** was granted to Pablo Escoda Villacorta, general manager of the concession company MLO, Metro Ligero Oeste de Madrid, for optimizing the application of the Risk Prevention Plan at the light rail's operating centers, integrating ORP into the company's production management.

**The Culture of Prevention Award** went to Jesús Elizalde Salvach, for his 24-year track record with the OHL Group, in which his conduct and attitude towards prevention stand out in the exercise of his profession, leading the implementation of safe practices among his fellow team members in the application of the ORP Management System during those years.

**The Award for Preventive Innovation** was obtained by José Ricardo Rodríguez Ruiz for his performance as site manager in the improvement and implementation of safe working procedures during the construction of the Canary Island freeway GC-2 on the Santa María de Guía-Pagador section.



From left to right, seated, the award winners, José Ricardo Rodríguez, Pablo Escoda and Jesús Elizalde; standing, Carmelo Ferrández, Francisco Marín, Juan-Miguel Villar Mir, Juan Osuna, Luis García-Linares and Gregorio Nieto.

of companies have been added to the OHL Group and have progressively joined the SPM, adopting its management systems and practices. (ORP Certification Audits 2011).

During the 2011 financial year, the Group has succeeded in unifying the expiry dates of the two certificates issued by the relevant audit firms: the voluntary certification, OHSAS 18001/2007, and the mandatory certification

required on the national level, thereby significantly facilitating and enhancing management efficiency.

Finally, outstanding milestones in 2011 in terms of the management of ORP certifications in the Group's international operations include the renewal of OHSAS 18001 certificates in Chile and Peru, the certification of the Madrid ORP Department for the international area by AENOR and the VPP certification, equivalent

800,000 accident-free hours worked in Chile, with special mention by Chile's Institute of Occupational Safety (OHL Construcción)

15 million hours worked in the SIDRA (Qatar) project with the result of 0 incapacitating accidents (OHL Construcción)

KEY INDICATORS IN OCCUPATIONAL HEALTH MONITORING (FIGURE FOR SPAIN)

	Total No.	Initial	Regular	Prior	Specific	Return To Work	Special
Examinations	4,285	751	3,451	22	40	17	2
Var. 2011 / 2010	31%	72%	24%	10%	67%	183%	100%

Source: Fremap Annual Report 2011, workers in companies under the Joint Prevention Service, OHL Group in Spain.

to OHSAS 18001, obtained by the Orange Line (Airport Link) project in the United States –all milestones reached by the OHL Construcción division.

Looking towards 2012, the Group proposes to continue moving ahead in the same line of action, with the fundamental goal of working to reduce the number of accidents, by eliminating or minimizing existing risks, to maintain the ongoing process for the updating of the ORP Management System (SGPRL), to continue holding internal and external audits and to continue raising ORP awareness among the employees of the Group.

With respect to accident rates, the OHL Group has set the following targets for 2012 in Spain:

- Accident rate in construction, below the SEOPAN rates and 50% lower than the construction sector overall. The incidence rate will be taken as the reference figure.
- Accident rate of the industrial division, below 50% of the activity rate of the industrial sector. The incidence rate will be taken as the reference figure.

• For the services area, experiencing constant growth, the target set is to reduce the incidence rate by 10% with respect to the figure in 2011.

Besides these general OHL Group targets, additional specific targets and programs may be determined in view of the results obtained from the monitoring and measurement of the risk prevention performance in the various companies and work centers.

Award to OHL's Medical Services for their work in ORP

OHL's Medical Services were singled out in 2011 by the Castilian Occupational Medicine and Safety Society (SCMST), in the companies category, in recognition of "their work in furthering the implementation and dissemination of Occupational Risk Prevention".

The Corporate HR manager received the award at the closing ceremony of the 2011 Occupational Health and Occupational Risk Prevention Congress, organized by the SCMST, a society founded in 1956 that has a current membership of more than 3,000 professionals in the field of occupational medicine and occupational risk prevention.



Dr. María Dolores Galán, Manager of OHL's Medical Services, and Carmelo Ferrández, Corporate Human Resources Manager.

More information:

- CSR management bodies in the OHL Group
- Corporate Policies
- ORP website



### Training, career development and reconciliation of work and private life

OHL seeks the very best professionals available for carrying out its range of business activities. To this end, it strives to reinforce the possibilities of training, career development and the reconciliation of work and private life of its employees, in an awareness that these efforts have a direct influence on the company's capacity to attract and retain the best talent.

The Group's training strategy did not undergo significant changes during 2011, beyond the necessary adjustments in order to adapt to the Group's new divisional structure. Consequently, the accurate detection of needs in all of the countries where the Group is present, the design and planning of training actions on the international level, the diversification and specialization of the training provided and the promotion of e-learning continue to stand out among OHL's strategic goals.

With respect to the management of training, a significant development during the past year was the change in location of the Training Service on the Group's organizational chart, as the Service is now within the Corporate HR Management area. This change signifies a broadening of the scope of the Service, which is now entrusted with overseeing the uniformity of the criteria referring to the training and career development of all of the employees of the Group. Also, the management tools associated with training have been increased to enable them to perform additional functions.

During 2012 the target will be to establish specific channels of coordination with the Group managers in the various countries, in order to draw up and manage an effective Training Plan that will provide a response to the range of different needs of OHL's employees.

With respect to training contents, a highlight in 2011 was the increase in the number

of specific training options for the employees of OHL Industrial, with particular emphasis on the courses geared to project management. Similarly, the number of hours devoted to language training continued to increase. Another important development was the promotion of training in specific methodologies, such as *mind mapping*, and the use of computer tools tied to the implementation of this methodology, such as *Mindmanager* or *Mindconnect* among others.

The inclusion in the Training Catalog of courses associated with the CSR dimension, such as the new courses on the Code of Conduct and Human Rights, and the complete revamping of the Welcome and CSR courses are also significant developments in the past year.

The subjects with the largest number of participants were Occupational Risk Prevention (56,045), Environment (11,659), Quality (7,780) and Skills (6,293). (OHL Group Global Training Plan 2011).

#### TRAINING IN THE OHL GROUP DURING 2011

Number of participants in the 2011 Training Plan	120,868
Number of course hours taught in the 2011 Training Plan	574,921
Number of hours of training per participating employee	4.76
Total number of courses	9,280
Number of companies of origin of employees	158
Average degree of satisfaction (on a scale of 1 to 10)	8.55
Resources used in terms of cost of personnel attending courses (€)	6,733,864
Resources used in terms of cost of training staff involved, etc. (€)	6,288,189
Institutional financial aid received as support for training (€)	977,080

#### HOURS OF TRAINING BY GEOGRAPHICAL AREA

	Participants	% / total	Hours	% / total	Average hours per participant
Czech Rep.	11,679	9.66%	89,743	15.61%	7.68
Spain	5,098	4.22%	136,655	23.77%	26.81
Region: Africa (Algeria & Qatar)	4,042	3.34%	2,520	0.44%	0.62
Region: South America	68,087	56.33%	166,606	28.98%	2.45
Mexico	31,770	26.28%	174,679	30.38%	5.50
United States	192	0.16%	4,718	0.82%	24.57
Total	120,868	100.00%	574,921	100.00%	4.76

#### HOURS OF TRAINING BY DIVISION

	Participants	% / total	Hours	% / total	Average hours per participant
Concessions	13,099	10.84	85,325	14.84	6.51
Construction	75,491	62.46	302,250	52.57	4.00
Industrial	617	0.51	21,593	3.76	35.00
Developments	31,428	26.02	159,399	27.72	5.07
Environment	233	0.19	6,354	1.01	27.27
Total	120,868	100.00%	574,921	100.00%	4.76

#### TRAINING BY EMPLOYEE GROUP

	Number of courses	% / total
Managers and technicians	1,617	18%
Clerical staff	2,904	31%
Qualified workers and operators	4,759	51%

With respect to the possibilities of **career development**, the Group continues to prioritize internal promotion through skill evaluation systems in all of the divisions. A highlight in 2011 in this context was the creation of the new **Manager Development Service**, under the Corporate HR Management area. This Service, which has commenced work in 2012, will be entrusted with the identification of individuals with high managerial potential within the Group and will develop a customized career plan for each

of them, in coordination with the Training Service and other human resource management areas. As a result, the necessary resources are now in place for coordinating the processes of generational replacement within the Group in the best possible way, in addition to meeting the new needs connected with the business. Moreover, this Service will be responsible for the management and career development of the current managers of the company.

The Group has kept its Hiring of Recent Graduates Plan active. This initiative seeks to capture qualified talent through cooperation with professional societies, business schools and universities. In Spain, a total of 23 cooperation agreements with organizations of this kind have continued in effect, and 22 young people have performed practice work in the Group, acquiring a unique on-the-job experience in combination with the theoretical training they had been receiving.

Turnover rate

- In Spain: +6.38
- In the consolidated OHL Group: +12.6

Calculation formula:

No. of additions (new employees joining the OHL Group) – No. of deletions (employees leaving the Group) / no. of employees of the Group \* 100

Finally, with respect to the reconciliation of work and private life, OHL has undertaken a number of initiatives designed to facilitate this balance for its employees so necessary for ensuring a good quality of life. Among the most significant of these initiatives are the possibility of establishing flexible working hours and of splitting vacation periods, the possibility of applying for a reduction in the workday in cases where employees have family responsibilities, childcare checks for workers with children under three years of age or the Employee Support Program (PAE), which provides assistance to employees in handling routine administrative matters, legal problems or other practical issues within the personal sphere.

Another point to be mentioned, also with respect to Spain, is the continuation of the Family Plan initiative which, in collaboration with the Fundación Adecco, is intended to provide support to family members of Group employees with disabilities, to facilitate their true integration into the working and social world real through five areas of action: medical, family, social, training and employment. Eight cases received assistance in the Community of Madrid, Andalusia and the Community of Valencia during 2011.

Opcom supports employees who have not completed their basic education

Opcom is the OHL Concesiones subsidiary that operates the roads managed by the Group in Mexico. In 2011, the company took the initiative of offering those workers in the Circuito Exterior Mexiquense maintenance area, who had not completed their basic primary and secondary education, the training necessary in order to do so. The objective was to reinforce their employability, open the way to new opportunities for them and raise the level of qualification of the team responsible for the maintenance of the road.

In this initiative, Opcom has collaborated with the National Institute for Adult Education (INEA), a body dependent on the Federal Government. Two teachers from the INEA taught classes attended by 16 Opcom employees during the month of October. As a result, all of the participants passed the official examinations and obtained the certificate issued by the Secretariat of Public Education showing that they had successfully completed primary and secondary education under the current studies plan. For 2012, plans are in place to continue with the educational program, on this occasion for the personnel who have not obtained a high school diploma.

More information:

- GRI Indicators
- Chart of fringe benefits and other initiatives for employees
- Personnel covered by life and accident insurance

Common culture and innovation

At OHL we are proud of our work in innovation. We strive to have innovation become a cohesive and differentiating element of our corporate culture and have established the objective of strengthening the involvement of all of our employees in the dynamics that derive from this way of working.

OHL works towards the goal of situating the processes of innovation and the efforts devoted to these processes in the various corporate and business areas as differentiating elements of the corporate culture of the Group. Similarly, the company also strives to make innovation become one of the guiding forces that will facilitate, as far as possible, the integration of new companies and groups of employees into the Group, contributing to streamlining the complex processes of human, operational and technical integration derived from these situations.

OHL's Research, Development and Innovation Service stands out in this context, as it provides the necessary support to the various divisions for the identification of innovative ideas among their employees, the preparation and execution of R&D&I projects and the obtaining of returns from the outcomes of such projects.

In 2011, these challenges translated into a number of activities, notably the Second Forum of Innovative Ideas. This initiative was open to all of the employees of the Group, who were able to participate by contributing ideas for the development of R&D&I projects. The basic objective of the Forum is to foster the creativity of our

employees and thereby increase the productivity and efficiency of construction works and processes through research, development and innovation.

On the occasion of this second Forum, more than 30 ideas were submitted and will compete for the OHL Prize to the Best Innovative Idea.

With a view to disseminating the most relevant internal and external activities in R&D&I among the employees of the Group involved to a greater or a lesser degree in projects of this kind, the distribution of the R&D&I electronic newsletter, a regular internal communication project instituted in 2010, was continued during 2011.

In addition, for the purpose of storing, transferring and using the individual and collective knowledge of the Group's employees effectively and

efficiently, making it available whenever needed for problem-solving and the improvement of processes, OHL has other tools in place such as the Experience Database or the internal magazine, TECNO. Designed also as a vehicle for communicating the most significant R&D&I-related projects and initiatives undertaken by the Group, providing information and technical training to OHL's workers, the Tecno magazine continued to fulfill its purpose throughout 2011. Tecno is published quarterly and is available on the intranet and on the OHL website. Since 2012 also available in English.

Finally, the work carried out by the R&D&I Service in order to identify, secure and obtain returns from the innovations developed by OHL professionals in the course of their work on construction sites, in concessions and projects in of the Group in all parts of the world.



In 2011, the Cubipod and the Sotograb enjoyed their year of success on obtaining international recognition as award winners at the Exhibition of Inventions of Geneva, demonstrating their leading roles in the application of innovations developed by OHL.





Volunteers of OHL USA.

### Corporate volunteering

Over the last few years, the Group has been consolidating spaces of cooperation and dialog between its employees and the communities in which they work. Corporate volunteering signifies an open door at OHL and has been gaining increasingly greater weight in the framework of the Group's management policies with respect to human resources and community involvement. Volunteering now ranks as a crucial element of OHL's corporate culture.

Through their volunteering activities, the employees of the Group can place their professional and personal capacities, that is, their talent, at the service of the community. From the perspective of internal organization, corporate volunteering is managed by the Corporate HR Management, through the Community Involvement area. However, in Brazil, the CSR Committee is the body responsible for the OHL Brasil volunteers, given the specific weight of the work carried out by OHL Concesiones within the scope of volunteering and, in general, in the field of Community Involvement.

At the present time, OHL has volunteer groups in Spain (Madrid and Barcelona), Brazil, Mexico, Argentina, Chile and the United States.

In 2011, a total of nine volunteering projects were carried out in Spain by employees of the OHL Group, two more than in 2010, with the participation of around 500 employees.

Outstanding new developments included the creation of a working group for the design and implementation of the upgrades necessary on the volunteers' website. With respect to the website, looking towards 2012, work is being undertaken to achieve the AA level of accessibility. Moreover, during the year, the

participation of volunteers was encouraged through this channel by means of contributions of personal testimonies following the conclusion of a number of volunteering activities.

During the year a working group of volunteers was also set up in Spain for promoting the creation of groups of volunteers in other countries where OHL has a stable presence. Likewise, support was given to the APTIVO project, which consists of a specific methodology, developed by FUNDAR in conjunction with the Universidad CEU-SAN PABLO

### OHL, Premio Ciudadano 2011 for its corporate volunteering

OHL received the Premio Ciudadano (Citizen's Prize) in 2011 from the Asociación Premios Ciudadanos and the Foro Debate Ciudadano for its commitment to improving the quality of life in society. This award is especially relevant, as it coincides with the European Year of Volunteering.

OHL's Corporate General Manager received the award, presented by the Director of the European Commission's representation in Spain. The Prize was handed over during the eleventh Premios Ciudadanos Awards Ceremony, in the presence of representatives of OHL's Volunteers Group and of the President of the Asociación Premios Ciudadanos.

Luis García-Linares, Corporate General Manager of OHL, expressed his gratitude for the prize, stating that, for the Group, the award "represents a stimulus to continue working with strength and enthusiasm, imbued by the values that inspired the introduction of the volunteering program: the creation of a space open to dialog and cooperation between the company, the employees and society".

and recognized by the SERVEF, to enable persons with experience as volunteers, particularly young people seeking employment, to obtain recognition of their achievements through a specific process of validation of the personal skills acquired in the course of their voluntary actions.

Finally, mention should be made of the satisfaction surveys carried out for each of the volunteering activities organized, gathering many suggestions and proposals. The level of satisfaction was very high, with the last survey made showing a level of satisfaction of 9.25 out of a total of 10 points.

In 2012, the volunteer groups in Spain and the Community Involvement area have fresh targets in view. The intention of carrying out ten volunteering projects, with an increase in the participation of employees from OHL Industrial, stands out among the major targets set. In addition, work is underway to launch the Volunteers' website translated into English and Portuguese, to encourage communications among the many volunteers of the Group in all of the countries where programs are organized. An effort will be also made in this direction to support the creation of volunteer groups in Mexico, Chile and the United States, as well as to support the consolidation of the volunteer group in Brazil and Argentina, operating since 2011.

This volunteer group – the one formed in Brazil – was provided training during the past year in the framework of the Three-Year CSR Program 2011-2013 developed by OHL Concesiones in that country. The OHL CSR Committee in Brazil made an analysis of the initiatives that were being undertaken in the company's subsidiaries on an independent basis. After identifying these

initiatives, the Committee decided to integrate, regulate and continue to further them, in such a way that a corporate volunteering project could be consolidated. Accordingly, during 2011, the projects to be undertaken were selected and are scheduled to commence in 2012, for which purpose, the volunteer group will have a specific annual budget managed by the Corporate Volunteering Committee, integrated into OHL Brasil's CSR Committee.

The volunteering initiatives will include visits to hospitals, childcare and senior citizens' centers, blood donation campaigns, donations for welfare programs and once-off solidarity campaigns in emergency situations. For the first year of

operation, the program has set for itself the challenge of performing at least one voluntary action each month.

Finally, another new development in the year was the creation of a corporate volunteering program in Argentina. Similarly, in the OHL Concesiones companies operating in this country, the program makes an appeal to the concession company employees willing to contribute their knowledge and experience to the organization, in order to cooperate with the community along four basic lines of action: education and childhood, health and work climate, environment and donations.



OHL Group volunteers with the Madrid Down Syndrome Foundation on the Camino de Santiago (The Way of St. James).

### More information:

- Outstanding projects:
  - Improving your home
  - El bosque de las capacidades (Forest of Abilities)
- Volunteers website



Dialog with employees

OHL includes among its priorities that of learning the needs, demands and expectations of its team, in order to be able to incorporate this information into its decision-making processes. For this reason, year after year, we continue to work to reinforce the channels and tools of communication and dialog with the employees of the entire Group.

OHL has multiple channels of internal communication in each company and country where it works. The project for the broadening of the scope of application of the channel for reporting situations associated with the Group’s new Harassment Protocol deserves mention as a new development in 2011.

Furthermore, the survey of employees made at the end of 2010 is particularly significant as an invaluable aid in the management of CSR and HR. The survey is scheduled to be repeated in 2012 and on this occasion will include issues relating to the measurement of the work climate.

A total of 1,642 employees, originating from the entire scope of action of the Group, participated in the survey. This is the highest rate of participation in an inquiry of this kind, since OHL initiated the project for conducting an annual survey of its stakeholders.

In percentage terms, the participation represents 8% of the Group’s personnel, although it is important to note that the survey was made on-line, whereby the real percentage of participation should be calculated with respect to the number of employees who

RELEVANT CSR ISSUES ACCORDING TO OHL EMPLOYEES

Most relevant issues	Issued managed best by OHL	Issues where there is a greater gap between the relevance given and the evaluation of OHL’s management of such issues
Eradication of child labor	Eradication of child labor	Equal opportunities
Ethical and transparent management of the business, avoiding all forms of corruption and bribery	Customer relations and customer care	Reconciliation of work and private life
Job stability	Elimination of all forms of forced labor and obligatory work	Career development
Occupational Risk Prevention	Satisfaction of customers or end-users	Technical training for job performance
Customer relations and customer care	Entrance into new markets and/or development of new business opportunities	Job stability
Satisfaction of customers or end-users	Occupational Risk Prevention	Ethical and transparent management of the business, avoiding all forms of corruption and bribery
Technical training	Ethical and transparent management of the business, avoiding all forms of corruption and bribery	Freedom to organize and the right to collective bargaining
Elimination of all forms of forced labor and obligatory work	Minimization of environmental impacts in operations	Environmental commitment by suppliers

have a terminal at their work station. This group is estimated to be on the order of 30% of the total establishment, in which case, the actual participation rate would be 26%, a figure we consider to be highly satisfactory. In terms of the distribution of the participation by country, Brazil stands out with 15%, followed by the Czech Republic with 12% and Spain with 4%. (Percentages calculated on the total number of employees).

The basic objective of the survey was to learn what issues are considered most relevant by our employees in relation to CSR, as well as to obtain their evaluation of the management of those issued by the OHL Group. In this regard, the largest gaps between one concept and the other were detected in issues such as equal opportunities, the reconciliation of work and private life or career opportunities. These and other aspects automatically became priorities for the

HOW OHL’S EMPLOYEES USE AND EVALUATE THE CHANNELS OF DIALOG

Channel of dialog	% of use	Significance (1 to 5)
OHLFINET intranet	55%	3.87
Regular internal publications (Mosaico, Tecno, etc.)	54%	3.68
Training satisfaction questionnaires	32%	3.52
Welcome courses	24%	3.68
Sustainable Development Report	24%	3.60
Employees’ Committee regular communications	22%	3.48
Code of Conduct channel	19%	3.64
Experience Database (B.D.E)	14%	3.53
Annual Stakeholder Survey Project	13%	3.43
Construction Classroom (Spain)	9%	3.41
Employee Support Program (Spain)	8%	3.57
Harassment reporting channel	7%	3.66

management of human resources and CSR. In order to address these issues in the best possible manner, a working group was set up and is described in greater detail in the *Equal opportunities* section of this same chapter.

In addition, participating employees had the opportunity to evaluate the channels of communication with the Group. This evaluation was positive in general.

Accordingly, participants assessed all of the channels of dialog provided by the Group with an “Average/High” significance, indicating, as the most frequently used, the corporate intranet (OHLFINET), the regular internal publications, the training satisfaction questionnaires, the welcome courses, the Sustainable Development Report and the regular communications with the Employees’ Committee. In contrast, other channels, such as the e-mailboxes, were found to be channels scarcely used by the employees.

Moreover, the degree of use of the channels of dialog is significantly higher in Spain. The Group is aware of this situation and at the present time is working to improve access by the employees of other countries to the channels already established, as well as in the definition of new channels. For 2012, the Corporate HR Management has set the target of examining the possibility of adding new internal communication channels based on the use of the new technologies, as a number of employees suggested in the survey, referring particularly to the social networks and on-line communications systems and instant messaging.



OHL’s employees value the contribution of the regular in-house publications highly as a channel of dialog in the company, for example, *Mosaico*, which is now also published in English.

The Joint Risk Prevention Service has continued the process initiated in 2001 for obtaining the legal certification required by Royal Decree 39/1997 on Risk Prevention Services.

[illegible]

Accordingly, from now on, the OHSAS voluntary audits, performed by the firm SGS for all of the companies in the Group, will take place every 3 years, and the legal audits, made by Crossber Audit, every 2 or 4 years, pursuant to the provisions contained in the current regulation established by Royal Decree 604/2006, which amended Royal Decree 39/1997 on the Risk Prevention Services Regulation.





Fringe benefits and other initiatives for employees 2011

Materializing OHL's commitment to the continuing improvement of the quality of life of its employees, within the framework of its pay and conditions policy, the fringe benefits provided by the Group should be highlighted from the perspective of the local labor market. The following actions stand out:

SPAIN (For the entire workforce: permanent employment contracts as from the category of foreman)

- Life and accident insurance
- Updating and access in real time to personal and employment-related data. OHLFINET - “My information”
- Salary supplements for workers with disabilities and workers on sickness leave and maternity leave
- Regular medical examinations
- Flexible Pay Plan
- Family Plan  
In collaboration with Fundación Adecco, the Plan is intended to provide support to the family members with disabilities of OHL Group employees in order to facilitate their full integration into the working and social world through five areas of action: medical, family, social, training and employment.  
Eight cases received assistance in the Community of Madrid, Andalusia and the Community of Valencia during 2011.
- OHL Group employees benefit from special consumer purchase terms.
- Marriage Bonus

CANADA

- Health insurance
- Dental insurance
- Disability insurance

QATAR

- Private medical insurance for staff
- Health Card for all workers
- Occupational accident insurance for all workers

CZECH REP.

- Additional retirement insurance
- Emergency loans
- Meal allowance
- Discounts and special consumer purchase terms for employees
- Transportation allowance
- Preventive medical examinations

SLOVAK REP.

- Transportation allowance

USA

- Life and health, dental and vision insurance
- Contribution to pension fund for all employees
- Liability insurance for drivers
- Christmas Bonus
- Contributions to retirement plans
- Profit Sharing Plan
- Flexible Spending Account
- Tuition Reimbursement Plan
- School Tuition Reimbursement Plan

BRAZIL

- Medical care
- Health insurance
- Dental plan
- Meal and transportation vouchers
- Life insurance
- Transportation for workers
- Accommodation for certain workers

MEXICO

- Major medical insurance for all of the personnel
- Transportation for workers
- Life insurance
- Company cafeteria
- Savings Plan for employees
- Special consumer purchase terms

CHILE

- Health insurance
- Medical examinations

ARGENTINA

- Regular medical examinations
- Reimbursement of transportation expenses, membership fee and education
- Marriage Bonus
- Bonus for the birth of children of employees
- Gift basket

OHL Group preventive health campaigns in Spain 2011

At the OHL Group’s corporate headquarters, Torre Espacio + Machinery Yard (Azuqueca de Henares) + offices in Barcelona:

Campaign	Number
Regular medical examinations	1,187
Medical visits	3,766
Handover of results	644
Nursing visits	2,498
Vaccinations	318
Rehabilitation	728
Monitoring of patients dispensed care under art. 53	1,650
Number of social security prescriptions given	3,877
Emergencies	11
Gynecological prevention program	189
Urological prevention program	194
Stop smoking program	25
Glaucoma prevention program	40
Blood donations	46
First aid courses taught	25

Personnel covered by life and accident insurance

Country	Personnel covered by life and accident insurance	Total employees by country	% Personnel covered /Total employees
Spain	6,864	6,864	100.00%
Algeria	473	511	92.56%
Argentina	546	617	88.49%
Australia	-	6	-
Brazil	6,319	6,336	99.73%
Bulgaria	83	84	98.81%
Canada	62	63	98.41%
Chile	514	1,304	39.42%
Colombia		2	-
Ecuador	1	1	100.00%
USA	1,083	1,421	76.21%
Mexico	3,137	3,185	98.49%
Peru	31	502	6.18%
Qatar	-	1,975	-
Czech Rep.	940	2,025	46.42%
Slovak Rep.	-	218	-
Romania	1	3	33.33%
Turkey	1	28	3.57%
GroupTotal	20,055	25,145	79.76%

OHL Group Global Training Plan 2011

INDICATORS

	Value
Number of applications for participation in courses	24,022
Number of participants in the 2011 Training Plan	120,868
Number of course hours taught in the 2011 Training Plan	574,921
Average satisfaction rating (maximum score of 10)	8,55
E-learning: percentage of participants completing training in comparison to number at start (%)	93,6
Number of hours of training per participating employee	4,76
Total number of courses	9,280
Number of companies of origin of employees	158
Percentage of training provided to managers and technicians (%)	18,00
Percentage of training provided to clerical staff (%)	31,00
Percentage of training provided to technicians and operators (%)	51,00
Percentage of training provided through classroom teaching (%)	80,23
Percentage of training provided through distance learning (%)	5,85
Percentage of training provided on-line (%)	13,92
Resources used in terms of cost of personnel attending courses (€)	6,733,864
Resources used in terms of cost of training staff and others (€)	6,288,189
Institutional financial assistance received as support to training	977,080

TRAINING BY SUBJECTS, PARTICIPANTS AND DIDACTIC METHODS

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	2,467	32,223	0	50	32,273
Construction Classroom	60	25	0	0	25
Office Automation	3,331	17,959	240	18,803	37,002
Technical Computing	529	8,496	0	2,980	11,476
Occupational Risk Prevention	56,045	148,400	10,378	7,711	166,489
Machinery/Risk Prevention	2,097	3,433	1,002	0	4,435
Administrative Management	1,575	6,643	24	276	6,943
Human Resources	861	5,010	0	1,033	6,043
Economic/Financial Management	490	4,387	260	950	5,597
Production/Planning	1,339	5,573	0	16,797	22,370
Skills	6,293	78,687	0	1,171	79,858
Legislation	277	1,319	0	4,510	5,829
Manager Development Programs	1,749	13,839	1,072	3,838	18,749
Languages	3,522	37,864	14,500	15,930	68,294
Quality	7,780	18,621	0	735	19,356
Environment	11,659	5,726	4,036	1,936	11,698
Other courses	20,794	73,074	2,108	3,305	78,487
TOTAL	120,868	461,276	33,620	80,025	574,921

TRAINING BY DIVISIONS

Areas of knowledge	Concessions		Construction		Industrial		Developments		Environment	
	Participants	Hours	Participants	Hours	Participants	Hours	Participants	Hours	Participants	Hours
Integration into the Group	1,594	18,928	3	30	2	20	868	13,296	0	0
Construction Classroom	60	25	0	0	0	0	0	0	0	0
Office Automation	176	2,522	2,848	30,544	63	1,656	189	1,590	55	690
Technical Computing	73	2,132	304	6,601	52	1,798	87	678	13	267
Occupational Risk Prevention	2,681	9,662	51,767	145,733	223	2,826	1,312	8,038	62	230
Machinery/Risk Prevention	443	2,606	1,457	645	22	132	174	1,044	1	8
Administrative Management	153	3,059	145	1,344	2	26	1,269	2,404	6	110
Human Resources	182	2,659	53	789	2	60	623	2,503	1	32
Economic/Financial Management	79	777	300	3,484	68	332	33	680	10	324
Production/Planning	775	2,413	538	18,544	14	1,100	6	80	6	233
Skills	1,508	1,650	381	4,846	20	452	4,369	72,767	15	144
Legislation	63	898	193	4,001	5	250	6	160	10	520
Manager Development Programs	228	2,246	490	7,199	1	681	1,030	8,623	0	0
Languages	199	8,814	864	39,419	60	11,260	2,365	5,062	34	3,740
Quality	1,318	5,009	310	2,189	0	0	6,144	12,150	8	8
Environment	444	2,408	10,679	7,578	80	800	444	865	12	48
Other courses	3,123	19,520	5,159	29,307	3	200	12,509	29,460	0	0
TOTAL	13,099	85,325	75,491	302,250	617	21,593	31,428	159,399	233	6,354



OHL Group Global Training Plan 2011 by divisions

OHL CONCESSIONS

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	1,594	18,928	0	0	18,928
Construction Classroom	60	25	0	0	25
Office Automation	176	1,862	240	420	2,522
Technical Computing	73	2,032	0	100	2,132
Occupational Risk Prevention	2,681	9,662	0	0	9,662
Machinery/Risk Prevention	443	2,606	0	0	2,606
Administrative Management	153	3,039	20	0	3,059
Human Resources	182	2,599	0	60	2,659
Economic/Financial Management	79	697	80	0	777
Production/Planning	775	2,363	0	50	2,413
Skills	1,508	1,526	0	124	1,650
Legislation	63	788	0	110	898
Manager Development Programs	228	2,066	180	0	2,246
Languages	199	8,654	0	160	8,814
Quality	1,318	5,009	0	0	5,009
Environment	444	2,408	0	0	2,408
Other courses	3,123	19,484	0	36	19,520
TOTAL	13,099	83,745	520	1,060	85,325

OHL CONSTRUCTION

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	3	0	0	30	30
Construction Classroom	0	0	0	0	0
Office Automation	2,848	14,531	0	16,013	30,544
Technical Computing	304	4,241	0	2,360	6,601
Occupational Risk Prevention	51,767	131,749	6,337	7,647	145,733
Machinery/Risk Prevention	1,457	645	0	0	645
Administrative Management	145	1,188	0	156	1,344
Human Resources	53	267	0	522	789
Economic/Financial Management	300	2,534	0	950	3,484
Production/Planning	538	2,282	0	16,262	18,544
Skills	381	4,074	0	772	4,846
Legislation	193	531	0	3,470	4,001
Manager Development Programs	490	3,500	276	3,423	7,199
Languages	864	21,189	5,500	12,730	39,419
Quality	310	1,467	0	722	2,189
Environment	10,679	2,463	3,196	1,919	7,578
Other courses	5,159	26,219	579	2,509	29,307
TOTAL	75,491	216,877	15,888	69,485	302,250

OHL INDUSTRIAL

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	2	0	0	20	20
Construction Classroom	0	0	0	0	0
Office Automation	63	66	0	1,590	1,656
Technical Computing	52	1,448	0	350	1,798
Occupational Risk Prevention	223	1,786	1,040	0	2,826
Machinery/Risk Prevention	22	132	0	0	132
Administrative Management	2	8	0	18	26
Human Resources	2	0	0	60	60
Economic/Financial Management	68	332	0	0	332
Production/Planning	14	840	0	260	1,100
Skills	20	361	0	91	452
Legislation	5	0	0	250	250
Manager Development Programs	1	261	420	0	681
Languages	60	500	9,000	1,760	11,260
Quality	0	0	0	0	0
Environment	80	0	800	0	800
Other courses	3	20	0	180	200
TOTAL	617	5,754	11,260	4,579	21,593

OHL DEVELOPMENTS

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	868	13,296	0	0	13,296
Construction Classroom	0	0	0	0	0
Office Automation	189	1,260	0	330	1,590
Technical Computing	87	678	0	0	678
Occupational Risk Prevention	1,312	5,074	2,921	43	8,038
Machinery/Risk Prevention	174	42	1,002	0	1,044
Administrative Management	1,269	2,400	4	0	2,404
Human Resources	623	2,112	0	391	2,503
Economic/Financial Management	33	680	0	0	680
Production/Planning	6	80	0	0	80
Skills	4,369	72,639	0	128	72,767
Legislation	6	0	0	160	160
Manager Development Programs	1,030	8,012	196	415	8,623
Languages	2,365	4,982	0	80	5,062
Quality	6,144	12,137	0	13	12,150
Environment	444	848	0	17	865
Other courses	12,509	27,351	1,529	580	29,460
TOTAL	31,428	151,590	5,652	2,157	159,399

OHL ENVIRONMENT

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	55	240	0	450	690
Technical Computing	13	97	0	170	267
Occupational Risk Prevention	62	129	80	21	230
Machinery/Risk Prevention	1	8	0	0	8
Administrative Management	6	8	0	102	110
Human Resources	1	32	0	0	32
Economic/Financial Management	10	144	180	0	324
Production/Planning	6	8	0	225	233
Skills	15	88	0	56	144
Legislation	10	0	0	520	520
Manager Development Programs	0	0	0	0	0
Languages	34	2,540	0	1,200	3,740
Quality	8	8	0	0	8
Environment	12	8	40	0	48
Other courses	0	0	0	0	0
TOTAL	233	3,310	300	2,744	6,354

OHL Group Global Training Plan 2011 by countries

SPAIN

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	5	0	0	50	50
Construction Classroom	0	0	0	0	0
Office Automation	1,038	4,193	0	12,720	16,913
Technical Computing	261	4,693	0	2,890	7,583
Occupational Risk Prevention	1,462	12,210	10,378	2,032	24,620
Machinery/Risk Prevention	197	234	1,002	0	1,236
Administrative Management	135	992	0	198	1,190
Human Resources	14	0	0	420	420
Economic/Financial Management	196	2,540	180	0	2,720
Production/Planning	255	1,540	0	15,320	16,860
Skills	180	2,738	0	1,023	3,761
Legislation	100	0	0	4,180	4,180
Manager Development Programs	2	338	696	0	1,034
Languages	272	18,800	14,500	10,480	43,780
Quality	11	60	0	32	92
Environment	330	298	4,036	1,094	5,428
Other courses	640	3,608	2,108	1,072	6,788
TOTAL	5,098	52,244	32,900	51,511	136,655

SPAIN - CONCESSIONS DIVISION

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	61	282	0	420	702
Technical Computing	5	40	0	100	140
Occupational Risk Prevention	8	88	0	0	88
Machinery/Risk Prevention	0	0	0	0	0
Administrative Management	0	0	0	0	0
Human Resources	2	0	0	60	60
Economic/Financial Management	12	192	0	0	192
Production/Planning	2	500	0	50	550
Skills	5	32	0	124	156
Legislation	2	0	0	80	80
Manager Development Programs	0	0	0	0	0
Languages	13	2,750	0	160	2,910
Quality	0	0	0	0	0
Environment	0	0	0	0	0
Other courses	3	540	0	0	540
TOTAL	113	4,424	0	994	5,418

SPAIN - CONSTRUCTION DIVISION

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	3	0	0	30	30
Construction Classroom	0	0	0	0	0
Office Automation	805	2,871	0	9,930	12,801
Technical Computing	195	3,090	0	2,270	5,360
Occupational Risk Prevention	886	7,881	6,316	2,011	16,208
Machinery/Risk Prevention	1	60	0	0	60
Administrative Management	126	960	0	108	1,068
Human Resources	8	0	0	240	240
Economic/Financial Management	89	1,432	0	0	1,432
Production/Planning	228	120	0	14,785	14,905
Skills	95	1,912	0	748	2,660
Legislation	77	0	0	3,170	3,170
Manager Development Programs	1	77	276	0	353
Languages	173	13,050	5,500	7,280	25,830
Quality	1	0	0	32	32
Environment	236	244	3,196	1,079	4,519
Other courses	15	528	600	312	1,440
TOTAL	2,939	32,225	15,888	41,995	90,108

SPAIN - INDUSTRIAL DIVISION

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	2	0	0	20	20
Construction Classroom	0	0	0	0	0
Office Automation	63	66	0	1,590	1,656
Technical Computing	52	1,448	0	350	1,798
Occupational Risk Prevention	223	1,786	1,040	0	2,826
Machinery/Risk Prevention	22	132	0	0	132
Administrative Management	2	8	0	18	26
Human Resources	2	0	0	60	60
Economic/Financial Management	68	332	0	0	332
Production/Planning	14	840	0	260	1,100
Skills	20	361	0	91	452
Legislation	5	0	0	250	250
Manager Development Programs	1	261	420	0	681
Languages	60	500	9,000	1,760	11,260
Quality	0	0	0	0	0
Environment	80	0	800	0	800
Other courses	3	20	0	180	200
TOTAL	617	5,754	11,260	4,579	21,593

SPAIN - DEVELOPMENTS DIVISION

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	54	734	0	330	1,064
Technical Computing	1	30	0	0	30
Occupational Risk Prevention	331	2,313	2,921	0	5,234
Machinery/Risk Prevention	174	42	1,002	0	1,044
Administrative Management	2	16	0	0	16
Human Resources	1	0	0	30	30
Economic/Financial Management	17	440	0	0	440
Production/Planning	6	80	0	0	80
Skills	54	353	0	4	357
Legislation	6	0	0	160	160
Manager Development Programs	0	0	0	0	0
Languages	1	0	0	80	80
Quality	10	60	0	0	60
Environment	10	54	0	15	69
Other courses	619	2,541	1,529	580	4,650
TOTAL	1,286	6,663	5,452	1,199	13,314

SPAIN - ENVIRONMENT DIVISION

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	55	240	0	450	690
Technical Computing	8	85	0	170	255
Occupational Risk Prevention	14	121	80	21	222
Machinery/Risk Prevention	0	0	0	0	0
Administrative Management	6	8	0	102	110
Human Resources	0	0	0	0	0
Economic/Financial Management	10	144	180	0	324
Production/Planning	5	0	0	225	225
Skills	6	80	0	56	136
Legislation	10	0	0	520	520
Manager Development Programs	0	0	0	0	0
Languages	25	2,500	0	1,200	3,700
Quality	0	0	0	0	0
Environment	4	0	40	0	40
Other courses	0	0	0	0	0
TOTAL	143	3,178	300	2,744	6,222



OHL Group Global Training Plan 2011 by countries

UNITED STATES

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	26	140	0	8	148
Technical Computing	14	232	0	0	232
Occupational Risk Prevention	28	134	0	0	134
Machinery/Risk Prevention	5	94	0	0	94
Administrative Management	0	0	0	0	0
Human Resources	0	0	0	0	0
Economic/Financial Management	0	0	0	0	0
Production/Planning	7	12	0	0	12
Skills	33	80	0	12	92
Legislation	0	0	0	0	0
Manager Development Programs	0	0	0	0	0
Languages	0	0	0	0	0
Quality	57	498	0	0	498
Environment	8	8	0	0	8
Other courses	14	3,500	0	0	3,500
TOTAL	192	4,698	0	20	4,718

MEXICO

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	1,173	27,504	0	0	27,504
Construction Classroom	0	0	0	0	0
Office Automation	135	526	0	0	526
Technical Computing	91	978	0	0	978
Occupational Risk Prevention	1,014	3,450	0	43	3,493
Machinery/Risk Prevention	0	0	0	0	0
Administrative Management	1,313	3,521	4	0	3,525
Human Resources	622	2,112	0	361	2,473
Economic/Financial Management	19	288	0	0	288
Production/Planning	0	0	0	0	0
Skills	4,349	72,724	0	124	72,848
Legislation	0	0	0	0	0
Manager Development Programs	1,033	8,358	196	415	8,969
Languages	2,364	4,982	0	0	4,982
Quality	6,592	15,185	0	13	15,198
Environment	534	846	0	2	848
Other courses	12,531	33,048	0	0	33,048
TOTAL	31,770	173,521	200	958	174,679

SOUTH AMERICA

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	1,289	4,720	0	0	4,720
Construction Classroom	60	25	0	0	25
Office Automation	115	1,580	240	0	1,820
Technical Computing	72	1,685	0	0	1,685
Occupational Risk Prevention	49,030	122,186	0	0	122,186
Machinery/Risk Prevention	443	2,606	0	0	2,606
Administrative Management	114	2,052	20	0	2,072
Human Resources	181	2,631	0	0	2,631
Economic/Financial Management	65	472	80	0	552
Production/Planning	776	1,869	0	0	1,869
Skills	1,469	1,056	0	0	1,056
Legislation	62	804	0	30	834
Manager Development Programs	225	1,720	180	0	1,900
Languages	196	5,976	0	0	5,976
Quality	957	2,053	0	180	2,233
Environment	10,494	3,682	0	0	3,682
Other courses	2,539	10,726	0	36	10,762
TOTAL	68,087	165,840	520	246	166,606

CZECH REPUBLIC

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	2,017	11,520	0	6,075	17,595
Technical Computing	91	908	0	90	998
Occupational Risk Prevention	3,123	9,508	0	5,636	15,144
Machinery/Risk Prevention	128	471	0	0	471
Administrative Management	13	78	0	78	156
Human Resources	44	267	0	252	519
Economic/Financial Management	210	1,087	0	950	2,037
Production/Planning	301	2,152	0	1,477	3,629
Skills	262	2,090	0	12	2,102
Legislation	115	515	0	300	815
Manager Development Programs	489	3,423	0	3,423	6,846
Languages	684	6,667	0	5,450	12,117
Quality	163	825	0	510	1,335
Environment	293	893	0	840	1,733
Other courses	3,746	22,052	0	2,197	24,249
TOTAL	11,679	62,453	0	27,290	89,743

ALGERIA AND QATAR

Areas of knowledge	Participants	Classroom Hours	Distance Hours	On-line Hours	Total Hours
Integration into the Group	0	0	0	0	0
Construction Classroom	0	0	0	0	0
Office Automation	0	0	0	0	0
Technical Computing	0	0	0	0	0
Occupational Risk Prevention	1,388	912	0	0	912
Machinery/Risk Prevention	1,324	28	0	0	28
Administrative Management	0	0	0	0	0
Human Resources	0	0	0	0	0
Economic/Financial Management	0	0	0	0	0
Production/Planning	0	0	0	0	0
Skills	0	0	0	0	0
Legislation	0	0	0	0	0
Manager Development Programs	0	0	0	0	0
Languages	6	1,440	0	0	1,440
Quality	0	0	0	0	0
Environment	0	0	0	0	0
Other courses	1,324	140	0	0	140
TOTAL	4,042	2,520	0	0	2,520

Outstanding project

Improving your home

An Autopista del Norte (Peru) social program through which the company provides funds that are added to amounts contributed voluntarily by other employees for making repairs in the homes of those employees of the concession company whose living conditions are very precarious.

Bosque de las Capacidades

The OHL Volunteer Group in Barcelona, together with the Adecco and Más Árboles foundations, congregated close to 80 people in the month of November to participate in the creation of the *Bosque de las Capacidades* (Forest of Abilities), a project that promotes the elimination of social barriers with respect to disabilities, at the same time as it works to reduce concentrations of CO<sub>2</sub>.

The OHL-Fundación Adecco Forest has been created in a natural area in Prat de Llobregat. A total of 30 people with disabilities participated in its creation by planting trees and exchanging knowledge and experiences with the other participants, including a group of 45 people -between OHL volunteers and their families, in addition to representatives of Adecco and Más Árboles.

Both OHL as well as Fundación Adecco have acquired the commitment of planting 300 trees in this forest, which will be used by people with disabilities for receiving pre-workforce training, for participating in gardening workshops and in other tasks connected with environmental protection.

Participants in the creation of the *Bosque de las Capacidades* (Forest of Abilities).



Trade union representation and working conditions regulated by a collective agreement 2011

Trade union representation in the OHL Group

- SPAIN
  - CC.OO.
  - UGT
  - ELA-STV
  - I.S.C.
  - USO
  - CIG
  - CGT
  - SILM
- ARGENTINA
  - SUTPA (Sindicato Único de Trabajadores de Peajes y Afines)
- BRAZIL
  - SINCROD (Sindicato das Concessionarias de Rodovías, Pontes, Túneles e Vias urbanas)
  - SINICESP/SP (Sindicato da Industria da Construção pesada do Estado de São Paulo)
  - SINTERCON (Sindicato Interestadual das Conessionarias Privadas de Servicios Públicos de Agua e Esgoto)
  - SICEPOT PR
  - SICEPOT/MG
  - SINTERON (Sindicato dos Trabalhadores na Industria de Construção, Obras e do Mobiliario de Limeira)
  - SINTERCON (Sindicato dos Trabalhadores na Industria da Construção Civil/Sindicato dos Condutores de Vehículos)
- MEXICO
  - Federación Obrera Sindicalista
  - FESOC (Sindicato Unico de Trabajadores de la Industria Gastronómica, Refresquera, Alimenticia, Hotelera, Turística, Bares, Cantinas, Similares y Conexos Municipio de Solidaridad)
  - CROC
- U.S.A.
  - General Contractor Association,
  - Ornamental Ironworkers Local 580
  - Ironworkers Local 40/361
  - Cement Masons Local 780
  - Masons Tenders Local 79
  - Tile Setters Local 88/52
- CZECH REPUBLIC
  - Railway Unions
  - Czech Construction Unions

Group employees with working conditions regulated by a collective agreement in 2011

Country	No. employees	Total employees	%
Argentina	476	617	77%
Chile	400	1,304	31%
Central and Eastern Europe	2,044	2,330	88%
United States	209	1,421	15%
Brazil	6,319	6,336	100%
Mexico	1,807	3,185	57%
Spain	6,864	6,864	100%
Group Total	18,119	25,145	72%

Main collective agreements applicable in the OHL Group

- SECTOR-WIDE COLLECTIVE AGREEMENTS
- Spain
  - Construction and public works
  - Water treatment, catchment, extraction and conveyance
  - Consultancy
  - Parking facilities and garages
  - Gardening
  - Forestry activities
  - Residential facilities for the elderly
  - Metalworking
  - Cleaning of buildings and business premises
  - Local engineering

Brazil
  - Concession companies
  - Heavy construction industry
  - Civil construction industry

Argentina
  - Toll collectors and similar
  - Construction
- COMPANY-WIDE COLLECTIVE AGREEMENTS
- Chile
  - Centro Superior de Justicia de Santiago (CSJ)
  - Autopista Los Libertadores
  - Autopista del Sol

Mexico
  - In all of the companies of the Group
- COMPANY AGREEMENTS
- Spain
  - Metro Ligero Oeste
  - Eje Aeropuerto

Czech Republic
  - OHL ŽS
  - ŽPSV



[5]

# Forward-looking infrastructures



## Forward-looking infrastructures

The services we offer cater to the needs of our customers and are the key to our growth and access to new markets. The way we conceive and develop them should set us apart, to enable us to continue along this line of progress. This is why we take up the challenge of sustainability in this scope as well, from the perspective of ongoing improvement, innovation and excellence in management.

Although 2011 has been a complicated year on the macroeconomic level, OHL succeeded in growing 23% in terms of EBITDA and 14% in Net Profit. Sales totaled 4,869.8 million euros, representing an increase of 2.1% with respect to 2010, and we obtained four billion € in new construction backlog through major international contracts, significantly increasing our international presence.

In order to obtain these results, OHL has had to work in close contact with its customers, with a difficult challenge as its starting point: the size and diversification of the OHL Group, signifying that its markets and customers have highly different profiles and, therefore, each division requires its own specific and adequate management focus.

Sales	2011		2010
	(Million €)	% variation 2011-2010	(Million €)
Concessions	1,646.3	+9.1	1,508.7
Construction	2,866.2	-6.7	3,070.9
Other activities	357.3	+86.3	191.8
Total OHL Group sales	4,869.8		4,771.4
% International sales	70.4		70.0
% Domestic sales	29.6		30.0

In the pursuit of this objective, the efforts of OHL in the area of quality and innovation play a fundamental role. Both lines of work contribute definitively to attaining high levels of ongoing improvement and excellence. 2011 has marked several significant milestones in this context.

The company has maintained a strong investment effort in R&D, which has translated into 7.61 million euros invested in research projects, the majority of which were co-financed with public aid and with close to 4 million euros in on-site innovation activities. According to the *EU Industrial R&D Investment Scoreboard*, which reports on the top thousand European and the top thousand

non-European companies with the highest level of investment in R&D, OHL would hold third place among Spain's construction companies and rank tenth among sector companies in Europe.

In 2011, OHL Industrial joined the companies of the Group with an R&D&I Management System certified to the UNE 166,002 standard. OHL, OHL Concesiones, Asfaltos y Construcciones ELSAN, Sociedad Anónima Trabajos y Obras (SATO) and OHL Medio Ambiente Inima had already obtained this certification. At the same time, the scope of the certificates has been expanded in order to accredit the Group's research capacity in a larger number of areas of knowledge.

### Four divisions, four customer profiles

**OHL Concessions** is the division in charge of developing and managing the full range of transportation infrastructures in all parts of the world. The division's main customer is the public sector (the government administrations granting the concessions), however, the users of toll roads, commercial ports, airports and railways are eminently private. Toll roads are the division's primary business line, in which it operates a total of 4,417 km with an average traffic flow of 2,648,204 vehicle equivalents.

**OHL Construction** integrates the two former domestic and international construction divisions. This division has a permanent presence in areas such as Eastern Europe, the United States and Canada and is present through the performance of landmark projects in countries such as Saudi Arabia, Turkey, Kuwait or Qatar, which constitute an important channel of growth looking towards the years to come.

In 2011, the division was active in 28 countries, 49% of its customers were in the public sector and 51% were private entities.

**OHL Industrial** is focused on the engineering and construction of process plants in the oil & gas and petrochemical, energy, solids handling and fire protection sectors. One hundred percent of the division's customers are private, both in Spain as well as abroad, and at the present time, it is involved in operations with 290 customers in 11 countries, with 14.9% of sales originating abroad.

**OHL Developments** is specialized in the development of mixed-use real estate projects operated by super luxury hotel chains on an international level. The Mayakobá Resort on the Riviera Maya, Mexico, concentrates the major part of the division's activity. It is estimated that around 75,000 people have been guests of these hotels during 2011.



### Quality management

Furthermore, the OHL Group encourages its companies to implement systems that enable the efficient management of the quality and environmental aspects of the services it provides in all of the countries where it operates. Evidence of this is the large number of companies and centers belonging to the Group that have certified their management systems according to international standards (ISO 9001, ISO 14001, EMAS, etc.) where such factors are considered an added value to the benefit of customers, as is the case in Spain, Brazil, Chile or Central Europe.

In those countries where other quality and environmental standards are valued or required, OHL uses systems appropriate to each specific case. This occurs in the operations carried out, for example, in the United States, where OHL participates in obtaining LEED certificates, in the Brazilian concession companies, which have adopted ISO 9004 -not certifiable-, or in the Mayakoba Resort, which has attained the top rating in verification by the Rainforest Alliance, applying the Global

Sustainable Tourism Criteria (GSCT). In other markets, such as Canada, Qatar, Turkey, among others, the Group promotes the implementation of quality and environment plans with the same minimum requirements, even though the plans are not certified. In addition, the specific requirements contractually stipulated by customers -both management as well as technical requirements- are incorporated into the relevant projects.

OHL holds 38 certificates ISO 9001 for its divisions, in different countries and with scopes that cover most of the business activities in wich it engages

Awards to innovation

The Fundación García-Cabrero has granted the **García-Cabrero Award** for the best Spanish invention to SATO for the “Cubipod: an element for the formation of the armor layers of breakwaters”. This invention was presented at the International Exhibition of Inventions of Geneva (Switzerland) held from the 6th to the 10th of April 2011, where the Cubipod received a gold medal with honorable mention and the SATOgrab was awarded a silver medal. This exhibition is considered to be the largest and most important of its kind in the world.

Patented by the Universidad Politécnica de Valencia and licensed by SATO, the Cubipod is a new element for the construction of breakwaters and harbor defense structures. It is designed to maintain the advantages of the conventional cube, such as its strength and ease of placement, but corrects its disadvantages, preventing the tendency of conventional cubes to rearrange themselves face to face. In addition, the Cubipod is easy to produce, store and install and represents a cost savings in materials.

Also in 2011, the Port Authority of Malaga received the **National Innovation Award**, granted by the Ministry of Science and Innovation, in the category of Innovative Public Procurement, for the first actual application of the Cubipod in the project for the *Rehabilitation and Upgrading of the Outer Dock and Breakwater of the San Andrés Harbor in the Port of Malaga*, which constituted an innovative public procurement experience in Spain’s port system, a model to be followed thanks to its unique characteristics, opening up the possibility in Spain of variations in the morphology of the elements forming the principal armor layer of breakwaters.

With respect to the Group’s activity in terms of environmental management, more information can be found in the chapter of this Report, *Moving forward, keeping the environment in mind*. In the context of quality, an aspect that will be dealt with in this chapter, the OHL Group has a well-defined policy for the management of its operations according to the most highly recognized standards in this regard, including ISO 9001. The OHL Group holds 38 certificates under this standard for its divisions, in different countries

and with scopes that cover most of the business activities in which it engages. The certified management system ensuring the operating efficiency and environmental management of

office buildings and centralized services such as the vehicle fleet, travel or telephony, obtained by the General Services and Regulations Department of the Group, sets OHL apart in the infrastructure and construction sector.

During the 2011 financial year at the OHL Concessions division, the concession companies operating the Southeast Marine Terminal (TMS) (Spain) and the Toluca Airport (AMAT) (Mexico) obtained certification to ISO 9001. In the division of OHL Construcción, one subsidiary in the United States, three subsidiaries in the Slovak Republic and one in Bulgaria had their quality management systems certified.

In addition, OHL Medio Ambiente Inima added the operation and maintenance of desalination stations in Spain to its scope of certification. And, finally, Novaire’s eleven residential facilities for the elderly also achieved ISO 9001 certification.

In order to obtain certificates and maintain management system certifications already granted, in 2011 OHL was successful in passing more than 170 external audit days and certification processes and performed more than 444 internal audits.

OHL Group Quality Certifications in 2011	
Standard/ model	No. certificates
ISO 9001	38
Madrid Excelente	1
TOTAL	39

During 2011, the process for the quality certification of Group companies continued to progress, as was the case with the Toluca International Airport, in Mexico.



Once again in 2011, OHL successfully passed the *Madrid Excelente* audits and, at the present time, all of the Divisions of the Group hold that accreditation. *Madrid Excelente* is the guarantee mark of the Government of the Community of Madrid (Spain) for recognizing and certifying quality and excellence in management of companies, with a view to furthering the competitiveness of local businesses.

Similarly, an integrated management system – based on the quality (ISO 9001), environmental (ISO 14001) and risk prevention (OHSAS 18.001) management systems – has been implemented in 2011 for the OHL Construction division in Mexico, Peru, Argentina, Australia and the Centro de Justicia court complex in Santiago de Chile. The construction subsidiary in Chile, which already had these management systems in place and certified, has initiated the process for migrating to the integrated management system.

The development of in-house documentation was also initiated in this division for application in Project Management and in the training of the technicians responsible for this area.

Targets set for the quality management systems in 2012

OHL Concessions

- Obtain certification of management systems in at least two more companies.

OHL Construction

- Obtain quality certification in companies in Mexico and Argentina.
- Obtain quality certification at the Centro de Justicia in Santiago de Chile for the cleaning and maintenance services of the facilities.
- Implement management systems in Peru and Australia.
- Maintain 100% of the sales with ISO 9001 certificates in the Spain area.
- Continue moving forward with the documentation for the management of Project Management systems and the start-up of training courses for site technicians.

OHL Industrial

- Definition and implementation of the quality management systems for the new business activity of Operation & Maintenance of industrial plants. A horizon of two years is planned for certification.
- Implementation and certification of quality management systems in the subsidiaries located in Mexico and the United States within a period of two years.

OHL Developments

- Seek the tourism environmental quality certification granted by PROFEPA.
- Continue with the Rainforest-Marti initiative.



OHL promotes the activity under certified Quality Management Systems

The operations of the OHL Group performed under a certified Quality Management System account for 55% of the total activity, representing an increase of eight points with respect to the previous year.

It should be noted that these figures increase up to 100% in the case of OHL Construction Spain area and OHL Industrial. In other business lines these percentages are lower, due fundamentally to the fact that in a number of countries or for certain activities, other kinds of management systems are generally used and are also implemented by OHL.

Likewise, it is important to highlight the fact that at all OHL work centers and construction sites, compliance with the regulations and standards in force in the country of location is strictly controlled. Moreover, the work centers monitor the relevant indicators, reporting information to the parent company yearly in relation to quality (complaints, results of surveys, etc.) and environment (inputs, emissions, penalties, actions taken, etc.), necessary for decision-making and the definition targets for improvement

TURNOVER CERTIFIED TO ISO 9001 (% / TOTAL)

OHL Concessions		OHL Construction		OHL Industrial		OHL Developments (*)		OHL Environment		Total OHL Group	
2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
37%	32%	61%	ND	100%	100%	na	na	51%	44%	55%	47%

(\*) The business activity of OHL Developments has a management system specific to Sustainable Tourism in place and certified

The Quality and Environment Service is responsible for the quality management systems at OHL, following the guidelines set by the Quality and Environment Committee, the Group’s most senior executive body in this area.

More information:

- Quality and Environmental Policy
- Quality and Environment Committee
- List of certified companies in the OHL Group
- GRI Indicators

Quality is the essence of Judlau’s work

A practical example

Judlau Contracting is an OHL Group company, headquartered in New York, concerned with the construction of infrastructures and specialized in underground public works, water supply and sewerage systems, construction of roads and structures, among other areas.

At Judlau Contracting the quality system is fully integrated into the organization and its processes. Accordingly, at the start of each project, a preliminary examination of the contract drawings is made by the Site Manager and the Quality Manager, to confirm that the drawings conform to the actual conditions of the terrain. This review is submitted to the customer for approval.

The operations that will govern the performance of the project are defined in the construction phase plan, developed by the Site Manager, the Quality Manager and specialized personnel. The Quality Manager calls a preliminary meeting of all of the personnel involved, to present and discuss the activities, problems and risks. The supplier’s contribution takes place within the environment of the factory operations, including internal quality control plans and objective inspections by an external entity, prior to the delivery of materials to the site.

On commencement of the work for the erection of the metal structures, the Quality Manager verifies that the drawings approved are those used on the construction site and that the materials are inspected, approved and accepted, in addition to analyzing on-site, confirming and documenting the proper implementation of the principles defined in the construction phase plan. The Quality Manager and the Site Manager analyze possible difficulties and work together with the Technical Office to solve them. The inspection and testing process is carried out according to the requirements of the project terms and conditions, and the results are logged and analyzed. The outcome of this management process is a situation where no adjustments or changes are necessary, there are “zero” repairs and the project is completed on schedule.

In the coming years we propose to continue to imbue all of the units of the organization with our commitment to our customers and to sustainability, to which end we are working in three specific areas that are developed below.

Lines of work of the OHL Group in relation to its customers

- Establish value-based business relationships
- Innovate for generating value
- Dialog with customers



New York, Judlau’s territory of action.



Outstanding among the R&D&I activities of OHL in 2011 were the trials involving shoulders without barriers and with embankments for increasing road safety, carried out in the framework of the OASIS project.

Establish value-based business relationships

At OHL we are committed to offering our customers the very best products and services and to cooperating with them from a position of respect, professionalism, ethics and sustainability.

The OHL Group seeks to attain the highest levels of quality in its products and services. For this purpose, the Group makes available to its employees its best and most advanced technical knowledge, the best technologies and material resources possible and encourages the involvement of employees in the dynamics of innovation.

In this context, we strive to maintain a proactive attitude towards our customers, in order to elicit possible environmental and safety enhancement proposals, performing our business activities at all times with proper objectivity and professionalism and with strict observance of the contractual requirements and the relevant legislation in each country.

Furthermore, and as mentioned earlier in previous chapters, OHL revised its Code of Conduct during 2011. Among other aspects, the purpose of this revision was to broaden the scope of the Code to include, as far as possible, OHL investee companies and the companies or professionals who maintain a business relationship with the Group.

The Group’s Code of Conduct regulates the principles and standards of conduct that are to guide the behavior of all of the individuals belonging to the Group in their relations with the markets.

More information:

- OHL Group Code of Conduct

In order to increase its commitment on R&D&I activities, OHL works in two areas: the internationalization of the investment effort and a more extensive application of the outcomes

Innovate to generate value

Our investment effort in terms of R&D&I has as its final goal the generation of value for the users of our products and services. When at OHL we add innovation and sustainability together, we have a very clear target in mind: to strengthen the development of innovative solutions focused on efficiency, the improvement of processes and the obtaining of new products and services that will contribute to generating value for our customers.

In 2011 the OHL Group invested more than seven million euros in R&D&I, focusing this investment on the priority lines identified by the Innovation and Sustainability Department in conjunction with the various divisions of the Group. These lines are set out in the R&D&I Master Plan 2010-2015.

In terms of innovation, OHL applies many innovative solutions in the course of its projects and estimates the value of the investment made in this context at four million euros.

The reduction in the investment made in R&D during 2011 with respect to 2010 –less than 3%– is due mainly to the change in the general economic situation in recent years, which has created a much less promising scenario.

INVERSIÓN EN I+D

	2011*	2010	2009
Investment in R&D (millions of €)	7.61	7.83	7.65
% international investment	13%	9%	14%

(\*) OHL Industrial investments 2010 are included.

However, in terms of investment effort, calculated as the ratio between this investment and the total Gross Value Added (GVA)<sup>1</sup> generated by the company, OHL is placed, again in 2011, above the average for the Spanish construction sector. Moreover, the human effort represented by R&D&I at OHL translates into the involvement of more than 130 employees overall in the various projects.

For this reason, and with a view to increasing its wager on R&D&I activities, OHL works in two areas: the internationalization of the investment effort and a more extensive application of the outcomes.

Over the last few years, the OHL Group has made a significant effort in the internationalization of its innovation activities. Accordingly, 40% of the 45 major R&D&I projects on which it has been working during 2011 have been undertaken outside of Spain and account for 13% of the total investment. In this effort, the OHL Group cooperated in 2011 with 41 research bodies in more than ten countries. During 2011, the three most outstanding projects with OHL Group participation on an international scale are FOTSIS, NETTUN and Roçada.

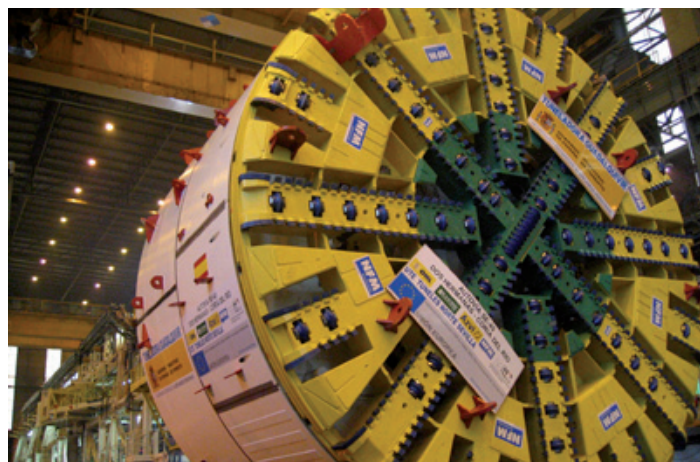
LINES OF RESEARCH

55%	Linear infrastructures	Sustainable building	7%
13%	Marine works	Materials	9%
9%	Water resources and environment	Information and Communications Technologies applied to OHL processes	8%

% of investment by line of research

<sup>1</sup> The GVA represents the economic value generated by a production unit and is obtained as the balance of the production account, that is, by means of the difference between the production of goods and services and the intermediate consumption





OHL participates in the European NETTUN R&D project for the improvement of processes using a tunnel boring machine.

#### NETTUN – New Technologies for Tunneling and Underground Works

OHL Construction participates as a partner in the NETTUN Project. This project is focused on the development of new technologies in the field of the construction of tunnels and underground works. The main goals of the project are to:

- Develop a ground prediction system integrated into the tunnel boring machine
- Automate the process of inspection and change of drag bits and disc cutters.
- Design cutter tools with increased lifetime.
- Develop a prediction system for controlling the impact of tunneling on surface structures.
- Improve the current risk and cost measurement systems.
- Develop a decision support system for the maintenance of the tunnel boring machine.

This project, co-funded by the EU through the Seventh R&D Framework Program, has a total budget of 14 million € and a duration of four and a half years.

The NETTUN Consortium is made up by 21 partners, both from the academic as well as from the business world, belonging to 9 different countries. OHL is the sole Spanish participant.

#### FOTSIS – European Field Operational Test on Safe, Intelligent and Sustainable Highways Operation

This project is co-led by OHL Concesiones and is the continuation of the OASIS project (Operation of Safe, Intelligent and Sustainable Highways), the objective of which was the definition of a highway with higher levels of safety, service to road users and sustainability in its operation.

This project is intended to verify the operation under near-real conditions of the technologies researched in OASIS, thereby identifying the validity of the real applications of the various technologies in the fields of safety, mobility and toll collection.

The project commenced in the first quarter of 2011 and is supported by the EU Seventh R&D Framework Program. Together with OHL Concesiones, 23 partners from 8 European countries participate in the Consortium.

#### ROÇADA

OHL Brasil and OHL Concesiones initiated the Roçada research project in 2010. The purpose of the project is to develop an integrated environmental management system for the vegetation in the spaces adjacent to their roads and for the reduction of upkeep and maintenance costs.

During 2011, in conjunction with the University of São Paulo, the project's general information platform was launched, and progress was made in the analysis of the use of plant-growth inhibitors.

In the international sphere, the Group is also present on the governance bodies of the most important sector-wide initiatives in support of R&D:



**European Construction Technology Platform** – A European technological platform dedicated to the analysis of the principal challenges facing the construction sector in terms of society, sustainability and technological development.



**European Efficient Buildings (E2B)** – This European public-private initiative is focused on the development of R&D projects for the improvement of the energy efficiency of buildings and neighborhoods.



**European Network of Construction Companies for Research and Development** – Principal industry-led forum on a European scale devoted to research, development and innovation in the construction sector.

In addition, the Group's commitment to innovation is also evidenced by its chairmanship of EurekaBuild2, a sector-level umbrella of the Eureka intergovernmental network and one of the most relevant forums

in the field of R&D&I in the European construction sector. The main development in relation to this initiative in 2011 was the organization of an international event by OHL in Barcelona during the month of March, with the

participation of more than 80 entities, among companies, SMEs, technological centers and universities from ten European countries.

#### Innovations Group implemented in 2011

Manufacture of the Cubipod at the Port of Malaga (Spain), where it will be used for the first time. Below, Bicentennial Viaduct, one of the Mexican toll roads where OHL Concesiones has introduced a system of multilane free-flow toll collection using in-house technology.



The Cubipod, a construction element for the formation of the armor layers of breakwaters invented by the Universidad Politécnica de Valencia and SATO (an OHL Group subsidiary), was used for the first time at a Spanish port in 2011. It has an international patent and provides very significant advantages over the cubic block: it is easy to produce, handle and store; it presents outstanding strength and structural resistance; prevents the tendency of conventional cubes to rearrange themselves face to face and has greater hydraulic stability, lesser overspill and greater structural resistance, in addition to generating significant savings in material, thereby achieving cost savings and ecological footprint reduction.



The application of outcomes of the GECMOLSIG project commenced on OHL worksites in Spain and in a number of other countries during 2011. This new methodology for the management, control and measurement of linear works developed by OHL's surveying services will achieve significant cost savings in the performance of surveying operations, together with enhanced effectiveness and flexibility.

The commercial implementation of multilane free-flow toll gantries on toll roads operated under concession by OHL Concesiones in Mexico has continued during 2011.

The first installation and start-up of the new Standard Toll Collection System (SEP) took place in Peru in early 2011. This system is an in-house technology developed by OHL Concesiones in record time. The SEP answers all of the needs observed in the different tolling systems used by the Group and standardizes the processes and tools, besides adding new functionalities.



The Group’s commitment to innovation is also evidenced by its chairmanship of EurekaBuild2, a sector-level umbrella of the Eureka network and one of the most relevant forums in the field of R&D&I in the European construction sector



Energy		
Thermal unit innovations for Solar Thermal Power Plants (BOP)	Led by OHL Industrial, the project seeks design solutions focused on maximum damping of the steam fluctuations (in temperature and pressure) at the intake of the turbine.	
Innovations in collector pipes for Solar Thermal Power Plants (PIPING)	Research on design solutions for the hot water collector pipes to minimize the effect of expansion due to changes in the water temperature. Project developed by OHL Industrial.	
Building construction		
New system for the detection and measurement of movements in buildings in real time (TEODOLITOS TORRE ESPACIO)	Research and development of a tool for the control –for the first time in real time- of the movement of the Torre Espacio building in relation to weather conditions, thanks to the advanced computer processing of the data provided by robotized survey instruments, including 3D image display of the movements originated.	
Materials		
Development of environmentally friendly mixes (SMA)	Project co-led by Elsan for the development of new SMA-type asphalt mixes that improve the features of current discontinuous mixes.	
Research and development of an environmentally friendly binder on the basis of geopolymers structures (LIGANTE ECOLÓGICO)	Research and development of an activated alkaline aluminum silicate with additives capable of absorbing potentially hazardous substances from industrial wastes for subsequent application in building.	
Information and Communications Technologies		
New protocols and procedures for site surveying through GNSS networks and their integration into PDA devices (GECMOLSIG)	The project seeks to provide OHL Group surveyors with the protocols and tools necessary for optimizing their activities, thanks to the application of satellite navigation technologies and of the Global Navigation Satellite System (GNSS reference network).	
New collaborative management environment (WEB 2.0)	Design and development of new collaborative services under Web 2.0 technology, more interactive with users, integrated into a flexible platform, fully accessible and more secure for all of the companies in the Group.	

More information:

- R&D&I Policy
- R&D&I Committee

OTHER R&D&I PROJECTS UNDER DEVELOPMENT BY OHL IN 2011

Linear infrastructures	
Operation of Safe, Intelligent and Sustainable Highways (OASIS - CENIT)	CENIT Project, co-led by OHL Concesiones and with the participation of another 13 companies and 14 research bodies, pursuing the definition of a highway presenting differentially higher levels of safety, service to road users and sustainability in its operation.
Clean Efficient and Environmentally Friendly Construction (CLEAM - CENIT)	Multidisciplinary research project co-led by OHL, with the participation of the top 7 Spanish construction companies and the support of 11 research bodies. The goal of the project is to generate new knowledge in the field of the construction of infrastructures seeking new, more sustainable models.
Strategic research on safer and more sustainable roads, focused on the asphalt sector (FÉNIX-CENIT)	CENIT Consortium comprised by 11 companies with the cooperation of 15 technological centers, pursuing the development of new nanomaterials and mixes for increasing the durability of surfaces and developing systems for the collection and storage of energy originating from solar irradiation on the asphalt surface.
Research and development of a prefabricated slab track, including the design and testing of fasteners for mixed traffic (SULABU)	With the leadership of the OHL Group, through its Spanish head company and its specialized Czech subsidiary, ZPSV, this Eureka project is focused on the development of a new model of slab track especially designed for the Spanish market and linked to Japanese technology.
Marine works	
Design and development of advanced techniques for the upkeep, maintenance and operation of port infrastructures (DYNA PORT)	Development of a management tool for recalculating the safety and durability of structures. The study will be applied to the Langosteira Harbor, the new Corunna outer harbor, a construction project being carried out with the participation of SATO, the Group subsidiary specialized in marine works.
Study and design of an alternative and innovative type of floating dock for manufacturing reinforced concrete floating caissons (NUEVO CAJONERO)	Design of a new system for the manufacture of floating caissons for the construction of sea walls. The objective is to build larger caissons more efficiently and with evident savings in operating costs and in auxiliary structures.
Evaluation of the influence of the meteo-oceanographic climate in the behavior of marine works over time (CLIOMAR)	Study for a breakwater under construction through a video-monitoring system, buoys and weather stations, led by SATO.
New Foundation Technology for off-shore wind farms in deep water (CEO)	Project led by SATO for the development of a technology for the foundations of wind generators and other off-shore structures that would enable the technological step necessary for their installation in deep water (between 30 and 50 meters).



Dialog with customers

At OHL we work on the continuous improvement of our supply of services, and one of the most effective means for achieving this is getting to know our customers and ascertaining their needs and expectations. Our goal is to progress in the effectiveness of the spaces for contact and dialog that we share with them.

Due to the diversity of activities and scenarios in which the OHL Group is present, our dialog with customers is managed independently in each division. The data collected through the channels of communication with this group of stakeholders is managed by following procedures designed to extract all items of information that will enable us to improve the provision of our services and at the same time progress in meeting their expectations. In this context, the Group works on the management of two differentiated aspects: the measurement of **customer satisfaction** –through surveys and other studies and analyses– and our **customer care** systems –through which complaints, suggestions, and the like are gathered and are given a response–.

CUSTOMER SATISFACTION RESULTS IN THE CONCESSIONAIRES OF OHL CONCESIONES

Company	Customer satisfaction rate (over 100)
Autovía de Aragón-Tramo 1	80
Autovías	89.7
Centrovías	98.2
Intervías	100
Vianorte	87.39
Autopista Fluminense	77.3
Autopista Litoral Sul	85
Autopista Planalto Sul	67
Autopista Fernao Dias	87.5

In relation to the first aspect, customer satisfaction, the concession companies of **OHL Concessions** have a quality management system in place. The results of the customer satisfaction studies during the 2011 financial year undertaken by the concessionaires are shown on the table to the right.

In the case of **OHL Construction**, the company makes surveys of its customers to assess the degree of their satisfaction with the services provided, by analyzing the final quality of the completed project, compliance with the contract obligations, the qualification and communication of the technicians, the attention received since the tender submission phase, among others. Moreover, claims in relation to projects in the after-sales stage are logged.

In Spain, the survey is made of the customers whose projects are more than 50% completed or have been finalized in the last twelve months. For this purpose, an on-line platform is used that facilitates the confidentiality and statistical processing of the information. In the evaluation referring to 2010-2011, the rate of customer satisfaction was 80%, increasing 2% the percentage of “Very satisfied customers” with respect to the previous evaluation. Likewise, 77% of the customers indicated that they would contract OHL again and 79% would recommend the company.

For the purpose of improving the service provided and meeting the expectations of its customers, OHL works on the measurement of customer satisfaction and on its customer care systems

OHL ŽS, A.S. and ŽPSV, Group subsidiaries in the Czech Republic, also carry out surveys, and the effectiveness of the actions undertaken for improving customer satisfaction are evaluated, in specific cases, directly with the customer. The overall assessments are above 90 out of a maximum score of 100. In Chile, the last customer satisfaction rate was obtained in July 2009 with an overall score of 70, also out of a possible 100.

In the area of the United States, OHL Construcción evaluates customer satisfaction throughout the performance of its projects and on completion of the work, as reflected on the certificate of conformity issued by customers.

At **OHL Industrial** the relevant managers of the customer’s organization are interviewed personally by the OHL project managers, for the purpose of evaluating satisfaction with the range of aspects established in the quality management system. In the most recent assessments made, in effect in 2011, the degree of customer satisfaction was over 80 percent in all of the OHL Industrial companies. Likewise, 100% of the customers felt satisfied (75% in the case of Chepro, one of the companies belonging to OHL Industrial) and all of the customers would contract again and recommend the service provided by OHL Industrial.

Customer satisfaction surveys are also carried out at **OHL Developments’** Mayakoba Resort. Accordingly, the El Camaleón Golf Course sends its customers a satisfaction questionnaire asking about their stay and the golf services. Operadora Hotelera del Corredor Mayakoba, the company operating the Fairmont Hotel, sends monthly questionnaires to its guests (mainly those belonging to the Fairmont President’s Club), the results of which are analyzed and a final evaluation is obtained. If the satisfaction score is less than 70 (out of a maximum of 100), the customer care service contacts the guest who made the assessment directly. The result of the overall satisfaction rate in 2011 was 90 out of 100. Satisfied customers accounted for 93%, while 44% would use the service again and 74% would recommend it. Islas de Mayakoba, the company operating the Rosewood Hotel, sends a satisfaction questionnaire automatically through the Market Metrix measurement tool. In 2011, a 100% positive rate of satisfaction

was obtained and, in addition, 100% would return to the hotel and would recommend it. At the Banyan Tree Hotel, operated by the company Mayakoba Thai, customer satisfaction is evaluated by means of questionnaires on paper or electronically, using the CMR system, into which the guests’ replies are entered and calculated. The report is monthly and enables monitoring of the GSI or Guest Satisfaction Index. In 2011 the result obtained was a 91% positive satisfaction rate, while 95% of the guests would return and would recommend the hotel.

With respect to **OHL Environment**, 77% of its customers reported that they were satisfied, 85% would use the service again and 87% would recommend it. The overall rate of satisfaction was 78 out of 100.

The Brazilian Intervías toll road leads the field in terms of the satisfaction ranking given by its customers. All customers surveyed said that they were satisfied.





Customer complaints are managed through the channel used for lodging them, by following up each communication and ensuring that complaints are dealt with properly and given a response within the established time limit

Novaire, the OHL Group subsidiary that manages residential facilities for the elderly in Spain, carries out surveys at all of its centers. In 2011 the company made an on-line survey of prescribers, obtaining an average score of 7 out of 10, rated as “very good”. The survey of families and residents was made in 2010.

Finally, and also in Spain, Ingesan structures its surveys under two categories: services contracted and other services, such as sales and general image. With respect to the Cleaning Services Department, customers gave a higher score to the aspects referring to the services contracted, with contract compliance in first place. Insofar as the Maintenance Department, customers also rated the aspects concerning the services contracted higher, with the provision of information receiving the best score.

In the context of the customer care systems, it must be noted that all of the claims or complaints are handled through the same channel as that used to lodge them –by telephone, e-mail, regular mail, through the Internet, etc.-, following up each communication and ensuring proper processing and an answer within a previously established time limit.

In the services provided directly to users, as in the case of the management of transportation infrastructures or care for the elderly in residential facilities or with respect to hotels, the means necessary for lodging a complaint are made available (complaints book, customer care telephones, websites, reply letters, etc.) at readily accessible locations, such as toll road collection booths, card or ticket sales windows, reception desks in buildings, among others.

At OHL Concesiones road users have access to a claims, complaints and suggestions service managed through customer care centers, telephone lines and the websites of each of the concession companies, thereby facilitating an analysis of the areas for improvement and the opportunities for enhancing the quality of the service.

An important fact to be highlighted is the low percentage of complaints and claims received each year by the concession companies in relation to the volume of vehicle traffic. During the 2011 financial year, there were around 8% fewer claims than in 2010. If we take into account the increase in traffic flows on the toll roads, the percentage of claims with respect to the volume of traffic decreased by 18% during 2011.

OHL Construction registers claims for each construction project in its after-sales phase in the case of Spain, obtaining a claim rate with a value that depends fundamentally on the kind of project involved. In 2011, the average response time was five days.

OHL Industrial received no complaints whatsoever from its customers during 2011. Vopak plant, in Algeciras, Spain.



The claims registered in OHL Developments in 2011 were minor and were mainly associated with the maintenance of the hotels, the check-out service, restaurant, odors or systems failures (Internet). These complaints were attended to immediately and were handled adequately.

In the case of OHL Industrial and OHL Environment, these divisions received no claims or complaints whatsoever in 2011.

Finally, we should point out that at Novaire’s residential facilities for the elderly, all of the complaints or claims are classified (attention and hygiene,

medical care, psycho-social care, meals, cleaning, etc.) and are investigated, and a reply is given within a maximum time limit of 15 days for the individual centers and 30 days for the central headquarters. In 2011, 44 complaints or claims were handled, and 100% of these were attended to within the established time limit.

More information:

- Quality and Environmental Policy
- GRI Indicators



Ingesan, the OHL subsidiary specialized in facilities management, allots great importance to the opinion of its customers through surveys.

OHL’s main channels of communication with its customers

Conventional channels	Dialog	Publications	Surveys
<ul style="list-style-type: none"><li>• Customer care system.</li><li>• Quality and Environment Service.</li></ul>	<ul style="list-style-type: none"><li>• Educational and training campaigns.</li><li>• Participation in a range of conferences and forums.</li><li>• Participation in working and standardization groups, etc.</li><li>• Membership in foundations, associations, etc.</li></ul>	<ul style="list-style-type: none"><li>• Construction Book.</li><li>• OHL Group corporate brochure.</li><li>• OHL Concessions activities brochure.</li><li>• Daily Newsletter (OHL Desarrollos Mayakoba Thai).</li><li>• Articles in specialized publications, newspapers, newsletters, etc.</li><li>• Awards.</li></ul>	<ul style="list-style-type: none"><li>• Customer satisfaction surveys in each division.</li><li>• Biennial surveys of families of residents, residents and prescribers at the Novaire residential facilities for the elderly.</li></ul>



Survey of stakeholders: customers

All of these studies are supplemented by the data obtained by the OHL Group in its initiatives for analyzing the expectations of its stakeholders and through the studies provided by the government administrations that are OHL customers. The expectations of the Group’s stakeholders are analyzed by means of regular surveys, and our customers are counted among them.

Starting in 2010, the company has kept a survey project active that was initially designed in two phases. The first phase took place at the end of 2010 and targeted several groups of stakeholders, including customers of OHL Concesiones, OHL Construcción and OHL Desarrollos in Spain, Mexico and Brazil.

The purpose was to identify what issues were considered most relevant by our customers in the framework of the company’s CSR policy. In order to do so, several analyses were made –analysis of bidding terms and conditions, analysis of satisfaction surveys,

complaints received, benchmark analysis of sector companies for identifying the issues of significance for the customers of other companies, thereby enabling a comparison with those detected in the survey of OHL’s customers-, in addition to interviews and questionnaires targeting relevant customers.

The customer stakeholders to whom the 2010-2011 survey was directed were classified into three groups: Public Administrations, customers and users of services and business partners. The relevant issues identified are set out on the table included below.

CSR ISSUES OF RELEVANCE FOR OHL CUSTOMERS

Public Administrations	Customers and users of services	Business partners
Legal and regulatory compliance	Customer satisfaction	Environmental Management Systems
Environmental Management Systems	Training	Human capital
Occupational safety	Quality of the service	Ethical and transparent management of the business, avoiding all forms of corruption and bribery
Human capital	Management of suppliers	Community involvement

More information:

- GRI Indicators



Positive environmental management has significant priority both for its commercial partners as well as for the public administrations surveyed by OHL. Mayakoba is an example of the sensitivity of the Group in this regard.

OHL Group certificate list (1/4)



MATTER	STANDARD	COMPANY	DIVISION	COUNTRY	CERTIFYING ENTITY	ACCREDITING ENTITY	NETWORK	SCOPE
ENVIRONMENT	INTEGRATED	OHL GROUP	CORPORATE GENERAL MANAGEMENT	SPAIN	AENOR	ENAC	IQNET	All Group companies.
COMPANY MANAGEMENT	COMPANY MANAGEMENT	OHL	CORPORATE GENERAL MANAGEMENT	SPAIN	FUNDACIÓN MADRID POR LA EXCELENCIA	COM-MAD	-	For the business management of Obrascón Huarte Lain, S.A., OHL Internacional, S.L., OHL Concesiones, S.L., OHL Industrial, S.L., OHL Medio Ambiente Inima, S.A.U. and OHL Desarrollos, S.L. After accreditation of compliance with the criteria of quality and excellence required for the use of the Guarantee Brand.
QUALITY	9001	OHL SERVICIOS GENERALES	CORPORATE GENERAL MANAGEMENT	SPAIN	AENOR	ENAC	IQNET	The provision of purchasing management services related to travel (ticketing, hotels and accommodation), telephony and vehicles for OHL Group company personnel. The provision of management services for the stable offices of the OHL Group companies in relation to: - Administration of buildings and assets (space management, self-protection, ergonomics, environmental management).- Supply, upkeep, security and maintenance of facilities. - Purchases related to rentals, equipment and consumables. - Courier service, reprography and transport of personnel.
ENVIRONMENT	14001	OHL SERVICIOS GENERALES	CORPORATE GENERAL MANAGEMENT	SPAIN	AENOR	ENAC	IQNET	The provision of purchasing management services related to travel (ticketing, hotels and accommodation), telephony and vehicles for OHL Group company personnel. - The provision of management services for the stable offices of the OHL Group companies in relation to: - Administration of buildings and assets (space management, self-protection, ergonomics, environmental management).- Supply, upkeep, security and maintenance of facilities. - Purchases related to rentals, equipment and consumables. - Courier service, reprography and transport of personnel.
QUALITY	9001	INGESAN	CORPORATE GENERAL MANAGEMENT	SPAIN	BUREAU VERITAS	ENAC	IQNET	Cleaning service for premises, facilities and/or buildings. Upkeep and maintenance services for buildings and technical installations thereof such as electricity, plumbing, water and gas channeling, heat and air conditioning, and fire prevention.
QUALITY	9001	INGESAN	CORPORATE GENERAL MANAGEMENT	SPAIN	BUREAU VERITAS	UKAS	0	Cleaning service for premises, facilities and/or buildings. Upkeep and maintenance services for buildings and technical installations thereof such as electricity, plumbing, water and gas channeling, heat and air conditioning, and fire prevention.
ENVIRONMENT	14001	INGESAN	CORPORATE GENERAL MANAGEMENT	SPAIN	BUREAU VERITAS	ENAC	IQNET	Cleaning service for premises, facilities and/or buildings. Upkeep and maintenance services for buildings and technical installations thereof such as electricity, plumbing, water and gas channeling, heat and air conditioning, and fire prevention.
ENVIRONMENT-Q	14001	INGESAN	CORPORATE GENERAL MANAGEMENT	SPAIN	BUREAU VERITAS	UKAS	0	Cleaning service for premises, facilities and/or buildings. Upkeep and maintenance services for buildings and technical installations thereof such as electricity, plumbing, water and gas channeling, heat and air conditioning, and fire prevention.
QUALITY	9001	SACOVA CENTROS RESIDENCIALES, S.L. (NOVAIRE)	CORPORATE GENERAL MANAGEMENT	SPAIN	SGS ICS IBERICA, S.A.	ENAC	IQNET	Project for plants and treatment processes for water, waste and contaminated soil . Construction of safety tanks. Operation of waste water treatment plants and treatment plants for vegetation waste and treatment plant sludge. The following types of construction work : movement of earth and perforations (excavation and earth removal. Grading); Buildings (fabricated or concrete structures. Metallic structures, masonry, rough-casting and rough-coating. Pavements, flooring and tiling. Insulation and water-proofing. Wood carpentry. Metal carpentry). Hydraulic works (Supply and sanitation. Irrigation channels and outlets) Roadways and motorways (roadworks without specific qualification). Electrical installations without specific qualification . Mechanical installations (Mechanical installations without specific qualification); Special works (water treatment stations).
QUALITY	9001	OHL CONCESIONES	OHL CONCESSIONS	SPAIN	AENOR	ENAC	IQNET	The provision of internal monitoring and control services for the infrastructure concessionaires of OHL CONCESSIONS in design management, construction management, concessionaire management and management of operation contracts . The drafting and presentation of proposals for infrastructure concessions.
ENVIRONMENT	14001	OHL CONCESIONES	OHL CONCESSIONS	SPAIN	AENOR	ENAC	IQNET	The provision of internal monitoring and control services for the infrastructure concessionaires of OHL CONCESSIONS in design management, construction management, concessionaire management and management of operation contracts. The drafting and presentation of proposals for infrastructure concessions.
QUALITY	9001	AUTOVÍAS S/A	OHL CONCESSIONS	BRAZIL	FUND. VANZOLINI	NBR	IQNET	Administration of batch 10 Toll Roads, offering the following services: Traffic inspection CCO/0800, vehicle load weighing, first aid, medical rescue, vehicle towing, tow-truck, highway upkeep, toll collection.
QUALITY	9001	CENTROVÍAS BRASIL	OHL CONCESSIONS	BRAZIL	FUND. VANZOLINI	NBR	IQNET	Toll system operation; operation of transit and transport control system; and operation of roadway system, user safety and comfort in the Toll Road System of Batch 8, comprised of toll roads SP-310 /Washington Luis), section between Cordeirópolis and San Carlos; SP-225 (Ingeniero Paulo Nilo Romano),section between Itirapina and Jaú; and, SP-225 (Comandante Joao Ribeiro de Barros), section between Jaú and Bauru.
QUALITY	9001	INTERVIAS	OHL CONCESSIONS	BRAZIL	FUND. VANZOLINI	NBR	IQNET	Administration of public services concession for Toll Roads SP147, SP191, SP215, SP330, SPI-165/330, SP352 and SP157/340, comprised of the following services: pre-hospital care/rescue, mechanical assistance, light and heavy-duty tow trucks, traffic inspection, fire-fighting in the open country, vehicle weighing (scale), animal control, customer service for users 0800, routine upkeep of toll roads, toll booths.
QUALITY	9001	VIA NORTE BRASIL	OHL CONCESSIONS	BRAZIL	FUND. VANZOLINI	NBR	IQNET	Administration of public services concession for Toll Roads SP147, SP191, SP215, SP330, SPI-165/330, SP352 and SP157/340, comprised of the following services: pre-hospital care/rescue, mechanical assistance, light and heavy-duty tow trucks, traffic inspection, fire-fighting in the open country, vehicle weighing (scale), animal control, customer service for users 0800, routine upkeep of toll roads, toll booths.
QUALITY	9001	OHL CONCESIONES	OHL CONCESSIONS	CHILE	BUREAU VERITAS	INN CHILE	0	Provision of services for fund and bailout administration and placement of resources in the financial market.
QUALITY	9001	AUTOVIA DE ARAGON TRAMO-1	OHL CONCESSIONS	SPAIN	AENOR	ENAC	IQNET	Upkeep, maintenance and operation of toll road A-2 (km. pt. 5+900 to km.pt. 62+000).
QUALITY	9001	METRO LIGERO OESTE	OHL CONCESSIONS	SPAIN	BUREAU VERITAS	ENAC	IQNET	Operation and Maintenance of light rail ML2 and ML3.
ENVIRONMENT	14001	METRO LIGERO OESTE	OHL CONCESSIONS	SPAIN	BUREAU VERITAS	ENAC	IQNET	Operation and Maintenance of light rail lines ML2 and ML3.
QUALITY	9001	TERMINALES MARÍTIMAS DEL SUR. TMS PUERTO DE ALICANTE	OHL CONCESSIONS	SPAIN	SGS ICS IBERICA, S.A.	ENAC	IQNET	Administrative concession for operation, under the indirect management system, of the marine terminal of the port of Alicante. Operation of the multi-purpose terminal and operation of the marine passenger terminal. Location: Muelle de Poniente. nº 23 s/n 03008 Alicante.
ENVIRONMENT	14001	TERMINALES MARÍTIMAS DEL SUR. TMS PUERTO DE ALICANTE	OHL CONCESIONES	SPAIN	SGS ICS IBERICA, S.A.	ENAC	IQNET	Administrative concession for operation, under the indirect management system, of the marine terminal of the port of Alicante. Operation of the multi-purpose terminal and operation of the marine passenger terminal. Location: Muelle de Poniente. nº 23 s/n 03008 Alicante.
INTEGRATED MANAGEMENT	INTEGRATED	AUTOVIA DE ARAGON TRAMO-1	OHL CONCESSIONS	SPAIN	AENOR	ENAC	IQNET	Upkeep, maintenance and operation of toll road A-2 (km. pt. 5+900 to km.pt. 62+000).
ENVIRONMENT	14001	AUTOVIA DE ARAGON TRAMO-1	OHL CONCESSIONS	SPAIN	AENOR	ENAC	IQNET	Upkeep, maintenance and operation of toll road A-2 (km. pt. 5+900 to km.pt. 62+000).



OHL Group certificate list (continue 2/4)



MATTER	STANDARD	COMPANY	DIVISION	COUNTRY	CERTIFYING ENTITY	ACCREDITING ENTITY	NETWORK	SCOPE
QUALITY	9001	ASFALTOS Y CONSTRUCCIONES ELSAN	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations (excavation and earth removal. Groundwork. Quarries. Shaftways and Galleries); Bridges, viaducts, and major structures. Buildings. Roadways and motorways (with reinforced concrete roadbeds. With bituminous mix roadbeds. Road signposting and beacon systems. Roadworks without specific qualification); Transport of petroleum and gas products. Electrical installations, mechanical installations. Special works (special foundations, boring, grouting, piling. Painting and metallizing. Ornamentation and decoration. Restauration of historical-artistic heritage. Fire prevention installations). Upkeep and maintenance of buildings, highways, equipment and installations. Production of bituminous mixes, soil-cement and gravel-cement. Carrying out of technical assistance and laboratory trial activities for soil characterization and quality of materials used in roadway execution; aggregates, bituminous mixes and constituent materials.
QUALITY	9001	ASFALTOS Y CONSTRUCCIONES ELSAN	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	Production of hot bituminous mixes.
QUALITY	EC BRANDING	ASFALTOS Y CONSTRUCCIONES ELSAN	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	Production of hot bituminous mixes - 11 different types of mixes.
QUALITY	EC BRANDING	ASFALTOS Y CONSTRUCCIONES ELSAN	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	Production of hot bituminous mixes - 37 different types of mixes.
ENVIRONMENT	14001	ASFALTOS Y CONSTRUCCIONES ELSAN	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations (excavation and earth removal. Groundwork. Quarries. Shaftways and Galleries); Bridges, viaducts, and major structures. Buildings. Roadways and motorways (with reinforced concrete roadbeds. With bituminous mix roadbeds. Road signposting and beacon systems. Roadworks without specific qualification); Transport of petroleum and gas products. Electrical installations, mechanical installations. Special works (special foundations, boring, grouting, piling. Painting and metallizing. Ornamentation and decoration. Restauration of historical-artistic heritage. Fire prevention installations). Upkeep and maintenance of buildings, highways, equipment and installations. Production of bituminous mixes, soil-cement and gravel-cement. Carrying out of technical assistance and laboratory trial activities for soil characterization and quality of materials used in roadway execution; aggregates, bituminous mixes and constituent materials.
QUALITY	9001	CELSA	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations (excavation and earth removal); buildings (demolitions, fabricated or concrete structures, metallic structures, masonry, rough-casting and rough-coating, ashlar masonry and marble masonry, pavements, flooring and tiling, insulation and water-proofing, wood carpentry, metal carpentry) roadways and motorways (roadworks without specific qualification) and mechanical installations (elevator or conveyor systems, plumbing and sanitation works).
ENVIRONMENT	14001	CELSA	OHL CONSTRUCCION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations (excavation and earth removal); buildings (demolitions, fabricated or concrete structures, metallic structures, masonry, rough-casting and rough-coating, ashlar masonry and marble masonry, pavements, flooring and tiling, insulation and water-proofing, wood carpentry, metal carpentry) roadways and motorways (roadworks without specific qualification) and mechanical installations (elevator or conveyor systems, plumbing and sanitation works).
QUALITY	9001	ELECTRIFICACIONES Y MONTAJES INTEGRALES	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for railways, electrical installations (lighting, illumination and beacon lighting. High voltage transformation and distribution centers. Telecommunications and radio-electric installations. Electrical installations without specific qualification).
ENVIRONMENT	14001	ELECTRIFICACIONES Y MONTAJES INTEGRALES	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for railways, electrical installations (lighting, illumination and beacon lighting. High voltage transformation and distribution centers. Telecommunications and radio-electric installations. Electrical installations without specific qualification).
QUALITY	9001	GUINOVART OSHSA	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations. Bridges, viaducts, and major structures. Buildings. Railways. Hydraulic works (supply and sanitation, channels, Irrigation channels and outlets). Embankment and channeling defense. Large-diameter pressure pipe conduits, hydraulic works without specific qualification. Marine works (dredging, jetties, marine works without specific qualification) roadways and motorways (with reinforced concrete roadbeds. With bituminous mix roadbeds. Road signposting and beacon systems. Roadworks without specific qualification). Transport of petroleum and gas products. Electrical installations (lighting, illumination and beacon lighting. Substations); Electronic installations (electrical installations wthout specific qualification) mechanical installations, Special works (special foundations. Boring, grouting, piling. Painting and metallizing. Ornamentation and decoration. Landscaping and plantations. Restauration of historical-artistic heritage buildings. Water treatment plants. Fire prevention installations). Maintenance of railway track and high-speed rail apparatuses.
ENVIRONMENT	14001	GUINOVART OSHSA	OHL CONSTRUCCION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations. Bridges, viaducts, and major structures. Buildings. Railways. Hydraulic works (supply and sanitation, channels, Irrigation channels and outlets). Embankment and channeling defense. Large-diameter pressure pipe conduits, hydraulic works without specific qualification. Marine works (dredging, jetties, marine works without specific qualification) roadways and motorways (with reinforced concrete roadbeds. With bituminous mix roadbeds. Road signposting and beacon systems. Roadworks without specific qualification). Transport of petroleum and gas products. Electrical installations (lighting, illumination and beacon lighting. Substations); Electronic installations (electrical installations wthout specific qualification) mechanical installations, Special works (special foundations. Boring, grouting, piling. Painting and metallizing. Ornamentation and decoration. Landscaping and plantation. Restauration of historical-artistic heritage buildings. Water treatment plants. Fire prevention installations). Maintenance of railway track and high-speed rail apparatuses.
QUALITY	9001	OHL	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	Project and construction of types of construction for the movement of earth and perforations. Bridges, viaducts and major structures. Buildings. Railways. Hydraulic works. Marine works. roadways and motorways. Transport of petroleum and gas products. Electrical installations. Mechanical installations. Special works. Maintenance and operation of highways.
ENVIRONMENT	14001	OHL	OHL CONSTRUCCION	SPAIN	AENOR	ENAC	IQNET	Project and construction of types of construction for the movement of earth and perforations. Bridges, viaducts and major structures. Buildings. Railways. Hydraulic works. Marine works. roadways and motorways. Transport of petroleum and gas products. Electrical installations. Mechanical installations. Special works.
QUALITY	9001	SATO	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations. Bridges, viaducts, and major structures. Buildings. Railways. Hydraulic works. Marine works. Roadways and motorways. Transport of petroleum and gas products. Electrical installations (lighting, illumination and beacon lighting. Substations. High voltage transformation and distribution centers. Low voltage distribution. Telecommunications and radio-electric installations. Electronic installations. Electrical installations without specific qualification). Mechanical installations. Special works (special foundations. Boring, grouting, piling. Sheet-piling. Painting and metallizing. Ornamentation and decoration. Landscaping and plantations. Water treatment plants. Fire prevention installations).
ENVIRONMENT	14001	SATO	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations. Bridges, viaducts, and major structures. Buildings. Railways. Hydraulic works. Marine works. roadways and motorways. Transport of petroleum and gas products. Electrical installations (lighting, illumination and beacon lighting. Substations. High voltage transformation and distribution centers. Low voltage distribution. Telecommunications and radio-electric installations. Electronic installations. Electrical installations without specific qualification). Mechanical installations. Special works (special foundations. Boring, grouting, piling. Sheet-piling. Painting and metallizing. Ornamentation and decoration. Landscaping and plantations. Water treatment plants. Fire prevention installations).



MATTER	STANDARD	COMPANY	DIVISION	COUNTRY	CERTIFYING ENTITY	ACCREDITING ENTITY	NETWORK	SCOPE
QUALITY	9001	SOBRINO	OHL CONSTRUCCION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations. Bridges, viaducts, and major structures. Buildings. Railways. Hydraulic works. Marine works. roadways and motorways. Electrical installations (lighting, illumination and beacon lighting. High voltage transformation and distribution centers. Low voltage distribution. Radio-electric telecommunications and installations. Electronic installations. Electrical installations without specific qualification). Mechanical installations (elevator or conveyor systems, ventilation, heating, air-conditioning. Plumbing and sanitation. Mechanical installations without specific qualification). Special works (special foundations. Boring, grouting, piling. Painting and metallizing. Ornamentation and decoration. Landscaping and plantations. Restauration of historical-artistic heritage. Water treatment plants. Fire prevention installations).
ENVIRONMENT	14001	OHL CHILE	OHL CONSTRUCTION	CHILE	AENOR	ENAC	IQNET	The construction of all types of works: roadways and motorways, movements of land and perforations (tunnels), bridges and major structures, buildings (hospitals) and railway works (track rehabilitation).
ENVIRONMENT	14001	SOBRINO	OHL CONSTRUCTION	SPAIN	AENOR	ENAC	IQNET	The construction of all types of works for the movement of earth and perforations. Bridges, viaducts, and major structures. Buildings. Railways. Hydraulic works. Marine works. roadways and motorways. Electrical installations (lighting, illumination and beacon lighting. High voltage transformation and distribution centers. Low voltage distribution. Radio-electric telecommunications and installations. Electronic installations. Electrical installations without specific qualification). Mechanical installations (elevator or conveyor system, ventilation, heating, air-conditioning. Plumbing and sanitation. Mechanical installations without specific qualification). Special works (special foundations. Boring, grouting, piling. Painting and metallizing. Ornamentation and decoration. Landscaping and plantations. Restauration of historical-artistic heritage buildings. Water treatment plants. Fire prevention installations).
QUALITY	9001	JUDLAU CONTRACTING, Inc.	OHL CONSTRUCTION	UNITED STATES	BSI	ANAB	IAF	Provision of projet/construction management and general contracting services in the area of heavy constuction, specializing in subsurface utilities, water/ sewer main installation, road and bridge construction, design/build, mass transit stations and other facilities, track and signal systems, environmental remediation and tunneling for mass transit.
QUALITY	9001	OHL_POZEMNÉ STAVBY A.S.	OHL CONSTRUCTION	REP.SLOVENIA	CERTICOM	SNAS	IAF	in building civil structures, housing structures, industrial structures, water-management structures, engineering structures and traffic structures.
QUALITY	9001	ŽPSV a.s. Caňa	OHL CONSTRUCTION	REP.SLOVENIA	CERTICOM	SNAS	IAF	Manufacture, sale and supply of concrete and prefabricated products.
ENVIRONMENT	14001	OHL Pozemné Satwby a.s	OHL CONSTRUCTION	REP.SLOVENIA	CERTICOM	SNAS	IAF	in building civil structures, housing structures, industrial structures, water-management structures, engineering structures and traffic structures.
ENVIRONMENT	14001	ŽPSV a.s. Caňa	OHL CONSTRUCTION	REP.SLOVENIA	CERTICOM	SNAS	IAF	Manufacture, sale and supply of concrete and prefabricated products.
EMAS	EMAS	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	EMAS	-	-	OHL ZS, a.s. EMAS - Transport Constr Branch+STAVCERT-019. Meet all the requirements of the European Parliament and of the Council (EC) n° 1221/2009 OF 25 November 2009 on the voluntary participation by organizations in a Community eco-management and audit scheme (EMAS).
EMAS	EMAS	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	EMAS	-	-	OHL ZS, a.s. EMAS - Surface Constr Branch+STAVCERT-020. Meet all the requirements of the European Parliament and of the Council (EC) n° 1221/2009 OF 25 November 2009 on the voluntary participation by organizations in a Community eco-management and audit scheme (EMAS).
QUALITY	9001	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	STAVCERT	CAI	IAF	Managing contractor's services. Project designing and real estate development. - Construction and assembling works of buildings including renewal and rehabilitation of listed buildings and monuments. -Construction of underground structures. - Construction of engineering structures and water constructional works. - Demolitions and preparation of the site. - Works in connection with removing of dangerous asbestos. - Activities in connection with landscaping and country side. - Project designing and engineering services. - Activities associated with wastewater. - Construction of Technological units. - Execution of roads and related construction works. - Production and assembling of steel structures and bridges and for welding of reinforcement.
QUALITY	9001	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	STAVCERT	CAI	IAF	Managing contractor's services and real estate development. Construction and assembling works of buildings including renewal and rehabilitation of listed buildings and monuments. Construction of underground structures. Construction of engineering structures and water constructional works. Demolitions and preparation of the site. Works in connection with removing of dangerons asbestos. Activities in connection with landscaping and countryside. Project designing and engincering services. Activities associated with wastewater. Construction of technological units. Execution of roads and related constrution works. Production and assembling of steel structures and bridges and for welding of reinforcement.
QUALITY	9001	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	STAVCERT	CAI	IAF	Managing contractor's services; project designing and engineering services; activities in construction supervision, economies and bill of quantities.
ENVIRONMENT	14001	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	STAVCERT	CAI	IAF	Managing contractor's services. Execution of railways and railway spur tracks. Execution of tramlines. Lease, maintenance and repair of mechanical installations and lorries. High-current and low-voltage distributing network, optical distributing network, wiring electrical installations. Instrumentation and control, engine control systems. research, production and realization of technologies, supply and assemblage of high-current, very high-current, and low-voltage distribution stations and feeding stations. manufacturing and services iof high-current and low-voltage distributors. construction of bridges, engineering structures and water constructional works. rehabilitation of concrete structures. execution of roads and related construction works. Production and assemblage of steel structures. Preparation and welding of reinforcement. Construction of tunnels and underground structures. Surveying and cartography activities.
ENVIRONMENT	14001	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	STAVCERT	CAI	IAF	Managing contractor's services and real estate development. Construction and assembling works of buildings including renewal and rehabilitation of listed buildings and monuments. Construction of underground structures. Construction of engineering structures and water constructional works. Demolitions and preparation of the site. Works in connection with removing of dangerons asbestos. Activities in connection with landscaping and countryside. Project designing and engincering services. Activities associated with wastewater. Construction of technological units. Execution of roads and related constrution works. Production and assembling of steel structures and bridges and for welding of reinforcement.
ENVIRONMENT	14001	OHL ŽS a.s.	OHL CONSTRUCTION	CZECH REP	STAVCERT	CAI	IAF	Developer and comprehensive supply services. Design and engineering services. Site management, project financial management and budgeting services.
QUALITY	9001	ŽPSV_EOOD	OHL CONSTRUCTION	BULGARIA	VNZ	JAS-ANZ	IAF	The manufacture of concrete railroad sleepers and other concrete construction elements for the railway infrastructure from their sites at: 100, Rakovski St., Sofia-1000 and Ezerovo-9168, Bulgaria.
QUALITY	9001	ŽPSV a.s.	OHL CONSTRUCTION	CZECH REP	ZUS	CAI	IAF	Design, development, production and supply of prestressed concrete and reinforced concrete sleepers. - Production and supply of concrete, reinforced concrete and prestresser concrete precastelements. - Production and supply of the fresh concrete- products made from reinforcement bars fresh concrete - Production and supply of products made from reinforcement bars - Performing the constructions including their changes and demolition. - Projection services for construction.- mining processing and supply of adggregates. - production and supply of the fresh concrete - production and supply of products made from reinforcement bars.
ENVIRONMENT	14001	ŽPSV a.s.	OHL CONSTRUCTION	CZECH REP	ZUS	CAI	IAF	Design, development, production and supply of prestressed concrete and reinforced concrete sleepers. - Production and supply of concrete, reinforced concrete and prestresser concrete precastelements. - Production and supply of the fresh concrete- products made from reinforcement bars fresh concrete - Production and supply of products made from reinforcement bars - Performing the constructions including their changes and demolition. - Projection services for construction.
SUNDRY	INTEGRATED	ŽPSV a.s.	OHL CONSTRUCTION	CZECH REP	ZUS	0	CAI	Design, development, production and supply of prestressed concrete and reinforced concrete sleepers. - Production and supply of concrete, reinforced concrete and prestresser concrete precastelements. - Projection services for construction. - Performing the constructions including their changes and demolition. - Mining, processing and supply of aggregates production and supply of the fresh concrete production and supply of products made from reinforcement bars.

>> OHL Group certificate list (continue 4/4)

MATTER	STANDARD	COMPANY	DIVISION	COUNTRY	CERTIFYING ENTITY	ACCREDITING ENTITY	NETWORK	SCOPE
QUALITY	9001	ZELEZNICNÉ STAVEBNICVO BRATISLAVA, A.S.	OHL CONSTRUCTION	REP.SLOVENIA	ACERT	SNAS	IAF	Performance of construction works and activities for railway, ground and other transport supplies related.
ENVIRONMENT	14001	ZELEZNICNÉ STAVEBNICVO BRATISLAVA, A.S.	OHL CONSTRUCTION	REP.SLOVENIA	ACERT	SNAS	IAF	Performance of construction works and activities for railway, ground and other transport supplies related.
QUALITY	9001	OHL CHILE	OHL CONSTRUCTION	CHILE	AENOR	ENAC	IQNET	The construction of all types of works: roadways and motorways, movements of land and perforations (tunnels), bridges and major structures, buildings (hospitals) and railway works (track rehabilitation).
QUALITY	9001	CHEMTROL PROYECTOS Y SISTEMAS	OHL INDUSTRIAL	SPAIN	SGS	ENAC	IAF	Active fire protection design and installation: detection and extinction systems; design, production and installation of passive fire protection: sealant systems, structure protection, tray enclosure protection and compartmentalization; design, production and installation of fixed and demountable thermal insulation; design, production and installation of flexible expansion joints; marketing of flame retardant and high temperature resistant textiles; design and calculation of temporary and permanent structures.
QUALITY	9001	ECOLAIRE	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Design engineering (basic and detailed), procurement management, project management, industrial works facultative management and industrial works construction supervision. Health and safety coordination and technical assistance at the project phase and the works phase.
ENVIRONMENT	14001	ECOLAIRE	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Design engineering (basic and detailed), procurement management, project management, industrial works facultative management and industrial works construction supervision. Health and safety coordination and technical assistance at the project phase and the works phase.
QUALITY	9001	ECOLAIRE	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Provision of basic and detailed engineering services, procurement, construction and start-up for project execution and management, including turnkey, in the following fields of activity: industrial plants, petrochemical plants, oil & gas plants, storage terminals and energy generation plants (solar thermal, photovoltaic and combined cycle).
ENVIRONMENT	14001	ECOLAIRE	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Provision of basic and detailed engineering services, procurement, construction and start-up for project execution and management, including turnkey, in the following fields of activity: industrial plants, petrochemical plants, oil & gas plants, storage terminals and energy generation plants (solar thermal, photovoltaic and combined cycle).
QUALITY	9001	OHL INDUSTRIAL	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Provision of basic and detailed engineering services, procurement, construction and start-up for project execution and management, including turnkey, in the following fields of activity: industrial plants, petrochemical plants, oil & gas plants, storage terminals and energy generation plants (solar thermal, photovoltaic and combined cycle).
ENVIRONMENT	14001	OHL INDUSTRIAL	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Provision of basic and detailed engineering services, procurement, construction and start-up for project execution and management, including turnkey, in the following fields of activity: industrial plants, petrochemical plants, oil & gas plants, storage terminals and energy generation plants (solar thermal, photovoltaic and combined cycle).
QUALITY	9001	STHIM MAQUINARIA	OHL INDUSTRIAL	SPAIN	AENOR	ENAC	IQNET	Design, production, assembly and start-up of industrial installations for elevation and transport.
SUSTAINABLE TOURISM	Sustainable Tourism	OHL DESARROLLOS	OHL DEVELOPMENTS	MEXICO	Rainforest Alliance	--	--	This purpose of this alliance will represent the pronouncement of the Mayakoba resort and its hotels as the first to implement the Global Sustainable Tourism Criteria (GSTC), which have been standardized and will be launched worldwide in the next few months of this International Year of Biodiversity.
QUALITY	9001	INIMA	OHL ENVIRONMENT	SPAIN	AENOR	ENAC	IQNET	Project for water, waste and contaminated soil plants and treatment processes. Construction of safety storage facilities. Operation of waste water treatment plants as well as vegetation waste and sludge treatment plants. Construction works for the following: movement of earth and perforations (excavation and earth removal. Groundwork.); buildings (fabricated or concrete structures). Metallic structures, masonry, rough-casting and rough-coating. Pavements, flooring and tiling. Insulation and water-proofing. Wood carpentry. Metal carpentry. Hydraulic works (supply and sanitation. Irrigation channels and outlets). Roadways and motorways (roadworks without specific qualification). Electric installations (electric installations without specific qualification). Mechanical installations (Mechanical installations without specific qualification); Special installations (water treatment plants).
ENVIRONMENT	14001	INIMA	OHL ENVIRONMENT	SPAIN	AENOR	ENAC	IQNET	Project for water, waste and contaminated soil plants and treatment processes. Construction of safety storage facilities. Operation of waste water treatment plants as well as vegetation waste and sludge treatment plants. Construction works for the following: movement of earth and perforations (excavation and earth removal. Groundwork.); buildings (fabricated or concrete structures). Metallic structures, masonry, rough-casting and rough-coating. Pavements, flooring and tiling. Insulation and water-proofing. Wood carpentry. Metal carpentry. Hydraulic works (supply and sanitation. Irrigation channels and outlets). Roadways and motorways (roadworks without specific qualification). Electric installations (electric installations without specific qualification). Mechanical installations (Mechanical installations without specific qualification); Special installations (water treatment plants).



An aerial photograph of Rio de Janeiro, Brazil, showing a multi-lane highway winding through a hilly landscape. In the background, the city is visible, and the iconic Sugarloaf Mountain (Pão de Açúcar) rises above the bay. The image is partially obscured by a semi-transparent blue overlay on the left and top, and a large, stylized number '6' in the top right corner.

[6]

**OHL and its  
suppliers,  
together  
in facing the  
challenge of  
sustainability**



## OHL and its suppliers, together in facing the challenge of sustainability

As a global company, at OHL we have a highly varied international supply chain, in line with the principal activities of the business, which define the profile of our demand for products and services. This situation poses a numerous challenges, a good number of which are related to sustainability. We are aware that it is our responsibility to see to it that the companies with which we establish supply relations manage in a responsible manner the resulting social and environmental effects of these relations. For this reason, for the coming years we have a clear objective in mind: **to establish relations of collaboration in terms of sustainability with our supply chain.**

In 2011, the OHL Group took a very significant step in this regard through the **creation of a Responsible Purchasing Policy**. This is a major milestone in the application of Corporate Social Responsibility criteria in supply chain management, given that it establishes our commitment to ethics and sustainability in the framework of our relation with our suppliers and subcontractors.

In this way, this new policy lays the foundation for developing a management system which has a greater awareness of the social and environmental risks which may arise in the framework of this relation as well as for establishing a richer, more in-depth collaboration with the companies supplying us with products and services.

Approved in December 2011, the Responsible Purchasing Policy will be applied to all purchases of products and services by any of the OHL Group companies or entities, with three objectives in mind:

1. Establish and promote awareness of the Group commitment to its suppliers and contractors.
2. Encourage compliance by them with the standards or basic criteria related to human rights and workers' rights, the health and safety of its workers on the job, respect for the environment and ethical conduct.
3. Disseminate and ensure awareness and application of the principles of the United Nations Global Compact in the supply chain.

This milestone coincided in 2011 with sweeping changes in the OHL Group business structure, evidenced by the merger of the divisions of International Construction and Domestic Construction into a single division. This transformation has given rise to a project of full integration of the purchases in OHL Construction at the international level with the following objectives:

- Creation of a system to promote awareness of the local markets comprising the global market.
- Intervention of purchasing management in those purchasing processes in which this proves advisable given the type or cost of the product.
- Introduction of the Computerized Purchasing System (CPS) in all the geographical areas.
- Classification and approval of suppliers and contractors in each market.
- Unification of ways to act in purchasing planning and processes.

*The responsible procurement policy, approved in December 2011, includes a system for familiarization with the local markets where OHL is established. The photo shows road surfacing operations on the Autopista del Norte toll road, in Peru.*



*The sustainability of the natural environment in the development of Mayakoba: from its conception and design through to the final inputs of the hotels.*



By means of this, OHL Construction will obtain greater contracting power for certain typical global market supplies, and will improve its working processes with suppliers, from selection right up to contracting. Changes which will become even more evident in the organization of singular works, particularly in logistics and major supplies.

Also noteworthy in 2011 is the effort made by the three hotels located in the Mayakoba tourist complex which OHL Developments has in the Mexican Riviera Maya. The Fairmont, Rosewood and BanyanTree hotels train their purchasing managers in environmental aspects to enable them to choose products which are more respectful of the environment, and maintain a green purchasing policy which, whenever possible, promotes the purchase

of biodegradable cleaning products, non-waste generating inputs, energy-efficient equipment and local products which promote immediate economic development, such as handicrafts.

In 2011 all of these practices were analyzed and verified by the Rainforest Alliance organization in order to audit their development and grant the sustainable tourism practices certification in accordance with the Global Sustainable Tourism Criteria (GSTC). Mayakoba and its three hotels already display the logotype of the Rainforest Alliance sustainable tourism program.

Based on the CSR 2010-2014 Master Plan, the OHL Group has a working strategy to tackle the key aspects of responsible supply chain management. This strategy defines a series of lines of action which make up and consolidate the CSR best practices of the company in relation to suppliers and subcontractors. An in-depth analysis of the strides made during 2011 in each of these can be found below.

### OHL Group lines of work in relation to its supply chain

- Purchase using sustainability criteria
- Dialogue with suppliers
- Prevent social and environmental risks

OHL Group Supply Chain Features



Each one of the OHL Group operating divisions, as well as the corporate apparatus, manages its purchases autonomously, so that consequently the modes and means of management are brought in line with the needs of the various business activities of the OHL Group. This distinction is defined by the various features of each supply chain.

The **OHL Construction** supply chain is basically comprised of two types of suppliers: those supplying materials without contributing manpower, and subcontractors, involving any modality of labor, with or without the supply of materials.

In greater detail, the following are the suppliers with which it works in the Spain Area:

- Suppliers: supply solely materials.
- Subcontractors: solely contribute manpower and, if needed, small machinery in order to execute the work.
- Industrialists: contribute manpower, materials and/or machinery.
- Rentals: especially machinery and auxiliary equipment.
- Service provision: at the worksite and outside of the worksite.

In 2011, this classification encompassed a large number of products and services, depending on a “purchase object” or given type of product or service, with respect to which these suppliers must be authorized. A database exists for this purpose, containing approximately 6,200 purchase objects, and continues to grow.

Principal products and services which OHL Construction purchases in Spain

Materials	Services	
Aggregates	Earth movement	Paving
Bitumen	Masonry	Painting
Cement	Carpentry	Sanitation
Concrete	Foundation laying	Glasswork
Prefabricated materials	Roofing	Air-conditioning installations
Steel	Demolitions	Heating and A.C.S. installations
Ceramic materials	Drainage	Communication installations
Paving materials	Form work	Electrical installations
Wood	Roadway equipping	Plumbing and sanitation installations
Installation materials	Structures	Sanitation installations
Additives	Roadbeds	Water treatment plants
Fuels	Waterproofing	Ventilation installations
Roadway equipment	Piling	Surveillance and control installations
Railway materials	Marine works	Machine rental
Pipes	Underground works	Auxiliary equipment rental

Outside of Spain it is aimed to achieve the same level of detail, taking into account the particularities of each one of the countries.

The total number of OHL Group suppliers in the division of Construction, Spain Area, during 2011 amounted to 7,882, without including joint ventures (UTE). These collaborations have given rise during the year to a total expenditure of 686,552,695.22 euros, with 62.40% corresponding to purchases from local suppliers, within the region itself.

On its part, in 2011 **OHL Industrial** collaborated with 845 suppliers. These can be classified into suppliers of materials, equipment and services, for engineering, assembly and construction. Among all of these, those supplying equipment and materials which, owing to their singularity or technical complexity,

are high-cost, require extensive manufacturing time, or use raw materials subject to significant change, are considered to be especially critical for the activity.

The bulk of OHL Industrial suppliers are located in Europe, primarily in Spain, where over 75% of the division supply chain is found. Total purchases expenditure by OHL Industrial in 2011 amounted to 211,049,003.97 euros.

Outside of Europe, the most extensive network of OHL Industrial suppliers is located in Peru, owing to the process of opening out to countries abroad undertaken by this division in 2011. This process has made it necessary to use suppliers with more extensive distribution networks, especially with destination in Peru and other Latin American countries.

Moreover, owing to the start-up of new activities and the commencement of the construction of thermo-solar and photovoltaic plants, in 2011 the variety of supply chain suppliers was extended in order to acquire the equipment required for these projects.

The **OHL Concessions** supply chain is especially characterized by the contracting of services, among which are noteworthy those of legal, fiscal, financial and juridical consultancy; highway traffic and toll system consultancy; the purchase of traffic, statistical and market studies, as well as opinion surveys, in addition to the contracting of layout, systems auditing and computer development services. Consequently, the overall profile of OHL Concessions suppliers is that of highly specialized professional firms, having international experience, whose fundamental contribution is excellence in the matters in which they provide their services. This division does not have a centralized purchasing management department, with each concessionaire company being responsible for its own management.

OHL Industrial Suppliers (2011 Total: 845)

Type	%
Construction	11.8
Materials	66.2
Services	22.0



## OHL Group Supply Chain Features (continue)

**OHL Environment** makes its purchases in accordance with the regulations of OHL Construction in force, using its official contract forms and validating the original documents in the same management system.

The volume of purchases made in 2011 by Inima has called for a total of 322 contract documents and relations with a total of 194 suppliers, most of which are Spanish. The supply chain of this division is characterized

by the purchase of specific products, especially materials and equipment, the contracting of services and the subcontracting of construction activities.

### Products and services which OHL Environment purchases

Materials	Equipment	Installations and Maintenance	Services
Water filtration aggregates	Motor pump groups	Water treatment plants	Project engineering work
Water treatment additives	Ultrafiltration and osmosis membranes	Desalination plants	Software applications
Chemical products for analysis	Motors	Electrical equipment supply and installation	Electromechanical equipment inspections
Gas for sludge drying	Lightweight steel and plastic boilerwork	Control systems supply and installation	Analysis campaigns
Plumbing, drysaltery and hardware products	FRP roofing	Electromechanical equipment maintenance	Construction project drafting
Work clothes and protective clothing	FRP storage tanks	Assembly supervision	National and international transport
	Local instrumentation	Plant waste management	
	Metal and plastic pipes		
	Pressure and microfiltration filters		
	Air-blowers and compressors		
	Chemical proportioning equipment		
	Orbal process discs		
	Treatment equipment spare parts		
	Plant operation fuel		

**OHL Developments** has a small supplier network in Spain, whereas most of its supply chain is in Mexico, made up of the providers of ordinary hotel services and inputs. In 2011, this type of supplies generated for the division an expenditure volume of over 50 million euros.

The total cost of procurements by the **Group in 2011** amounted 2,691.1 million euros.

Although its volume is not comparable to that of the business divisions, the purchases made from the **corporate apparatus**, especially in Spain, must also be highlighted. These purchases are channeled through the Organization and General Services Management and the Information Services Management, and significant efforts are being made, especially by this first Management, in order to introduce sustainability criteria into supply chain management, as will be seen throughout this report.

In 2011 the **Organization and General Services Management** had 214 suppliers. Of all of these, from the perspective of Corporate Social Responsibility, those most sensitive to social and environmental risks are the suppliers of surveillance and security services, suppliers of energy and fuel, and suppliers of office materials and furniture.

On its part, the **Information Systems Management** manages the purchases of computer equipment, licenses and services for the various divisions and for the corporate areas in Spain. In 2011, it had a total of 85 suppliers, with its global expenditure volume amounting to nearly nine million euros, 99% of which corresponded to domestic suppliers.

### OHL Environment Purchases in 2011

	Number of Suppliers	Expenditure (€)	%
Services contracting	43	1,357,468.85	32.8
Construction contracting	56	1,175,647.11	28.4
Materials and equipment contracting	95	1,603,321.92	38.8
<b>Total contracted amount</b>	<b>194</b>	<b>4,136,437.88</b>	<b>100.0</b>

### Organization and General Services Management Suppliers in 2011

Type	Number	Expenditure (€)
Offices	160	25,293,370.40
Mobility and Communications	24	23,604,199.05
Other Services	30	1,014,719.62
<b>Total</b>	<b>214</b>	<b>49,912,289.07</b>

### Information Systems Management Suppliers in 2011

Division tended to	Number	Expenditure (€)
Construction and corporate	59	5,967,385
Industrial	18	2,174,974
Concessions	4	352,348
Environment	4	286,803
<b>Total</b>	<b>85</b>	<b>8,781,510</b>



OHL’s Responsible Procurement Policy establishes the company’s commitment to its suppliers, as well as its expectations with respect to their social and environmental conduct

Purchasing with sustainability criteria

In the OHL Group we are working to incorporate the principles of Corporate Social Responsibility into purchasing management. We seek to collaborate with our suppliers and subcontractors to build a tradition of sustainability in the framework of our relations. And in this regard, in 2011 we had an ambitious goal: to create a responsible purchasing policy applicable to the entire Group.

OHL respects the business and professional project which its suppliers and contractors legitimately and independently personify; however, it wishes to progress in its relation with them in order to promote the business success of both parties, avoiding social, economic and environmental risks, and building a bond based on:

- Mutual respect and trust.
- Dialogue and exchange of clear information.
- A common interest in promoting and developing innovation applied to improving the quality of life, the quality of work and sustainability.

The new OHL Responsible Purchasing Policy reflects this new work philosophy. This Policy gathers common criteria for use in developing responsible purchasing management throughout the Group. The four divisions comprising the company find here basic references to activate initiatives to promote sustainability and ethics in the framework of this management.

In its Ethics Code, OHL already established, among other aspects, that employees dealing in purchasing management in the company are to ensure that all the processes for selecting Group suppliers and contractors are carried out under conditions of impartiality and objectivity, and likewise when choosing suppliers are to consider whether these suppliers uphold the ethical principles defended in the Code.

The Responsible Purchasing Policy comes to reinforce this internal requirement, establishing the OHL commitments with respect to its suppliers, at the same time indicating the company expectations in regard to their social and environmental conduct.

In the first case, OHL establishes that all of its purchasing managers conduct themselves in an upright professional manner, free from any type of corruption; that the company promote stable commercial relations that will facilitate the sustainable exercise of the business activity of its suppliers, and that will promote the development of the business sector and the creation of employment wherever it operates, through local supply contracting. Moreover, the Group will promote contracting processes which can be freely attended, and with this aim in mind, it will provide clear information regarding the conditions for participation and evaluation criteria, and will create the conditions which will allow the selection process to be carried out using objective, transparent and balanced criteria.

Lastly, the OHL Group undertakes to maintain confidentiality when dealing with suppliers and contractors, and to protect the personal data shared in this context, as well as to provide them with timely, clear and truthful information on matters in which these suppliers and contractors have a direct interest.



Wherever it operates, OHL requires its suppliers to ensure a safe and healthy work environment. In the photo, construction of the Supervía, in Mexico's capital.

What OHL expects from its suppliers

Ethical conduct based on integrity and professional ethics, avoiding any type of corruption and unfair competition

Respect for basic human rights and workers' rights	Respect for the environment	Health and safety conditions on the job for its employees
<ul style="list-style-type: none"><li>• Fight against forced and compulsory labor</li><li>• Prohibition against harsh or degrading treatment</li><li>• Elimination of child labor</li><li>• Regulated employment</li><li>• Respect for freedom of association and the right to collective bargaining</li><li>• No discrimination</li><li>• Payment of decent wages</li><li>• Non-excessive workday</li></ul>	<ul style="list-style-type: none"><li>• Strict compliance with environmental legislation</li><li>• Commitment to environmental protection</li></ul>	<ul style="list-style-type: none"><li>• Provide a safe and healthy work environment</li><li>• Effective accident-prevention measures</li><li>• Reduction of worksite risks</li><li>• Regular worker information and training in safety, health and hygiene</li><li>• Suitable protective equipment</li><li>• Access to potable water and clean rest rooms</li><li>• Suitable and safe accommodation when required</li><li>• Rules and procedures for the management of waste, emissions, landfills and hazardous materials</li><li>• The company will assign health and safety responsibilities to a manager having sufficient category in the company organization chart</li></ul>

OHL expects that its suppliers and contractors observe at least certain basic guidelines of ethical behavior and respect for human rights and workers' rights, certain conditions of health and safety for their employees and a management which takes into account respect for the environment.

More information:

- Code of Conduct
- Responsible Purchasing Policy
- OHL Group certificates
- GRI Indicators

The OHL objective for 2012 is to disseminate its Responsible Purchasing Policy to all Group purchasing departments and managers, and, subsequently, to all company suppliers and contractors, in order to familiarize them with the new framework of relations which OHL seeks to build.

In addition, a working group will be created, comprised of representatives from the various purchasing teams existing in the OHL divisions and the CSR Service. This group will take charge of analyzing and defining the evolution of the Responsible Purchasing Policy. It will consequently be a work space aimed at obtaining a more detailed

knowledge of the opportunities and social and environmental risks occurring in the Group supply chain, in order to move towards an increasingly sustainable development of this chain.

The OHL Responsible Purchasing Policy is a major milestone in the CSR initiatives which the Group aims at suppliers, but there were already a number of other policies with this same aim in mind. For instance, since 2009 the Organization and General Services Management has been applying environmental criteria in its habitual purchasing management and when supplying office centers. These criteria are reflected in a preference for:



The replacement and reduction of the vehicle fleet has enabled OHL to achieve an emission savings of 14.3% in two years.

- Buildings and premises which are more energy efficient, which have emergency protection systems and which promote employee mobility.
  - Flight operators (travel management) having public information on greenhouse gas emissions (GGE).
  - Hotel, telephony, vehicle rental and fuel suppliers, and intermediary operators which have introduced environmental management systems.
  - Industrial vehicle rental operators having a hazardous waste management plan.
  - Telephony products and terminals which contribute to reducing consumption and waste generation.
  - Vehicles which have reduced consumption and emissions.
- A form of purchasing which, in addition, is reflected in specific initiatives aimed at reducing consumption and emissions.

One of the objectives of Organization and General Services consists in improving OHL Group mobility, reducing global emissions of CO<sub>2</sub> into the atmosphere per kilometer traveled by the fleet.

In 2010, this management set for itself the objective of replacing 6% of the most highly polluting vehicles of the OHL fleet. By the end of 2011, 10.4% of said vehicles had been replaced. This initiative, together with the fleet reduction already begun in 2009, has made it possible, from that time forward and until the end of 2011, an average theoretical reduction of CO<sub>2</sub> per vehicle of 19,988 (g/km), equivalent to 14.3%, has been estimated.

Along these lines, in 2011, an agreement was signed with Opel/BBVA Autorenting for the gradual substitution over the next two years of the 807-vehicle fleet the company has under operating leasing, which would result in a 2.1% reduction in fuel consumption (2,825 liters/month) and a 2.4% reduction in CO<sub>2</sub> emissions (8.6 T. CO<sub>2</sub>/ month).

Building management also forms part of this environmental impact reduction strategy. The OHL Group office buildings comply with the regulations on thermal installations in buildings (RITE) to improve energy efficiency and reduce greenhouse gas emissions (GGE). At the head offices in Spain, consumption in 2011 amounted to 2,611,253 kWh, a reduction of 0.347 GJ/m<sup>2</sup>, with the goal set for the year consequently being reached. Currently, 16 energy suppliers collaborate with the company in these objectives.

Likewise encouraged in 2011 was the consumption of green products, such as paper from sustainable forestry management and, in general, products having some type of eco-labeling. Currently, the Organization and General Services Management has 841 products in its catalog of non-strategic purchasing materials, 30% of which are eco-labeled or considered recommendable in view of their respect for the environment. Moreover, in the purchasing platform used by this service, these products are identified in green text and have an eco-label designed by the European Union, accounting for 9.8% of all purchases made. On the other hand, products which are not recommendable owing to their environmental impact are identified in red text, with the product label containing a question mark of the same color as that of the text.

Lastly, and from a social perspective, this management contributes to the placement of disabled persons, collaborating with companies such as ESCID, of the Sifu Group, a series of Special Employment Centers (SEC) having over 17 years of experience in the job and social

A total of 71 suppliers with a business relationship of more than five years with OHL participated in the 2011 survey of suppliers and subcontractors, revealing that 55% of them carry out sustainability initiatives

placement of persons with physical, psychological, mental or sensorial disability. ESCID has supplied office materials to OHL throughout 2011 in the amount of nearly 50,000 euros. In addition to the purchases from SEC by this management, other purchases are made in the Group from similar types of organizations, mainly products and services related to training, surveillance and merchandising, among others.

Furthermore, it should be highlighted that in seeking an active management of respect for human rights, security service suppliers in Spain are requested to accredit certification of adherence to the Global Compact.

**Dialogue with suppliers**

Our supplier network is essential for the development of our activities in all OHL Group business lines. Our interest is to use this network as a space for cooperation, so that consequently both parties can enjoy more numerous and improved business opportunities. In this regard, dialogue is an essential tool. OHL wishes to establish channels of dialogue with the various supplier groups which will make it possible to transmit the OHL commitment to sustainability and will allow the supply chain to collaborate with these objectives.

The new Responsible Purchasing Policy recognizes the importance of dialogue with suppliers and contractors in OHL management. In this policy

**Important CSR matters in the supply chain according to OHL suppliers and subcontractors**

Most important matters	Matters best managed by OHL
Eradication of child labor	Eradication of child labor
Ethical and transparent business management, avoiding any type of corruption and bribery	Occupational health and safety
Compliance with contract conditions	Elimination of any type of forced and compulsory labor
Occupational health and safety	Customer or final user satisfaction with OHL Group services/products
Elimination of any type of forced and compulsory labor	Ethical and transparent business management, avoiding any type of corruption and bribery

the company undertakes to develop fluent communication with its suppliers and contractors, seeing to it that they receive timely, clear and truthful information. It likewise undertakes to receive any claims and suggestions which they wish to communicate to it.

In 2011, through this policy, these practices were renewed, this time, however, with special emphasis being placed on a willingness to build a more open and enriched relation with suppliers and contractors, with dialogue being given an important role in this new approach. The consultation made of suppliers and contractors by OHL in 2011 was already conducted along these lines.

This consultation aimed to learn how this group evaluated CSR management in OHL as well as their own management of social and environmental aspects in their business activity. A total of 71 suppliers participated, mostly subcontractors and product suppliers having a commercial relation of over five years with the company.

The consultation revealed that 55% of the participants carry out some type of sustainability initiative. In these cases, they normally have an environmental policy or code of ethics. Among the certifications they hold, mention should be made firstly of ISO 9000, secondly of ISO 14000, and lastly of OHSAS 18001.



This initiative has also revealed the CSR management aspects considered most important by suppliers and subcontractors, in accordance with any social and environmental impact which the companies may have.

In regard to this point, their impressions have provided valuable insight into how OHL efforts in CSR management are being received within its supply chain. As a result, the Group now has a better understanding of those areas in which its performance is best recognized, as well as of its opportunities for improvement. The Responsible Purchasing Policy comes as a response to certain expectations voiced by this group, and deals with certain areas of management which suppliers and contractors consider to be important but which they feel are not being given sufficient consideration by the company.

The consultation has also served to evaluate the importance given to and use made by OHL suppliers and contractors of the communication channels with which the company provides them, with the company receiving suggestions on new channels which would facilitate contact between both parties, such as an online purchasing channel, the holding of periodical conventions

How OHL suppliers use and evaluate dialogue channels		
Dialogue Channel	Usage%	Importance (from 1 to 5)
Construction managers	94%	4.37
Purchasing management	84%	4.49
Process of approval, monitoring and evaluation of suppliers	68%	4.00
Area management	59%	4.22
Guidelines for best work practices	51%	3.78
Stakeholder consultation annual project	51%	4.49
Environmental management and OHS guides	29%	3.85
Training programs	19%	3.61
Ethics Channel	13%	3.58
Sustainable Development Annual Report	10%	3.41

with suppliers and the purchases area, or a centralized channel for administrative aspects. Some of the initiatives which OHL has underway are in answer to these demands and, in any event, all of this information is being analyzed by the Group and will serve to inspire its future initiatives in regard to responsible supply chain management.

OHL Construction and the CPS

OHL Construction has developed a Computerized Purchasing System (CPS) to make its purchases. Since 2010 this computer application is being implemented in newly awarded works, and is contributing important novelties and advantages to procurement management.

The system facilitates more efficient internal operating procedures, given that the action of purchasing is simplified, the various types of management are reduced and, as a result, the number of documents generated in the company is likewise reduced, by some 60,000 documents /year. Moreover, the purchasing manager is able to incorporate invited (non-authorized) suppliers during the purchasing process up until the time of award and organize the times and documents related to the purchase, enabling the manager to know, at all times, the state of development of the documents, where they are and who is in charge of them. It also offers the works the basic information which OHL has regarding its authorized suppliers, classified by purchase objects, and an updated authorized supplier database.

With respect to suppliers, a more transparent purchasing process is attained, affording greater communication possibilities, since the system incorporates an individual web page, "OHL-Supplier", which allows for communication in real time and the possibility of storing the history of the interactions carried out by both through emails with self-encrypted files.

In 2011, the CPS has incorporated all of the works in the Spain Area awarded during the year, and one works in the North American Area.

Preventing social and environmental risks

In a supply chain as extensive as that of the OHL Group, it is necessary to work actively in order to prevent the occurrence of undesirable social and environmental impacts. At OHL our objective in this regard is twofold. On the one hand, to get a more in-depth knowledge of and to better detect the economic, social and environmental risks related to the supply chain; and, on the other hand, to ensure compliance with our own sustainability commitments throughout this chain.

OHL has already taken significant steps in preventing the social and environmental risks associated with the supply chain. As a global group, it is aware of the challenges and risks inherent to its activity, and is firmly committed to seizing any opportunities which arise in order to prevent any social or environmental damage. The 2011 Responsible Purchasing Policy is a step towards excellence in our management model.

By means of this policy, the company shares with its suppliers and contractors its expectations in regard to conduct towards all members of its supply chain, and consequently defines a standard which will be reflected in purchasing activities and management criteria in the coming years.

Meanwhile, the OHL Group has in its business divisions certain requisites and procedures within its purchasing processes and supplier and subcontractor relations aimed at preventing any social and environmental risks which may be generated in the supply chain.

In many of the OHL Group companies, purchasing management is found under the quality and environment management systems, and is developed in accordance with UNE-ENISO 9001 and 14000 standards or other standards, and certified by external accrediting entities (OHL Group certifies). As part of the management system, in the supplier evaluation and selection process value is

placed on aspects related to quality and the environment, and in the authorization process company certification in UNE-EN ISO 9000 and UNE-EN 14001,among other processes, is taken into account.

Furthermore, the company has communication initiatives aimed at extending sustainability practices to its supply chain. By means of these initiatives, it facilitates to workers of collaborating companies the documentation required for better compliance with the specific management plans of each works, as well as file cards, specific instructions for best practices in the workplace and environmental and occupational safety guides, and develops training programs through talks and meetings aimed at raising environmental and social awareness. Worthy of note among the aforementioned guides is *Environmental Conduct for Suppliers and Subcontractors*, published expressly by the Quality and Environment Service in order to raise awareness and facilitate training in environmental matters for Group subcontractors and collaborators.





*The new global procurement regulations include a type-approval procedure for each country or geographical area. The photo identifies the hard hat used by OHL ŽS, the Group's subsidiary for Central and Eastern Europe.*

Once the time comes to make the purchase, all standard contracts include a clause on the commitment of the supplier or collaborator to comply with the United Nations Global Compact, through the introduction of its 10 principles based on human rights, labor standards, the environment, and the fight against corruption.

Moreover, this will be one of the mandatory requirements for authorization of suppliers in OHL Construction. This division has designed a new global regulation on purchasing, which provides for an authorization procedure for each country or geographical area. These authorization procedures will contain certain requirements which are mandatory and others which are called for at given times, among which are included criteria related to the social and environmental conduct of the companies. Once authorization has been granted, those in charge of the contracted works, service or product will conduct a follow-up upon finalization of each one of the services provided.

This procedure will begin operating in Spain in 2012 through a regulation specific for said country. It will be applied to all suppliers starting an activity with the Group, and to suppliers whose authorization has expired, with the objective being set to have all suppliers in Spain

authorized in accordance with the new regulation in the maximum term of five years. In order to introduce this procedure into the rest of the countries where OHL Construction is present, work is being carried out to adapt the regulation to the local legislation in each case.

In conjunction with this, it should be pointed out that given that construction is an activity which is subject to certain social risks, at the worksite the most suitable prevention measures are taken to verify at each center who is providing the services and under what conditions, calling for accreditation of social security, payroll, work permits and all documentation required for proper compliance with labor and social security, or similar obligations. In Spain, the contracting of collaborating companies and their personnel is overseen, with said companies being required to provide Social Security registration slips for each worker. In the rest of the countries, control is carried out to ensure that all personnel contracted at the first level are affiliated with the social security system of the country in question, that said personnel have health coverage and that their wages correspond at least to the country's legally established minimum wage.

At the worksite, the supplier, industrialist or subcontractor adheres to the OHL Group management systems and is therefore required to comply with the stipulations of the corresponding plans: quality, environment, and occupational health and safety.

On its part, OHL Industrial also carries out special control and monitoring measures in relation to the environmental conduct of its suppliers. Such supervision at the worksite is carried out by the head of Safety, Health and Environment, who has as one of his principal responsibilities the approval and custodianship of the Safety, Health and Environment Plan associated with each project.

Control at the worksite is carried out by requiring waste control and waste monitoring certificates issued by an authorized manager, non-hazardous waste management invoices and landfill receipts, and this management is monitored monthly by means of a report drafted by the head of Safety, Health and Environment. Furthermore, verification is made of compliance with all labor and fiscal legislation, and of the required solvency and knowledge in matters of occupational health and safety and environmental management.

## Health and safety in subcontracted works

OHL maintains strict control over its collaborating companies in order to comply with the Health and Safety Plan and to enforce in Spain Law 54/2003, on the Reform of the Occupational Risk Prevention Regulatory Framework and Royal Decree 171/2004, in matters of business activity coordination. Consequently, it requires of Group collaborators the presence of at least one assigned worker having at least basic level training to oversee compliance in matters of prevention by the subcontracted works unit, notwithstanding maintaining the mandatory prevention resources as specified in each Health and Safety Plan, in terms of the size and hazards posed by the works and services.

Although the training of subcontracted personnel in Spain corresponds to their own company, in other countries this responsibility is transferred by law to the company executing the project. Therefore, in companies such as Algeria, Argentina, Canada, Chile, Mexico, Peru and the USA, OHL's own safety officers take charge of training all personnel, whether OHL workers or subcontracted workers, entering the worksite. Additionally, those in charge of safety for each project identify additional training needs, based, among other things, on aspects such as changes in operations (new processes, machinery, etc.), the results of periodical working condition controls, any accidents or incidents which occurred, and the periodical training of all personnel.

The introduction of these actions makes it possible to monitor legal compliance in those countries which transfer the ultimate responsibility to the project executor and to guarantee the universal right of the workers to be informed of the risks to which they are subject in carrying out their work (a right provided for in article 5 of ILO Convention 155).

### Information on prevention at the worksite in Spain

Information on prevention is the principal activity complementing OHS training. By organizing and developing talks at the various work centers, information is provided on certain work procedures to be developed and the safety measures to be taken in said regard. Aimed at both its own personnel as well as at collaborators involved in the process, each talk lasts between 15 and 60 minutes, and is carried out prior to the start of the activities concerned.

These actions, which are known internationally as Tool Box Meetings, are carried out by risk prevention technicians assigned to each work center, and may also be given by technicians who are specialized in explaining the work procedure to be carried out, the construction manager himself and the general foreman or the technicians of the Group Joint Prevention Service (JPS).

The information and awareness measures furnished in these talks are provided in conjunction with specific printed information on the work method to be executed, consequently raising awareness and competence in order for the task to be carried out safely.

In 2011 over 2,600 Tool Box Meetings were recorded in Spain, with the participation of more than 12,000 operators.

#### More information:

- GRI Indicators
- Responsible Purchasing Policy

[7]

**Moving forward,  
keeping the  
environment  
in mind**

## Moving forward, keeping the environment in mind

By means of project development and infrastructure construction and management, we wish to contribute to the transition to a low-carbon economy and to ecosystem conservation. With this aim in mind, we have set ourselves a series of demanding goals and modes of working which will make it possible to combine the various business goals with a respect for communities and the surrounding areas.

The year 2011 marked the start of the **OHL Group 2011-2015 Environment and Energy Master Plan**, approved by the **OHL Group Quality and Environment Committee**. This strategic tool, within the context of the Corporate Social Responsibility Master Plan, establishes as its principal lines of action a low-carbon economy, energy efficiency, and ecosystem conservation. It also serves to integrate and coordinate the efforts of all of the Group operating divisions, guaranteeing the development of their environmental commitments in each one of the businesses which they carry out. The management of the significant environmental aspects of the activities, the identification of risks and the environmental opportunities of the business, and the specific characteristics of the territories in which they are carried out are provided for in the various lines of action.

### Significant Environmental Aspects in each Group Division

#### OHL CONCESSIONS

- Energy consumption (fossil fuels)
- Effects on flora and fauna
- Hazardous and urban waste production
- Gas, particulate and noise air emissions
- Greenhouse gas (GHG) emissions

#### OHL CONSTRUCTION

- Energy consumption
- Waste production (inert and hazardous)
- Dust and particulate air emissions
- Noise and vibration air emissions
- Greenhouse gas (GHG) emissions

#### OHL INDUSTRIAL

- Hazardous waste production
- Vegetation waste production
- Noise and vibration air emissions
- Greenhouse gas (GHG) emissions

#### OHL DEVELOPMENTS

- Effects on flora and fauna
- Effects on biodiversity and ecosystems (beaches, mangroves and tundra)
- Water consumption
- Hazardous and urban waste production

#### CORPORATE DIVISION

- Energy consumption
- Greenhouse gas (GHG) emissions
- Consumption of water and forestry products (paper)
- Non-hazardous waste production (paper)

## In 2011, Group environmental performance has once again gained recognition from prestigious foreign universities

Moreover, during the year a number of significant initiatives have been put into practice with respect to environmental protection in alliance or cooperation with several entities of recognized prestige in this area. The **agreements signed with the Madrid (Spain) Town Council** in regard to the contracting of sustainable forestry products and energy efficiency (Pro-Climate Forum), as well as Group participation in the **Madrid Compensates** project, are an example of such initiatives. Further information on these projects can be found in the section *Sharing our environmental protection efforts and progress* in this chapter.

In 2011 Group environmental performance has once again been recognized by prestigious outside entities. Worthy of mention among the various types of recognition received is the LEED Gold certification for the building *UM Alumni Hall* of Miami executed by the OHL Construction division, through its subsidiary OHL USA, as well as two important awards granted to the Maykoba Tourism Development (OHL Developments, Mexico).

Firstly, the 2011 **Ulysses Award** granted by the **World Tourism Organization** (UNWTO, a United Nations agency in charge of promoting responsible, sustainable and accessible tourism for all) in the category of Business Innovation. This award is granted to initiatives and projects of public institutions, tourism companies and non-profit making organizations which have made an important contribution to advancing tourism through innovation in line with the United Nations Millennium Development Goals.

The **Sustainable Standard-Setter award**, granted by **Rainforest Alliance** to the Mayakoba Tourism Development

and its three hotels. OHL Developments and Rainforest Alliance together with Marti have been working since 2010 on developing a model of sustainable practices specifically for the Mexican tourism sector, a model which is being pioneered in Mayakoba and which establishes certain control specifications which comprise *the Global Sustainable Tourism Criteria (GSTC)*.

These awards are in conjunction with other recognition granted in previous years to Mayakoba, which attained the maximum evaluation granted by the Mexican environmental authorities. The Environment and Natural Resources Secretariat has recognized Mayakoba as an environmental reference model for the tourism sector of that country.

*The Mayakoba tourism resort and its three hotels were granted the prestigious Rainforest Alliance Sustainable Standard-Setters award in recognition of their sustainable business practices.*





Arellano Construction and LEED Certification

The *UM Alumni Hall* project in Miami, constructed by OHL USA, has obtained LEED Gold certification

LEED, *Leadership in Energy and Environmental Design* is a demanding program developed in the United States, having wide international recognition, which values the environmental responsibility of certain projects – mainly buildings. The category of the certification is granted after evaluating five critical areas of a project and assigning a series of points or credits to each one: sustainable sites, water efficiency, energy efficiency, sustainable building materials and indoor environmental quality, and an additional area of Innovation in Design. Once the construction of the building has finalized, one of the following ratings is obtained: LEED Certified, LEED Silver, LEED Gold or LEED Platinum.

In the face of a growing demand for sustainable construction projects in the United States, in 2011 Arellano Construction, an OHL Construcción subsidiary in that country, created the figure of **Sustainability Manager**, whose function is to take part in the stages of the preliminary project and design, in this way generating value added within the plan of measures to be taken in accordance with LEED. At the construction stage, the Sustainability Manager also plays an active role, studying the possibilities of obtaining the highest number of LEED credits (consulting with subcontractors for sustainable alternatives, for instance, and obtaining local and recycled materials for the project development).

In 2011, the University of Miami Alumni Center in Coral Gables (Florida) succeeded in earning the LEED Gold certification after having previously obtained the LEED Silver category, certification granted by The United States Green Building Council (USGBC), with Arellano Construction having developed a valuable collaborative alliance with the customer and the architect in order to obtain this important certification. The contribution of the OHL Group technicians, highly qualified and with previous experience in the application of the LEED system, has been fundamental in this award.

In order for OHL to make progress along the lines of continual improvement in matters of environment and contribution to more sustainable development, we are working in three different areas. In this chapter detailed information is provided on the advances made in 2011 and the future goals posed.

OHL Group lines of action in environmental matters

- Comply from management with environmental commitments
- Innovate to contribute to sustainability
- Share our efforts and progress in environmental protection

Complying from Management with Environmental Commitments

Year after year, OHL continues working to improve its environmental performance, especially in relation to a low-carbon economy and ecosystem conservation, fundamental aspects of its commitment to the environment. Through the effort of all of the persons comprising it, the Group works to provide an adequate response to all of the environmental commitments taken on and consequently make its mission a reality: the creation of value under conditions of sustainability.

Commitments Taken On

2011 is the year in which the OHL Group 2011-2015 Environment and Energy Master Plan has been first introduced. Approved in 2010, this strategic tool is aligned with the company CSR Master Plan and entails the development of the commitments set out in the Declaration of Quality and Environment Policy, the Quality and Environment and Environmental Actions Policy, the Commitment to Fight against Climate Change and in the adherence to the Global Compact and to the United Nations Millennium Development Goals.

Its principal goal consists, therefore, in developing the OHL Group commitment to the environment, based on the specific nature of its activities and its business objectives.

The Plan is structured into a series of operational projects backed by transversal projects which support their development. Among the transversal projects, mention should be made of the full integration in 2011 of the responsibilities and functions of the OHL Group management personnel in a new edition of the Functions and Responsibilities Manual which also affects environmental management and the objectives related to a low-carbon economy which OHL has set for itself. The adaptation and introduction of the Environmental Management System has also continued in the various activities and countries, with the novelty of the development of a safety, quality and environment integrated management system.

Associated with the introduction of the Master Plan is the continuity of the training plan which in 2011 has included training in sustainable construction, and a series of initial courses in LEED certification and integral project management, training actions which in the 2012 plan will take the form of in-company courses to be given by instructors recognized by the USGBC, in the case of LEED certification, and by the PMI in the case of project management, in order to promote the attainment of the corresponding accreditation by the Group technicians.

Other initiatives considered as transversal projects of this Plan are the creation of an internal platform for environmental know-how management, the development of an external communication plan and the reinforcement of institutional alliances allowing the OHL Group to make significant contributions to environmental protection. More detailed information on these latter two initiatives is provided in the section *Sharing our environmental protection efforts and progress*.

- More information:
- OHL Group corporate policies

Committed to a Low-Carbon Economy

In 2011 the fight against climate change had its principal encounter in Durban (South Africa) where the 17th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 17) was held. There has been a discrepancy of opinion in regard to the results that were obtained there, but these results can be summarized in three fundamental points: the establishment of a formal process for adopting a legal framework (Durban Platform), prior to 2015, applicable to all of the countries, which could become effective as from 2020; the immediate putting into operation of a Green Climate Fund and the continuation of the Kyoto Protocol through a second commitment period.

The European Union was one of the fundamental players in encouraging these negotiations to attain a legal framework in the fight against climate change by 2015, an effort which is in consonance with the EU strategy in the fight against climate change.

In order to contain climate change to under 2 °C, in February 2011 the European Council reaffirmed the goal of reducing greenhouse gas emissions in the EU by 2050 by between 80% and 90% with respect to the levels of 1990, in the context of the reductions which the inter-governmental group of experts considers that all the developed countries must make.

These intentions are reflected in the Europe 2020 strategy and in the European Commission communication of March 2011 ‘A roadmap for moving to a competitive low-carbon economy in 2050’, which sets out the key steps which action against climate change must take in order for the EU to become a competitive low-carbon economy by 2050. This is based on the idea that innovative solutions are required to mobilize investments in energy, transport, industry and information and communication technologies, and likewise that it is necessary to place greater emphasis on energy efficiency policies.

Companies have an important role to play in the fight against climate change and in building a low-carbon economy both inside and outside of the European context. OHL considers itself to be a stakeholder in these efforts, and takes on this commitment to a low-carbon economy in its 2011-2015 Environment and Energy Master Plan.

The know-how management project included in the Environment and Energy Master Plan aims to reinforce the internal network of quality and environment technicians throughout the Group by means of a platform which will enable them to exchange information, technical solutions, best practices and environmental initiatives. Furthermore, it is sought to favor the formation of a library of environment-related documents associated with the Group projects. In the framework of this initiative, from Corporate General Management in 2011 the Quality and Environment Service structure was improved and the contact team reinforced for each one of the divisions, especially for the geographical areas in which OHL Construction has a presence. In this year various representatives from countries such as the United States, Argentina, Mexico, Peru, Australia, Turkey, Kuwait and Canada were incorporated into the network.

This has fostered the increased use of video calls from personal computers and video conferences, as well as visits to the countries in which the Group has a presence. In 2011, in the wake of the definition of the new organizational structure giving rise to the Construction Division, a total of 4 visits were made to various countries, as well as video conferences and an average of 5 contacts per week via Skype, telephone or email.

Also found among the transversal projects are initiatives related to the supply chain. The Quality and Environment service supports the Organization and General Services Management in the Green Purchases project, in addition to collaborating in other initiatives such as the revision of the evaluation criteria applied to OHL Construction suppliers in order to bring said criteria in line with current lines of action, or initiatives such as the drafting of the Group Responsible Purchasing Policy.

Further information on these initiatives can be found in the chapter *OHL and its suppliers, together in facing the challenge of sustainability* of this report.

Low-carbon economy is the most important operational project of the 2011-2015 Environment and Energy Master Plan. The OHL Group is aware of the important worldwide repercussion of climate change, and since 2007 has considered the fight against climate change to be one of its priority lines of action. In line with one of the strategic goals of the CSR Master Plan in Environment matters - *Contribute, in the execution of its projects, to progress towards a low-carbon economy* -, it commits itself to the development of a business strategy allowing for the creation of value with the least possible impact on the atmosphere.

More information:  
• OHL Group commitment to the fight against climate change

UM Alumni Hall building, located on the campus of the University of Miami, the latest building with LEED certification delivered by Arellano Construction, a US subsidiary of OHL.



The 2011-2015 Environment and Energy Master Plan contains six programs of work specifically associated with the fight against climate change, the most important of these being the Greenhouse Gas Emissions Report, Energy Management Systems, Carbon Footprint Verification, the Emissions Reduction Plan and Analyst Valuation using environmental criteria.

In this way, during 2011, work has been carried out from Quality and Environment Corporate Service in order to extend the GHG emissions inventory of the Group, so as to include suppliers and subcontractors of strategic supplies within the scope of these measures. In order to do so, two measures were taken: completion of the documentation to be handed in to the subcontractor in order for the latter to provide information on the GHG Emissions from the activities which it carries out for the Group, and participation in the program Acción CO2 suppliers.

During 2011 work has also been carried out to establish a target for a reduction of GHG Emissions for the OHL Group as a whole. In this regard, the required analyses were made for the presentation of a proposal in 2012.



OHL, thanks to the combined effect of the decrease in the number of vehicles and replacement of less efficient vehicles by more efficient ones, CO<sub>2</sub> emissions into the atmosphere were reduced by nearly 15%

This commitment is also reflected in the annual participation of the OHL Group in the **Carbon Disclosure Project (CDP)**. In the latest CDP report, OHL obtained a “High” rating and has been included in the Carbon Disclosure Leadership Index group. Moreover, in the general classification -which groups together 125 Spanish and Portuguese companies-, OHL is the fourth-ranking construction company, a highly positive achievement for it in this ranking.

Along this same line of action marked by the commitment to a low-carbon economy, mention must be made of the **fleet renewal** project, which came into being in the wake of the commitment signed in 2009 with the Pro-Climate Forum , which aims to renew a minimum of 6% of the vehicles, replacing them with other less polluting vehicles before the year 2012, and the incorporation of the first hybrid vehicles in 2011.

OHL has exceeded the planned objectives, and during the year replaced 10.35% of its most polluting vehicles with respect to 2008. Owing to the combined effect of vehicle reduction and replacement of vehicles with more efficient ones, which includes the incorporation of three hybrid vehicles into the fleet, we estimate a decline of nearly 15% in average CO<sub>2</sub> theoretical emissions by vehicle fleet.

The initiatives aimed at reducing consumption and emissions have also resulted in a **decrease in Group employee business trips**, with a nearly 60% increase taking place in the total duration of video conferences, and in a **reduction of electricity consumption** per square meter in OHL Group offices, through the investments made to improve the efficiency of the heating, air-conditioning and hot water installations.

Lastly, in 2011 the OHL Group compensated part of its previous year’s emissions by its participation in the **Madrid Compensates** project. OHL was one of the eight companies volunteering to participate in this initiative organized by the Pro-Climate Forum, which seeks to fight atmospheric pollution and climate change. Specifically, through Madrid Compensates, the OHL Group has collaborated in planting a total of 10,573 pine trees and holm oak trees in Madrid, Spain, which are expected to compensate 1,765 tons of carbon dioxide over the next 25 years.

There is another operational project which the OHL Group considers a priority and which is currently in the early stages of development. This is the **Ecosystem Conservation** project. Its principal objective is to analyze the ecosystems affected by the activities of the OHL Group divisions in various geographical areas, to define best practices to prevent pollution, and to protect, minimize, and restore the affected ecosystem and compensate any damage caused.



Through the Madrid Compensates Forum, OHL has contributed to the planting of 10,573 pine trees and holm oak trees in Madrid. Luis García-Linares, Corporate General Manager of the Group, accompanies Ana Botella, the Mayor of Madrid, at a tree planting ceremony.

The Environmental Management System

Together with the importance of the Environment and Energy Master Plan as the OHL Group roadmap for environmental management during the 2011-2015 period, it is also necessary to highlight the important role played by the quality and environment systems in the company commitment to adequately manage its activities and minimize any negative impact they may have.

The environmental management system contributes to legal and regulatory compliance and to developing management habits which are respectful of the environment. Among those aimed at the environment, the management system based on ISO 14001, recognized internationally, is the one which is most widely used in OHL, with the first certification dating back to 1998. OHL has, in addition to this, EMAS certifications and LEED registers.

OHL Group Environment External Certifications and Registers in 2011

Standard/ Model	No. of Certificates
ISO 14001	25
EMAS	2
LEED Registers	7
TOTAL	34

- More information:
- OHL Group certified companies

In 2011 the OHL Group increased the volume indicator for business certified in ISO 14001, rising from 38% in 2010 to 40% in 2011. This same increase can be seen in the firmly introduced systematic environmental monitoring indicator (which corresponds to ISO 14001 systems introduced without certification or other environmental control systems), which rose from 82% in 2010 to 93% in 2011.

The following are noteworthy, grouped by division:

- **OHL Concessions** as increased its certified business volume percentage (9%) with the certification in ISO 14001 of the concessionaire Terminal Marítima del Sureste (TMS) (Alicante, Spain). Environmental monitoring has grown notably owing to an increase in control in the concessionaires in Chile, Peru, Argentina and Mexico (Toluca Airport and Los Poetas Superhighway).
- **OHL Construction**, has maintained its percentage of certified business (53% in 2011) with the incorporation of OHL Pozemné Stavby. Environmental monitoring has increased from 90% to 97% as a result of increased control in Chile, Mexico, Canada and the Middle East.

- **OHL Industrial** has increased its environment-certified business volume percentage (from 70% to 86%), and that of environmental monitoring (from 70% to 91%), justified by the increase in sales of the certified companies. One of these companies, Sthim Maquinaria, has begun to carry out environmental monitoring activities.
- **OHL Developments** has increased its percentage of business with environmental monitoring (from 59% to 98%), also as a result of increased business volume. In this division, the international awards obtained in 2010 and 2011 are noteworthy (Rainforest Alliance and the World Wide Fund for Nature (WWF)) detailed information on which is offered in this same chapter.
- **OHL Environment** increased the scope of ISO 14001 certification to the activity of seawater and brackish water desalination.
- In the **Corporate General Division** mention should be made of environmental awareness in the OHL Group General Services, certified in ISO 14001, which ensures the environmental management of the office buildings in Spain and of the centralized services (such as vehicle fleet, travel or telephony).



	OHL Concessions		OHL Construction		OHL Industrial		OHL Developments		OHL Environment		Total OHL Group	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
Volume of business certified in ISO 14001 (% of total)	9%	4%	53%	ND	86%	70%	0%	0%	34%	28%	40%	38%
Volume of business with systematic environmental monitoring (% of total)	87%	66%	97%	90%	91%	70%	98%	59%	100%	100%	93%	82%

2012 Environmental Goals

OHL Concessions Division

- Obtain management systems certifications in at least two companies.

OHL Construction Division

- Obtain environmental certification (integrated system) in companies in Mexico and Argentina.
- Obtain environmental certification (integrated system) in the Santiago de Chile Justice Center, for cleaning and facilities maintenance services.
- Introduce the integrated management system in Peru and Australia.
- Maintain 100% of the volume of sales with ISO 14001 certificates in the Spain Area.
- Continue collaborating with LEED certification for the projects under way, and start LEED training for technicians.
- Make headway in the documentation for Project Management systems management and start training for technicians.

OHL Industrial Division

- Attain environmental management system certification in Sthim.
- Define and introduce environmental management systems for the new activity of industrial plant Operation and Maintenance. A two-year horizon is foreseen for certification.
- Introduce and certify environmental management systems in its subsidiaries in Mexico and the United States in a two-year horizon.

OHL Developments Division

- Restructure the environmental management system for the Mayakoba tourism development
- Seek to attain tourism environmental quality certification granted by PROFEPA (Federal Prosecutor for Environmental Protection of Mexico).
- Continue as leaders in the Rainforest-Marti initiative.
- Continue with the alliance with WWF for Low-Carbon Tourism.
- Consolidate a project for beach recovery in order to solve the problem of erosion. It is planned to create an artificial reef.

Corporate Division

- The priority lines for improvement in Organization and Regulation Management are: energy efficiency and reduction of carbon emissions, as well as the environmental aspects of sustainable mobility, energy efficiency in buildings, sustainable architecture and construction, sustainable purchases, system of environmental management, communication and dissemination.

Environmental Management Indicators

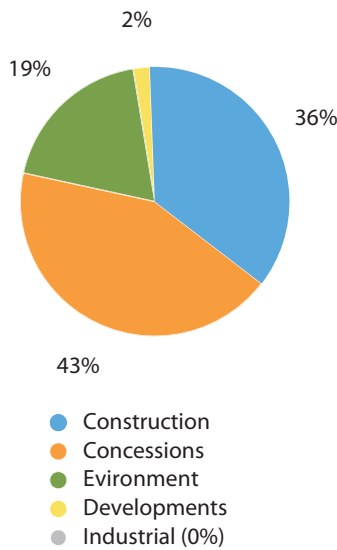
• Environmental audits

During 2011, the OHL Group successfully passed more than 170 days of audits and certification processes in quality and environment carried out by accredited entities, customers and public agencies in the various countries in which it has a presence. Likewise, over 400 internal audits were conducted.

• Environmental expenditure

Environmental expenditure decreased by 7.29% with respect to 2010. 1,404,874 euros (23%) were allocated to the prevention of contamination and environmental management, and 4,631,189. euros (77%) to waste and de-contamination management.

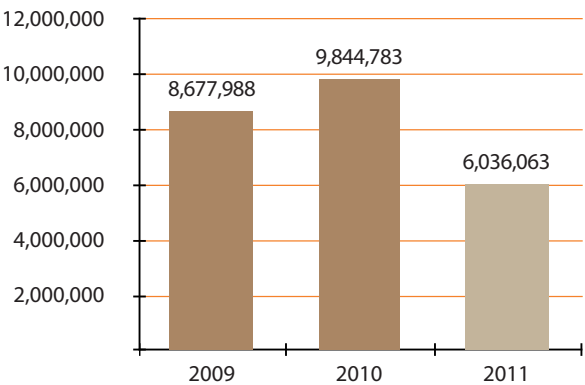
Distribution of the environmental expenditure by divisions 2011



Environmental audits in the OHL Group

	2011	2010	2009
No. of audits conducted during the year	444	392	431
No. of audits invoiced annually (in millions of €) of companies certified in ISO 14001	0.22	0.21	0.19

Evolution of the environmental expenditure (Euros)



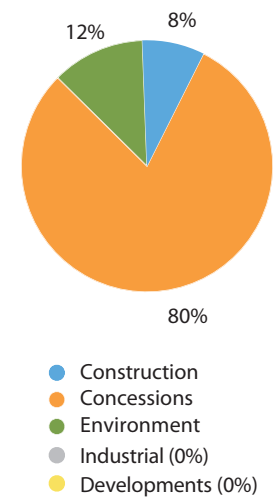
• Environmental investment

In 2011 OHL Group environmental investment amounted to 9,126,859 euros, distributed among the divisions of Construction, Concessions and Environment, with Concessions being the division having the greatest investment volume (7,295,289 €).

With respect to the year 2010, the Construction and Concessions Divisions have performed the opposite of one another: there was a sharp decrease in environmental investment in the Construction Division, owing to the decrease in the

number of works, and investment in environment increased considerably in the Concessions Division, as a result of the start-up of new concessions and adhesion to environmental programs.

Environmental investment distributed by divisions 2011



• Environmental sanctions

179,118 euros in environmental sanctions in 2011, corresponding to the concessions division for breach of the Environmental Impact Evaluation regulations in Mexico in the forestry areas of national jurisdiction.

The Team

In order to attain these goals, the participation of a committed, coordinated human team is essential, which in the case of an international group such as OHL takes on a multinational profile.

The **Quality and Environment Committee** is the maximum executive organ of the OHL Group in environmental matters and is comprised of the maximum heads of all of the operating divisions and corporate managements involved. General coordination of OHL environmental management is carried out by the **Group Quality and Environment Corporate Service**, under the Innovation and Sustainability Management, which, in turn, reports to the OHL Group Corporate General Management and is independent of the lines of production. The Quality and Environment Service is corporate and provides service in the various countries and divisions of the Group.

More information:  
• CSR management bodies in the OHL Group

Its organization is structured into two subject axes: *quality* on the one hand, and *environment and energy* on the other. The axis of environment and energy reinforces the Group commitment to collaborate in the transition to a low-carbon economy and in the recognition of the services which the ecosystems provide to business. On this axis three areas stand out: *energy and emissions, biodiversity, and environmental performance*, this last area being related to the most common type of environmental management, which controls the evolution of waste, consumption, etc.

To complete the organization, the subject axes are interrelated with two transversal axes: *management systems* and *communication*. From Quality and Environment Corporate Service the environmental information from the various divisions and countries is consolidated in order to monitor performance and have information available for decision-making. This function is important, given the growing volume of information to be consolidated and the increased reporting needs of the Group in environmental matters: Sustainable Development Annual Report, publications and reports for organizations such as **Carbon Disclosure Project** or the Global Compact, among others.

In addition to the Quality and Environment Service, OHL has a **Group of Quality and Environment Coordinators** made up of representatives from the various divisions, which forms the operational channel to maintain fluent interrelations between said Service and the various divisions.

The **principal functions of the Group of Coordinators** are related to the definition and coordination of strategies and master plans; environmental training and awareness; developments and support of the introduction of specific management systems for quality, environment and energy efficiency; support of the introduction of integral systems (EFQM, EMAS, LEED, BREEAM, etc.); carrying out of internal audits; updating of regulations on environmental legal requirements; monitoring of objectives and actions for improvement; active participation in working groups, publications and congresses; tool development (greenhouse gas protocol, control trial monitoring, etc.) among others.

Likewise, the divisions have in their business lines important collaboration from **technicians specialized in environmental management**. These technicians, in close relation with the division representative in the Group of Coordinators, carry out direct functions or serve as a support in matters of quality and environment.

Among the noteworthy novelties in 2011 with respect to this organization is, as has been mentioned, the full integration of the responsibilities and functions of OHL Group management personnel into a new edition of the Functions and Responsibilities Manual in regard to environmental management and the goals related to a low-carbon economy which OHL has set for itself. This Manual is available through the company intranet.

Furthermore, it must be pointed out that OHL Concessions has a new structure related to environmental management, given that during the year the Communication and CSR Service has been created, which is in charge of the environmental management of the division in coordination with the concessionaires, as well as with the OHL Group Quality and Environment Service.

Environmental Training in OHL

In an aim to guarantee adequate compliance with the environmental commitments of the Group, OHL considers it fundamental to promote the training and awareness of its employees in environmental matters. Therefore, the Group training policy also includes environmental training among its goals.

For this purpose, in addition to carrying out awareness-raising campaigns and distributing informative materials in printed form (for instance, practical guides on environmental management) and in online form (for instance, programs on climate change in collaboration with the Environment Foundation), various training actions catalogued by the Training Service are carried out. These actions include distributing the corresponding manuals. During 2011 and continuing in 2012, the Group has sought to promote training in regard to sustainable construction, LEED certification and integrated project management.

	2011	2010	2009
No. of training hours	11,698	14,451	10,847
No. of participants	11,659	2,111	1,200

In addition, as non-catalogue training actions, the Group Training Service carried out the following training actions in 2011: “5 Practical Cases of Environmental Management” - with a participation of 129 students in 2011 - and “Environmental Awareness Module” –having the same number of participants.

Environmental Goals for 2012

Environment and Energy Master Plan  
Goals for 2012

STRATEGIC TRANSVERSAL PROJECTS

- Continue with the introduction and certification of the environmental management systems of the various companies and work centers comprising the Group.
- Revise the training plan in order to adapt it to the divisions and geographical areas and continue with internal training in regard to sustainable construction, integrated management and risk management.
- External communication plan: approval and distribution of materials for informative environmental communication of the OHL Group.

RELATED TRANSVERSAL PROJECTS

- Supply chain management: Continue with and consolidate the activities already begun in 2011.
- Know-how management: make headway in improving an internal network for exchanging environmental experience and information.
- Institutional alliances: extend the collaboration of the OHL Group with other international organizations in environmental protection matters.
- Incentives: Revise the bases for the Quality and Environment award in order to adapt it to the current situation of the Group in regard to diversification and internationalization.

PRIORITY OPERATIONAL PROJECTS

Low-carbon economy

- Continue improving the GHG emissions inventory: increasing the upstream scope 3 emissions of our activities (suppliers and subcontractors of strategic purchases).
- Continue participating in the Carbon Disclosure Project and improve evaluation.
- Approval and dissemination of the goal to reduce GHG emissions for the OHL Group.
- Compensation of part of the emissions produced in 2011.
- Partial verification of emissions.
- Continue the mobility and energy efficiency goals in OHL Group buildings.

Ecosystem conservation

- Drafting of a guide on ecosystem conservation in the framework of the activities carried out by the divisions of OHL Construction and OHL Industrial.

RELATED OPERATIONAL PROJECTS

- Launching of the development of a protocol to monitor the OHL Group hydric footprint.

Results Attained in 2011

Group Environmental  
Performance

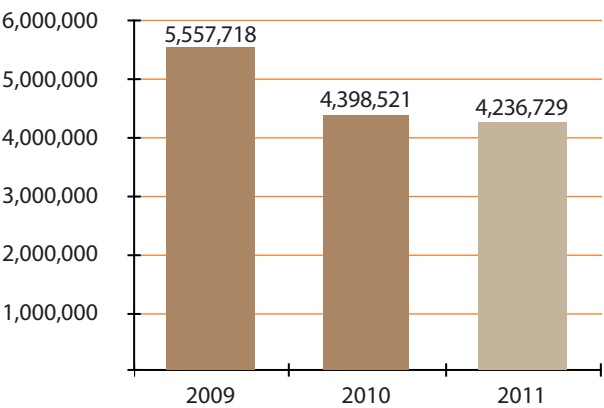
The data related to environmental performance are not fully comparable by year, given that the group Companies which have reported information differ in some cases. One of the areas of work of the Environment and Energy Plan consists in improving reporting coverage of the OHL Group divisions.

A) Consumption and waste:

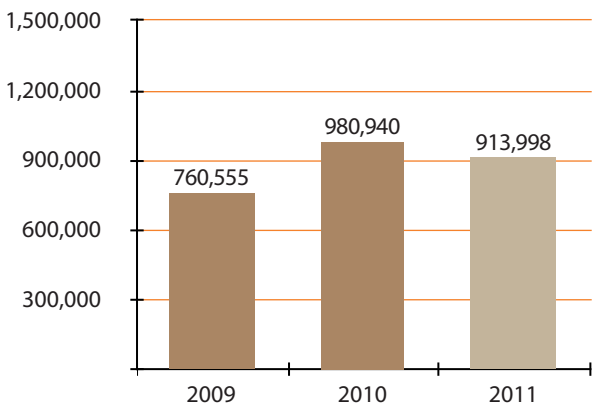
• Energy consumption

The energy balances have decreased minimally, given that the decrease in the number of Construction Division works is compensated by the operation of new concessions for roads and water treatment and desalination plants, infrastructures which entail high energy consumption.

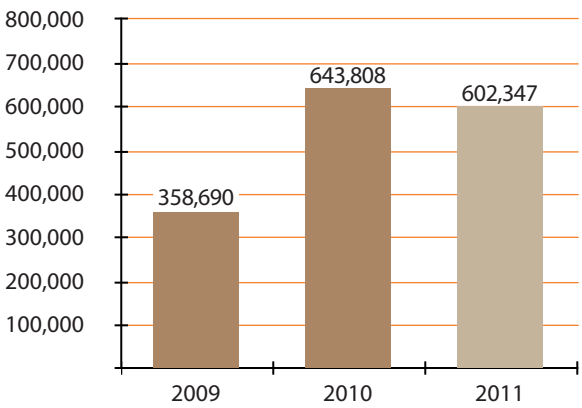
Direct energy consumption (GJ)



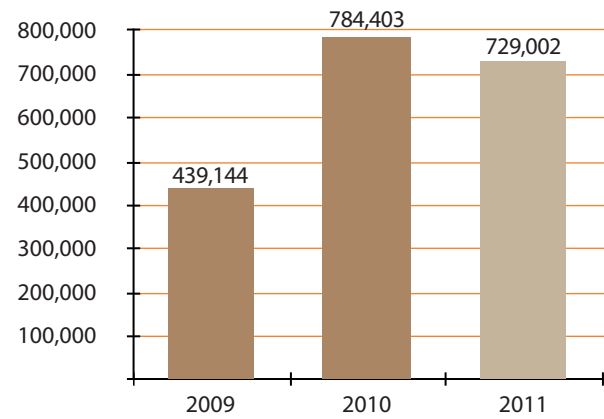
Indirect energy consumption (GJ)



Energy produced and sold (GJ)



Self-generated energy (GJ)



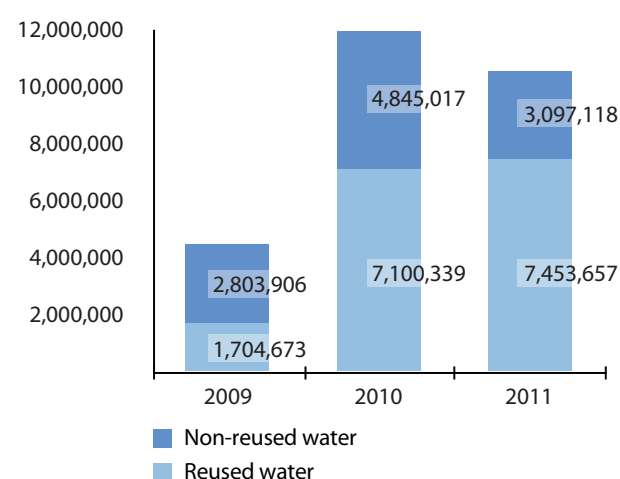




OHL endeavors to incorporate low-consumption vehicles when renewing its vehicle fleet.

### • Water consumption

Water Consumption\* (m³)

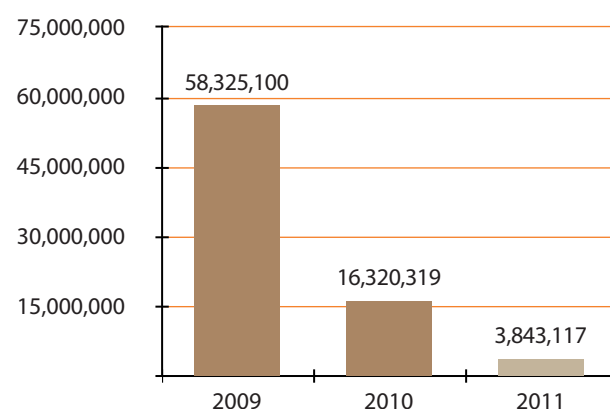


(\*) NOTE: Water consumption does not include water treated in the Group desalination plants, which in 2011 amounted to 93,283,171 m³.

### • Waste management

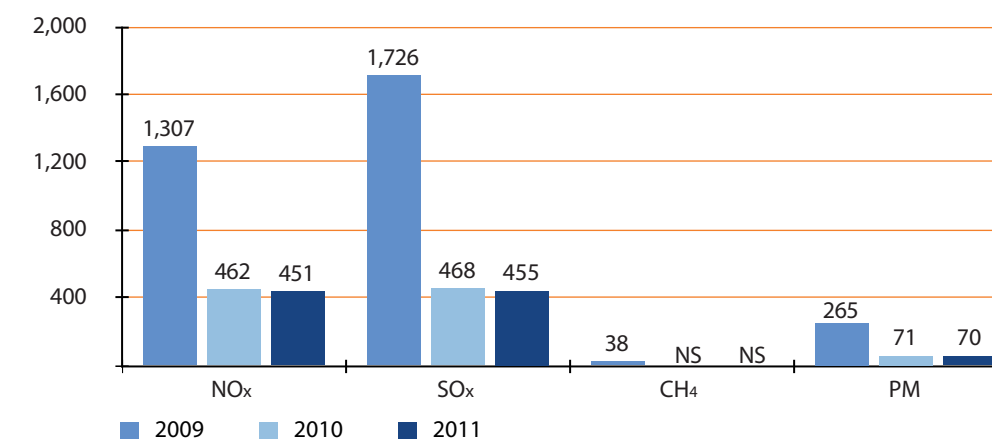
There has been a sharp decrease in waste management owing to the decreased number of works executed in 2011

Waste Management\* (t)



(\*) The 2010 datum has been recalculated owing to an error in the Construction Area Spain data and owing to the Qatar works.

Direct emissions of other contaminants (t)

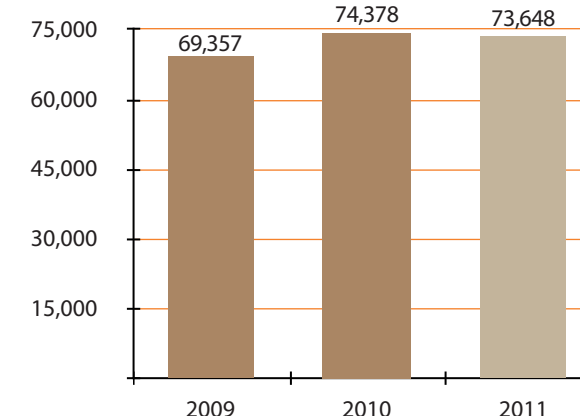


NS: No significativo

### • Indirect GHG emissions - Scope 2 GHG

(Emissions from indirect energy consumption. Source: International Energy Agency (IEA) 2007)

Indirect emissions of CO<sub>2</sub> (t)

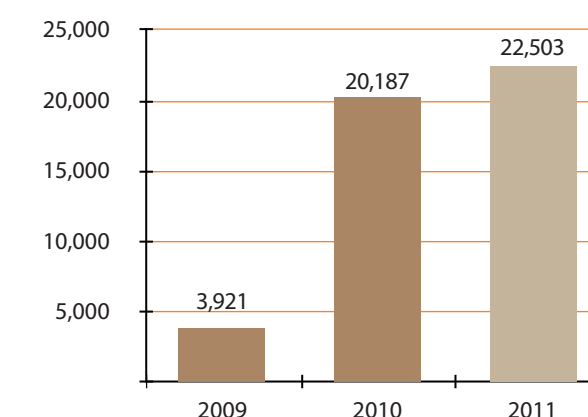


### • Other indirect GHG emissions - Scope 3 GHG

(missions from business trips by plane, train and bus, and from electric power distribution losses. Source: International Energy Agency (IEA) 2007)

Indirect CO<sub>2</sub> emissions from business trips by plane, train and bus have increased principally as a result of increased activity in the Concessions Division in Latin America.

Other CO<sub>2</sub> indirect emissions (t)



More information:  
• GRI Environmental indicators

## B) Emissions: Evaluation of emissions in the context of the contribution to a low-carbon economy

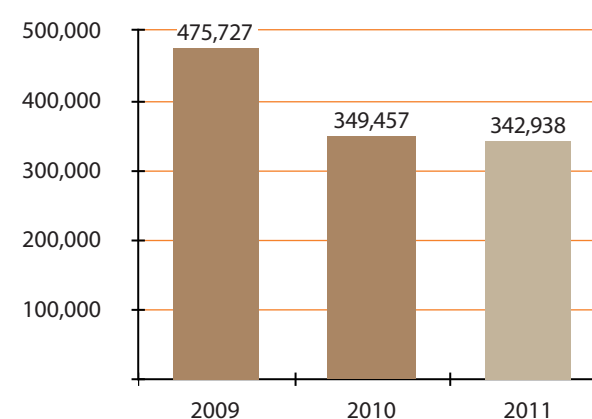
### • Direct GHG emissions

#### - Scope 1 GHG

(Emissions from direct energy consumption. Source: International Energy Agency (IEA) 2007)

In 2011, the slight decrease in direct CO<sub>2</sub> emissions from direct energy consumption is the result of decreased consumption of energy from non-renewable sources.

Direct emissions of CO<sub>2</sub> (t)



Innovate to Contribute to Sustainability

In OHL we are firmly committed to innovation as a source of competitiveness. This allows us to offer products and services which also stand out for their sustainability, since we encourage the development of R&D&I projects which deal with aspects such as improved energy efficiency, clean energy use, minimized greenhouse gas emissions or biodiversity protection.

The OHL Group maintains a significant investment effort in R&D&I, as has been pointed out in the chapter of this report entitled *Forward-looking infrastructures*. Our goal in this regard is to foresee customer demands and needs so that our customers are always able to find the solution they require in our portfolio of products and services. Sustainability is an attribute which needs to be increasingly present in this evolution. We want our products to stand out for their technological efficiency and their ability to preserve social well-being and the environmental balance of the surroundings where they are implemented.

An exemplary initiative of this way of understanding work in R&D&I is the **Safe, Intelligent and Sustainable Highway Operation (OASIS)** project. The OASIS project, selected by the Center for Industrial Technological Development (CDTI) as one of the projects of its CENIT program, began in 2008 and will finalize during the first quarter of 2012. This is the largest Spanish research project ever developed in the field of highways, seeking a paradigm of quality and sustainability in the highway transport infrastructures of the future.

It aims to reach levels of sustainability, safety and service for the user which are much higher than the current ones, taking into consideration all of the phases in the life cycle of a highway: planning, design, construction, operation and, lastly, deconstruction. Also included in the research are design and the justification of the technical and financial mechanisms to ensure an optimization of the structural as well as social costs involved.

Within the broad spectrum of the project research fields are aspects focused on decreasing the energy footprint of these infrastructures and the resulting reduction of emissions. In order to achieve this, for the first time a methodology is being defined in order to measure the energy footprint of highways throughout their complete life cycle, at the same time proposing measures to optimize consumptions and even new forms of producing alternative energy in the area surrounding the roads.

Furthermore, more efficient mobility management using latest generation smart traffic management will make it possible to reduce CO<sub>2</sub> emissions considerably.

OASIS is co-headed by OHL Concessions with the participation of a total of 16 Spanish companies, of which 9 are large companies and 7 are small and medium-size companies, and also 16 research groups belonging to several of Spain’s most prestigious universities and technology centers in this sector. Total investment in OASIS has amounted to over 30 million euros, of which more than 13 million are contributed by the CDTI.

More information:  
• [www.cenitoasis.com](http://www.cenitoasis.com)

Together with OASIS, many of the OHL Group R&D&I projects underway in 2011 make important contributions in terms of biodiversity protection, reduced consumption of energy and materials and reduced waste generation. The following table details these initiatives, highlighting their principal contributions to environmental protection in each case.



*Trials carried out by the OASIS project in barrier-free road banks with side slopes, to increase highway safety.*

Positive Environmental Impact from OHL Group R&D&I Projects Underway in 2011

Linear Infrastructures			
Safe, Intelligent and Sustainable Highway Operation (OASIS - CENIT)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Clean, Efficient, Environmentally Friendly Construction (CLEAM - CENIT)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Strategic Research into Safer, more Sustainable Highways, Focused on the Asphalt Sector (FÉNIX-CENIT)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Highway Vegetation Integrated Management (ROÇADA)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
European Field Operational Tests on Safe, Intelligent and Sustainable Road Operation (FOTsis)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	

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Marine Works			
Design and Development of Advanced Techniques for Port Infrastructure Upkeep, Maintenance and Operation (DYNA PORT)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Study and Design of an Alternative and Innovative Typology of Box Maker for Floating Reinforced Concrete Caissons (NUEVO CAJONERO)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Evaluation of the Influence of the Meteo-Oceanographic Climate on Marine Works Behavior (CLIOMAR)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
New Foundation Technology for Offshore Wind Farms at Great Depths (CEO)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Energy			
Innovations in Thermoelectric Solar Power Plant Power Block (BOP)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Innovations in Thermoelectric Solar Power Plant Collectors (PIPING)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Materials			
Development of Environmentally Friendly Sustainable Mixtures (SMA)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Research and Development of an Ecological Binder Based on Geopolymer Structures (LIGANTE ECOLÓGICO)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
Information and Communication Technologies			
New Protocols and Procedures for Works Typography through GNSS Networks and their Integration in PDA Devices (GECMOLSIG)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	
New Collaborative Management Environment (WEB 2.0)	Biodiversity	Reduced energy consumption	Increased safety
	Reduced materials consumption	Reduced waste - Recycling	

Since 2003 the Group has been actively working on R&D&I initiatives related to the environmental integration of infrastructures and the reduction of any negative effects generated. The positive results from the start-up of important projects for the ecological restoration of areas affected by transport infrastructures, as in the case of OASIS or ROÇADA, as well as the research work carried out for their development, have made OHL an internationally valued expert in the matter. This has allowed the company to participate in the publication of numerous articles in international scientific journals (*Ecological Engineering, Restoration Ecology, Journal of Vegetation Science and Land Degradation & Development*) alongside university research teams.

Moreover, OHL has participated in the edition of the book *Ecological Restoration of Areas Affected by Transport Infrastructures. Scientific Bases for Technical Solutions*, based on the EXPERTAL project of the Biodiversity Foundation (Spanish Ministry of Environment and Rural and Marine Affairs) in collaboration with the Spanish High Council for Scientific Research and King Juan Carlos University, which provides some of the key matters to take into account when seeking to design, execute and maintain these types of infrastructures in a more sustainable manner.

Lastly, in 2011, OHL, together with the rest of the large European companies forming the European Network of Construction Companies for Research and Development (ENCORD), ratified the *Declaration on Sustainable Development for the Construction Sector* drafted at the beginning of the same year. As an active Network member, OHL was one of the principal companies to promote the initiative, and consequently advance towards a more sustainable world from R&D&I approaches with the participation of the construction sector.

During the act held at the Kröller-Möller Museum in Holland, the ENCORD members made an express declaration of their commitment, in which R&D&I policies play a fundamental role as they make a maximum effort to introduce sustainability into their business.

More information:  
• “ENCORD Sustainable Development Charter”

Sharing our Efforts and Progress in Protecting the Environment

Environmental protection is a collective challenge requiring the greatest possible joining of efforts. Consequently, in OHL we go beyond environmental management and actively collaborate in alliances and projects allowing us to contribute to an important change in the way in which we companies manage the services which nature offers us and minimize the effect our activities have on the surroundings. We wish to share our achievements and all that we’ve learned so that our stakeholders can come to know the challenges we face, at the same time that we collaborate with other organizations to become even better.

Among the priorities set out in the OHL Group Environment and Energy Master Plan is that of environmental communication, both internal and external. The aim is to increase the knowledge of our stakeholders -and especially of our customers - of the environmental progress and challenges of the company, and of the activities carried out by the Group in this area. As was seen earlier in the section *Complying from Management with Environmental Commitments*, in order to keep the flow of information up to date, the Plan has established the need to develop an external communication plan, and likewise to design and implement environmental communication tools which will serve this purpose. The Group is currently working on this goal.



## In 2011 it has developed collaboration especially with the Environment Foundation–BCSD Spain, the Madrid Pro-Climate Forum and the Low-Carbon Tourism Initiative in Quintana Roo (Mexico) where OHL collaborates with the World Wide Fund for Nature (WWF)

The year 2011 has been a very active one for OHL in regard to cooperation in matters of environmental protection. For years the Group has had important connections with organizations which are a reference in promoting sustainability and business management which acts responsibly in regard to nature. Among these are the *Carbon Disclosure Project*, the United Nations Global Compact, the *Global Reporting Initiative* or the Conama Foundation in Spain. In 2011 it has developed collaboration especially with the Environment Foundation–BCSD Spain, the Madrid Pro-Climate Forum and the Low-Carbon Tourism Initiative in Quintana Roo (Mexico) where OHL collaborates with the World Wide Fund for Nature (WWF).

The OHL Group is a member of the [Environment Foundation–BCSD Spain](#) since 2008, participating in working groups on Energy and Climate Change, Sustainable Construction and Ecosystems, the first two groups of which have carried out important activity during 2011.

On the one hand, the working group on Energy and Climate Change aims to contribute to the generation of the knowledge and training necessary for companies and their stakeholders to reduce greenhouse gas emissions. The activity of the group and of the Foundation in this area during 2011 has been important; however, the participation of the OHL Group in the initiative Action CO<sub>2</sub> merits mention apart.

Since 2009 OHL has formed part of the initiative Action CO<sub>2</sub>. The companies adhered to this program share experiences and solutions to improve the energy behavior of the buildings where they operate. The joint reduction figure amounted to 50,000 tons of CO<sub>2</sub> during the 2008–2010 period, which was achieved by introducing a series of mitigation measures in areas of their activity not clearly linked to the production process.

Another fundamental aspect of the program is the communication and training of employees in order that they may learn how to improve their environmental behavior in their daily life. With this aim in mind, an informative online program has been in operation since 2008, within the context of the Action CO<sub>2</sub> initiative which seeks to promote training, awareness-raising, and contribution to the fight against climate change for Group personnel and those closest to them. In 2010, along these same lines, the [CO<sub>2</sub> Calculator](#) initiative came into being, a tool which makes it possible to calculate the carbon footprint of daily activities or to compensate emissions, among other options. Already in 2010, there were 239 persons related to OHL who were able to reduce their emissions thanks to this initiative, which, according to the Environment Foundation, has resulted in the prevention of 231 t of CO<sub>2</sub>, and in 39,327€ in energy saving.



*Miami Green Building, a commercial and office building project of OHL USA under the LEED sustainable building program.*

### Energy and Climate Change, Two Priorities for Environment Foundation and OHL

OHL has supported Environment Foundation during 2011 in promoting the following publications and activities:

#### 'Step by Step Towards the Carbon Footprint'

Multimedia document which helps teach in a practical way how to calculate, communicate and reduce the carbon footprint of organizations as well as of products and services.

#### 'How to Turn the Carbon Footprint into a Market Asset'

Publication which offers a medium and long-term view on how to turn the carbon footprint into a key factor for markets, giving rise to an in-depth debate on how to take on the most urgent actions.

#### 'Carbon Footprint. What Do Consumers Think?'

Conclusions of the opinion study conducted by the Energy and Climate Change Working Group focused on analyzing what motivates Spanish consumers concerned about climate change, what is and what is not useful for them, the difficulties they encounter and the solutions they propose.

#### 'R&D&I and Climate Change. How to Take Advantage of the Technological Capacity of Spanish Companies.'

Report on public-private collaboration and the need to establish a regulatory framework for financing private investment.

#### A Talk with Jaume Margarit, Renewable Energy Manager of the IDAE (Spanish Institute for Energy Diversification and Saving).

'Business Implications of the Future 2011-2020 State Renewable Energy Plan'.

#### A talk with Eduardo González, Deputy Director General of Mitigation and Technologies of the Spanish Office for Climate Change.

'Business Implications of the Incorporation of the Carbon Footprint in Public Procurement'

#### GT Energy and Climate Change Benchmarking Conference.

Member companies' common problems were dealt with in relation to calculating and verifying the Carbon Footprint.

In 2011 the program [Action CO<sub>2</sub> Suppliers](#) was also started up, an initiative created to seek out, together with the supply chain, joint opportunities for reducing emissions. For this purpose an informative campaign was started to help participating companies learn to calculate and reduce the carbon footprint of their activities and products in the supply chain.

OHL has begun its participation with a selection of strategic suppliers (concrete, aggregates, cement, asphalt mixes, ceramic materials and movement of earth) with which it will work during the coming years in a variety of areas: climate change, mobility, ICT, lighting, air-conditioning, waste, water and paper.

On its part, the Sustainable Construction working group is focused on promoting energy efficiency in construction and, in 2011, worked especially to favor the design of buildings having high energy efficiency, to obtain a propitious regulatory framework, and to disseminate among professionals of the sector new materials and construction techniques which collaborate in the sustainability of the building.

These goals were made manifest primarily in the start-up of ATECOS (Technical Assistance for Sustainable Construction). OHL is one of the organizations which has sponsored this web platform aimed at building sector professionals and considered to be the first freely accessible tool offering practical, integral information on the approach to take with new construction and rehabilitation projects which incorporate the concept of sustainability throughout the entire life cycle of the building. Moreover, in 2011 the Group also actively participated in the seminar 'Real Solutions for Sustainable Building'

### Commitments Taken on by OHL with the Madrid Pro-Climate Forum in 2011

1. Renew a minimum of 6% of the vehicles in its company fleet, replacing them with other less polluting vehicles before 2012..

2. Purchase, at least, 50% of the office paper consumed in Spain, recycled or from virgin fibers from wood certified in accordance with PEFC or FSC, or equivalent systems.



Promotional triptych of the Pro-Climate Forum of which OHL is a founding member.

3. Develop a policy for contracting wood and other forestry products to include the following measures:

- Review proposals for certified wood products from suppliers.
- Prioritize forestry certification as a valuation criterion for purchasing.
- Engage in activities which reveal the sustainable purchasing policy of the company through training and awareness-raising of company suppliers, customers and workers..

4. Implement measures for energy saving and efficiency including informative and awareness-raising actions.

5. Draft an Energy Saving Plan for buildings or plants

6. Prioritize, whenever possible, when purchasing equipment and products from third parties, those proposals which provide for devices having the greatest energy efficiency.

The **Madrid Pro-Climate Forum** is an initiative seeking leadership and combined efforts to fight atmospheric contamination, and OHL has been a member ever since the Forum was set up in 2009. In the context of this permanent work, in 2011 the OHL Group signed a number of important commitments, with the OHL Group Organization and General Services Management and the Construction Division Purchases area, in collaboration with the Quality and Environment Service, these being the teams most involved in overseeing compliance with said commitments. These commitments are in response to the two lines of action defined by the Forum for all of its members: the **sustainable contracting of forestry products** and the **implementation of business strategies to facilitate energy efficiency**.

In 2011 OHL adhered voluntarily to the **Madrid Compensates** project, an initiative related to the Madrid Pro-Climate Forum, to compensate greenhouse gas emissions voluntarily, by planting trees in several areas of Spain's capital city.

The Group compensated 116 tons of CO<sub>2</sub> equivalent generated during 2010 by the activity carried out in its offices located in Madrid. Based on the Intergovernmental Panel on Climate Change (IPPC) methodology, this compensation will take place over a 25-year time horizon by the planting of holm oak trees, stone pines and Aleppo pines. The Madrid Town Hall itself will plant and maintain these species characteristic of the Mediterranean region and areas set aside for this.

Also noteworthy is the participation of OHL in the **Low-Carbon Tourism Initiative in Quintana de Roo (Mexico)**, which during 2011 made significant headway in its initial phase, holding encounters with experts in environmental matters and tourism management.

In September of last year the results obtained so far were made public, among which is noteworthy the “Diagnostic Workshop” for analyzing the actions carried out at the local, national and international level in regard to low-carbon development, consequently making it possible to progress in establishing common strategies. Also especially relevant is the start-up of the “Greenhouse Gas Inventory” which, in coordination

In Favor of Low-Carbon Tourism

The **Davos Declaration**, signed in 2007, states the need for the involvement of the tourism sector in the fight against climate change, establishing the following commitments to be taken on by the companies in said sector:

- Mitigate their greenhouse gas emissions, especially those resulting from transport and accommodation activities.
- Adapt companies and tourism destinations to the change in climate conditions.
- Apply the techniques required to improve efficiency in energy use.
- Obtain financial resources to help poor regions and countries.

This is the context which gave rise to the Low-Carbon Tourism Initiative in Quintana Roo, Mexico, having as its priority the organization of **greenhouse gas measurement and the fight to counter greenhouse gas effects through environmental best practices** by the participating companies.

Promoted by the **World Wide Fund for Nature (WWF)**, this initiative is actively participated in by the OHL Group, through the Mayakoba hotel complex and numerous entities related to tourism in the Mexican Riviera Maya.

with the General Secretariat of Ecology and Environment of the Government of Quintana Roo, and with the support of WWF, promotes the creation of a sufficiently solid technical base to establish new strategies for reducing contaminating gases within the framework of the State Program for Action against Climate Change (PEACC) in Mexico.

As a goal for 2012, the OHL Group, within its Environment and Energy Plan, intends to strengthen its alliance with the World Wide Fund for Nature (WWF) in order to continue working for low-carbon tourism and, in this way, take maximum advantage of its current role as leader within the project.

OHL has become a company of reference in the commitment to a low-carbon economy

The strong commitment of OHL to a low-carbon economy has led the Group to hold an outstanding position in this area. In accordance with the rating of the Carbon Disclosure Project (CDP), an independent non-profit organization which analyzes the climate change information of approximately 6,000 of the world's leading companies, OHL has obtained a “High” rating, coming to form part of the Carbon Disclosure Leadership Index group, and ranks as the fourth leading construction company in the general classification which groups together 125 Spanish and Portuguese companies. Moreover, it must be taken into account that OHL has improved its Carbon Disclosure rating by over 10 points, and has gone from level C to level B in the Carbon Performance category.

OHL is in 2nd place in regard to total emissions reduction (scope 1+2) with respect to the previous year's emissions.

OHL Continues Collaborating in 2011 with...

United Nations Global Compact and Global Compact Spain

The OHL Group subscribes the United Nations Global Compact Ten Principles and is a founding member of the Global Compact Network Spain ever since it was set up in 2004. The Progress Reports, which OHL has prepared since 2005, are public and include the activities for implementing the environmental principles.

Global Reporting Initiative GRI

OHL draws up and validates its environmental indicators in accordance with the recommendations of the Global Reporting Initiative G3 “Sustainability Reporting Guidelines”.

European Network of Construction Companies for Research and Development. Encord.

Member. ENCORD constitutes the European construction sector R&D&I forum. It is comprised of 20 leading European construction and materials manufacturing companies strongly committed to R&D&I as a tool to improve competitiveness and growth as well as to make a difference in the current world subject to great economic, social and environmental changes.

U.S. Green Building Council (USGBC).

Partners. Participation in LEED accreditations for projects. Technician training.

CONAMA Foundation (Spanish National Environment Congress). Spain.

Member of the Advisory Committee. Sponsor. Participation in working groups, roundtables and debates on current events.

AEN/CTN 198 Technical Standardization Committee for Sustainability in Construction. Spain.

Participation in Committee and Subcommittee 1: Building; and Subcommittee 2: Civil Engineering.

The Leading Hotels of the World

The Banyan Tree Mayakoba hotel (Mexico) is a member of this organization. This initiative has also developed “The Leading Green Initiative”, making “The Leading Hotels of the World” the most important luxury brand offering consumers the option of enjoying a travel experience which is neutral with respect to carbon emissions, as a result of compensation of the energy consumption generated.

Rainforest Alliance - Marti

Project development alliance. Consisting of the development and certification of sustainable tourism practices in accordance with Global Sustainable Tourism Criteria (GSTC). This initiative is participated in by OHL and the three hotels which have already been inaugurated in Mayakoba (Mexico): Fairmont, Rosewood and Banyan Tree. The alliance entails a commitment to minimize any negative impacts and maximize social-cultural and economic development. Mayakoba and the hotels already display the Rainforest Alliance sustainable tourism program logo.

- More information:
- GRI Environmental Indicators
  - Quality and Environment and Environmental Action Policy
  - R&D&I Policy
  - Commitment to Fight against Climate Change



GRI G3 ENVIRONMENTAL INDICATORS			TYPE							
ENVIRONMENTAL PERFORMANCE INDICATORS			NATIONAL CONSTRUCTION	INTERNATIONAL CONSTRUCTION	CONSTRUCTION	CONCESSIONS	ENVIRONMENT	DEVELOPMENTS	INDUSTRIAL	TOTAL (T)
EN1	Materials used by weight or volume.	C								
	DIRECTLY PURCHASED PRODUCTS (t)		7,297,164	545,122	7,842,285	156,457	3	9	0	7,998,755
	NON-RENEWABLE PRODUCTS-MATERIALS (t)		7,297,183	544,974	7,842,157	156,455	240,133	0	0	8,238,744
EN2	Percentage of materials used that are recycled input materials.	C								
	TOTAL		5,743,044	66,189	5,809,233	0	0	0	0	5,809,233
	PERCENTAJE		78.7%	12.1%	74.1%	0.0%	0%	0%	0%	71%
EN3	Direct energy consumption by primary energy source.	C								
	DIRECT ENERGY CONSUMPTION (GJ)		309,291	2,288,586	2,597,877	436,178	1,189,970	119,096	2,190	4,236,729
	DIRECT ENERGY CONSUMPTION RENEWABLE SOURCES (GJ)		0	0	0	3,721	70,179	0	0	73,900
	DIRECT ENERGY CONSUMPTION NON-RENEWABLE SOURCES (GJ)		309,291	2,288,586	2,597,877	432,458	1,012,719	119,096	2,190	4,162,829
EN4	Indirect energy consumption by primary source.	C								
	INDIRECT ENERGY (GJ)		82,436	77,080	159,517	212,233	333,042	208,780	426	913,998
EN8	Total water withdrawal by source.	C								
	PUBLIC SUPPLY VOLUME (m³)		627,439	101,440	728,879	132,725	12,422	13,102	5,272	892,400
	UNDERGROUND WATER VOLUME (m³)		40,258	68,666	108,924	338,539	86,109	1,161,865	0	1,695,436
	SURFACE WATER VOLUME (m³)			463,826	463,826	45,457	0	0	0	509,283
	RAINWATER VOLUME (m³)			0	0	0	0	0	0	0
	WASTE WATER VOLUME (m³)			0	0	0	0	0	0	0
	REUSED WATER VOLUME (m³)			0	0	1,090	7,452,388	0	179	7,453,657
	TOTAL (m³)		667,697	633,932	1,301,628	517,812	7,550,918	1,174,966	5,451	10,550,776
EN11	Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas.	C	10 PROTECTED AREAS. See detailed information	NONE	10 PROTECTED AREAS. See detailed information	4 PROTECTED AREAS. See detailed information	1 PROTECTED AREA. See detailed information	1 AREA OF HIGH BIODIVERSITY VALUE. See detailed information	NOT AFFECTED	16 PROTECTED AREAS
			LIC Sierra de Collserola (Catalonia, Spain).		LIC Sierra de Collserola (Catalonia, Spain) .	Guadarrama River Mid Course Regional Park. (Madrid, Spain).	Cadiz Bay Nature Park (Andalusia, Spain ES0000140)	Playa Tortuguera X'CACEL-X'CACELITO Quintana Roo MEXICO 4MX038. National Sanctuary.		See description in each one of the divisions.
			ZEPA Azor Perdicera (Aragon)		ZEPA Azor Perdicera( Aragon)	LIC Guadarrama River Basin. (Madrid, Spain).				
			Monte Asperones (Malaga)		Monte Asperones (Malaga)	Dehesa de Mari-Martín Nature Park . (Madrid, Spain).				
			Collserola Park (Catalonia)		Collserola Park (Catalonia)	Ing. Gerardo Cruickshank García Park (Protected Area, Mexico)				
			Corralejo Nature Park (Canary Islands)		Corralejo Nature Park (Canary Islands)					
			Jandía Nature Park (Canary Islands)		Jandía Nature Park (Canary Islands)					
			Alcázar de San Juan Natural Reserve Lagoon Complex (Ciudad Real, Spain) .		Alcázar de San Juan Natural Reserve Lagoon Complex (Ciudad Real, Spain) .					
			Manzanares River Upper Basin Regional Park (Biosphere Reserve -15-02-1993-; LIC - ES3110004 " Manzanares River Basin "; ZEPA - ES0000012 "Soto de Viñuelas". Madrid, Spain).		Manzanares River Upper Basin Regional Park (Biosphere Reserve -15-02-1993-; LIC - ES3110004 " Manzanares River Basin "; ZEPA - ES0000012 "Soto de Viñuelas". Madrid, Spain).					
			Southeast Regional Park (ZEPA "- ES0000142 : “Steep Walls and Cliffs of the Jarama and Manzanares Rivers”; LIC – ES 3110006: "Southeastern Plains, Hills and Moors ”, Madrid, Spain).		Southeast Regional Park (ZEPA "- ES0000142 : “Steep Walls and Cliffs of the Jarama and Manzanares Rivers”; LIC – ES 3110006: "Southeastern Plains, Hills and Moors ”, Madrid, Spain).					
Els Ports Nature Park (Catalonia, Spain).		Els Ports Nature Park (Catalonia, Spain).								

GRI G3 ENVIRONMENTAL INDICATORS			TYPE							
ENVIRONMENTAL PERFORMANCE INDICATORS			NATIONAL CONSTRUCTION	INTERNATIONAL CONSTRUCTION	CONSTRUCTION	CONCESSIONS	ENVIRONMENT	DEVELOPMENTS	INDUSTRIAL	TOTAL (T)
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	C	The most significant environmental impact is the flora and fauna affected. These are temporary impacts during works execution and are evaluated by procedures regulated in the Environmental Impact Evaluation.	Deforestation, splitting up of habitat, and movement of earth. These are controlled impacts, with compensation measures included in the corresponding Environmental Impact Evaluation	The most significant environmental impact is the flora and fauna affected. These are temporary impacts during works execution and are evaluated by procedures regulated in the Environmental Impact Evaluation.	Flora, fauna affected; particulate, noise and waste emission. These are controlled impacts having compensation measures included in the corresponding Environmental Impact Evaluation.	Affected: Waters, river and coastal surroundings and the ecosystems close to water withdrawal and waste emission zones. These impacts are controlled by measurement plans and compensation measures included in the corresponding Environmental Impact Evaluation.	Affected: Waters, coastal surroundings and the ecosystems affected by the service. These impacts are controlled by measurement plans and offset measures included in the corresponding Environmental Impact Evaluation.	Affects fauna in bird breeding sites. Impact is temporary and is carried out in accordance with the project EIS.	In general, waters, coastal surroundings and ecosystems, and preexisting flora and fauna are affected. These impacts are controlled by measurement plans and compensation measures included in the corresponding Environmental Impact Evaluation.
EN16	Total direct and indirect greenhouse gas emissions by weight.	C								
	REGULATIONS USED AND ASSOCIATED METHODOLOGY FOR CALCULATING GHG		OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	OHL GROUP EMISSIONS MONITORING PROTOCOL. (Based on GHG PROTOCOL) See chapter 7 of the Sustainability Report.	Calculated on the basis of purchased energy, produced-consumed energy and produced-sold energy . In application of the criteria of the “OHL Group Emissions Monitoring Protocol “. (Version 2009). (Document in accordance with the criteria of : GRI/Technical Protocols, IPCC 2006 Guidelines for Greenhouse Gas Inventories and GHG Protocol). Information sources: International energy mixes according to generating technologies employed. (Source 1: Global Reporting Initiative/ Technical Protocols/Energy Balance Sheet. Source 2: Average emissions by electrical energy production technology type/Own production ). CORINAIR 2002 Guide. Spanish Ministry of Industry, Trade and Tourism . Energy Balance (International Energy Agency).
	DIRECT EMISSIONS (t CO <sub>2</sub> e)		45,007	167,425	212,432	35,142	87,549	7,542	273	342,938
	INDIRECT EMISSIONS (t CO <sub>2</sub> e)		5,212	11,366	16,578	15,327	24,232	17,484	27	73,648
	TOTAL EMISIONS (t CO <sub>2</sub> e)		50,219	178,791	229,010	50,469	111,781	25,026	300	416,586
EN17	Other relevant indirect greenhouse gas emissions by weight. (t CO <sub>2</sub> e)	C	5,858	5,430	11,288	2,850	4,357	3,986	23	22,503
EN19	Emission of ozone-depleting substances by weight.	C	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.	NOT APPLICABLE. The division activities do not emit appreciable amounts of ozone-depleting substances.
EN20	NO, SO and other significant air emissions by type and weight.	C	SEE OHL GROUP GENERAL INFORMATION							
	NO <sub>x</sub> EMISSIONS (t)		60	225	285	48	109	9	Not significant	451
	SO <sub>x</sub> EMISSIONS (t)		82	305	387	65	1	1	1	455
	CH <sub>4</sub> EMISSIONS (t)		2	7	9	1	2	Not significant	Not significant	Not significant
	PARTICULATE MATTER EMISSIONS PM (t)		13	47	60	10	0	0	Not significant	70
EN21	Total water discharge by quality and destination.	C					WWTP: 2,146,346 population equivalent treated water. SWDP: 17,825,699 m3 potable water produced.			
	INTO GROUND (m³)		0	0	0	0	0	0	0	0
	INTO SEWAGE SYSTEM (m³)		8,325	10,717	19,042	345,118	0	614,624	61,375	1,040,159
	INTO SURFACE WATER (m³)		0	0	0	0	100,489,346	0	0	100,489,346
	INTO SEA (m³)		0	0	0	0	47,022,461	0	0	47,022,461
	REUSED BY THIRD PARTY (m³)		0	0	0	0	0	0	0	0

[illegible]



# Contributing to wealth and to social wellbeing



## Contributing to wealth and to social wellbeing

The reality of many of the communities in which OHL operates invites us to set up community involvement programs that contribute to the generation of wealth and social wellbeing for their inhabitants. For this purpose, in the framework of our Corporate Social Responsibility strategy, we strive to create scenarios of mutual understanding, responsibility and respect.

Support to underprivileged social groups and/or groups at risk of exclusion or the development of depressed communities are ambitious challenges in any country and must be addressed from different areas, through the involvement of all of the relevant players connected with the territory. Companies can be considered as one of the players who today are in a position to make a more significant impact on the improvement of the quality of life of the people living in the areas where they operate. OHL takes up this challenge and works to develop policies of support to the community from within the framework provided by its CSR strategy.

Accordingly, during 2011, the Group earmarked more than seven million euros to activities of general interest, maintaining its commitment to society through the implementation of a range of initiatives, whose primary beneficiaries have been the communities shaping the environment in which the Group carries out its business activities. In this context, OHL strives to obtain a thorough knowledge of the social reality of its immediate environment and to analyze the primary needs in the areas of education, health and economic and social development, at the same time as it forges bonds of cooperation with community organizations in each territory.

Spain was the first country where activities of this kind were initiated within the Group, which later have been progressively extended to and consolidated in other countries, hand-in-hand with the process of the OHL Group's international expansion. The initiatives of support to the community promoted in Spain are managed by the Community Involvement Area, under the Corporate HR Management.

Another important focal point of activity is Latin America, where the OHL Concessions division is carrying out community involvement initiatives in the framework of its CSR Master Plan in countries such as Argentina, Brazil, Chile, Mexico or Peru, through an interconnected structure linking the various companies, enabling them to take advantage of the synergies achieved.

Also, OHL Construction carries out its programs in the Czech Republic and the United States, primarily. Taken overall, these individual concentrations of action shape a global network that gives meaning to the strategic guidelines established in the Community Involvement Master Plan, designed for the companies of the Group as a whole.

### Viva Saúde: health project in Brazil

OHL Brasil's Viva Saúde program offers quality medical care servicing the public that concentrates its efforts on truck drivers, professionals without access to regular healthcare and the adequate monitoring of their medical histories.

Viva Saúde focuses on the verification of the health condition of the members of this group, together with the detection of factors of predisposition to disease and the determination of other elements of risk that could cause accidents, thereby helping to improve the quality of life of this sector whose working life transpires on the roads, and contributing to the reduction of accident rates.

Implemented in the four concession companies of the São Paulo toll road network and with a pilot experience in a federal network company, in 2011 the program included 11 campaigns benefiting 4,719 truck drivers.

During 2011, a pilot project was carried out at Autopista Fernão Dias in the federal network, for the purpose of evaluating the demand. As a result of the success obtained, the introduction of the program in all five of the toll roads of the network was set as a target for 2012.



### The Accessibility Classroom project: pioneering initiative in Spain in terms of accessibility

The Juan-Miguel Villar Mir Foundation, in collaboration with the *Fundación Laboral de la Construcción* (Construction Workers' Foundation) and the Konecra Foundation, has created the Accessibility Classroom project, an initiative promoted adopting the slogan of "Building an environment for everyone", with the mission of conveying specialized knowledge in the area of universal accessibility to professionals in different fields throughout Spain, starting with the Community of Madrid. The OHL Group has participated in this unique initiative.

The Accessibility Classroom has arisen from the social commitment assumed by the three promoter foundations in order to improve the quality of life of people with physical, sensory and intellectual disabilities. It was created with the mission of raising awareness, training and providing consultancy to certain groups –persons in managerial positions in companies, students and town council technicians- with the capacity to influence the improvement of built environments, products and services, from the point of view of universal accessibility and design for everyone.





7,367,472 euros earmarked for activities of general interest in 2011

- 26.2% for community involvement activities
- 73.8% patronage and sponsorship activities

The OHL Group’s Community Involvement Master Plan was created in 2008 as the foundation for supporting the global architecture of the activities undertaken in the social sphere and, in December 2011, was updated through a revision approved by the Sustainability Committee.

Moreover, during the last meeting of the Sustainability Committee in December 2011, the report on the conclusion of the Three-Year Community Involvement Plan 2008-2011 for Spain was also presented, showing excellent results. Following an assessment, approval was given to the new document specifying the targets to be attained between 2012 and 2015. All of the new aspects introduced in the forthcoming Three-Year Plan are described in the section on *A community involvement in close proximity to the local reality* included in this chapter.

The updating of the Group’s Community Involvement Master Plan has served to establish three new focal points for the Group’s community involvement policies, which are set out below:

- Promotion and monitoring of a range of **community involvement plans** either by business lines or by countries where the Group has a permanent presence.



*Sponsor an Indigenous Child project, Mexico.*

- Active promotion of **corporate volunteering** and of the involvement of the employees in this field.
- Establishment and development of **channels of communication and dialog** with the communities in which the Group is present as well as with local NGOs.

These three focal points coincide to a large extent with the priorities set in the Group’s CSR Master Plan within the scope of relations with the community. More information on our performance and goals in corporate volunteering can be found in the chapter of this Report entitled *A shared culture* as, to a large extent, at OHL we understand volunteering as a tool at the service of the cohesion of our corporate culture.

Our work in community involvement leads us to carry out this activity on the basis of strategic proposals linked to our business activities, mainly through the two lines of work described below.

**Lines of work of the ohl group in relation to its community involvement**

- A community involvement in close proximity to the local reality
- Getting to know the communities

A community involvement in close proximity to the local reality

The commitment of the Group is to establish and develop community involvement plans in the various business lines and in the countries where it has a permanent presence. We are convinced that, in this way, through the establishment of strategies and specific targets in each location, we are closer to achieving a real impact with the activities we undertake.

Through its Community Involvement Master Plan, the Group offers the guidelines of action necessary for its companies to be able to create their own action plans and thereby facilitate a response adapted to the different local realities.

Accordingly, during 2011, and under its Three-Year Community Involvement Plan 2008-2011, the OHL Group in Spain continued to further its **accessibility plan**, in the framework of which it cooperated in the development of the “Accessibility Classroom” project for raising social awareness and providing training on the subject of universal accessibility and of design for everyone. Moreover, during the past financial year, training activities on the subject of accessibility were organized for the team responsible for OHL’s website applications.

With respect to the issue of the **social and workforce integration of people with disabilities and/or at risk of social exclusion**, and thanks to its collaboration with

Conclusion of the Three-Year Community Involvement Plan 2009-2011 for Spain

Main achievements

During this period, the OHL Group in Spain developed an internal project for improving accessibility to the information provided to the company’s stakeholders and participated in two external physical and technological accessibility projects. In the context of corporate volunteering, it designed and launched the OHL Volunteers’ website, organized two in-house day-long awareness meetings for HR managers, initiated 21 corporate volunteering activities (with close to 1,000 participants) and incorporated the employees of OHL Industrial into the Group’s volunteering activities. In collaboration with the HR area, the implementation of the Plan led to the hiring of 32 people with disabilities and/or at risk of social exclusion by Group in Spain.

Thanks to this positive outcome, the Group was invited to participate in a number of external forums on community involvement, volunteering and the workforce integration of people with disabilities in Spain. Moreover, in recognition of its efforts, the Group obtained three awards for its work in the field of community involvement, granted by the Adecco Foundation, the Integra Foundation and the *Foro de Debate Ciudadano* (Citizens’ Debate Forum).

organizations such as the Integra, Adecco and the Madrid Down Syndrome Foundations, the Group was successful in the search for and selection of candidates with particular difficulties in order to integrate them into the OHL Group’s workforce in Spain, in which process the effort in the area of Facilities Management (Ingosan) stands out. As a result, 12 people with a disability of some kind and/or at risk of social exclusion were hired during 2011, whereby, at the present time, 2% of the employees comprising the total workforce of the Spanish companies of the Group employing more than 50 workers have a disability of some kind. The proposal for 2012 is to engage 13 more employees with disabilities or at risk of social exclusion. In addition, the Group succeeded in doubling the amount of the purchases of goods and services from Special Employment Centers (CEE) in 2011.

Also in 2011, OHL Concessions implemented its own CSR Framework Plan 2011-2013, which defines, in addition to targets and strategies, the lines of action to be followed by the concession companies in the countries where it operates. The division assumes its Corporate Social Responsibility as part of a business management model.

The commitment to local and regional development is evidenced in specific initiatives that are planned and carried out in the framework of the OHL Group’s CSR Master Plan and the international obligations acquired, adapting the division’s actions to the particular characteristics of the transportation infrastructure concession business line and its stakeholders.



## Community Involvement Plan for Spain

### Strategy 2012-2015

The Community Involvement Plan for OHL in Spain was updated in 2011. The guidelines established for this new three-year period stem from a firm wager on the **continuity of the projects concerned with disabilities** (accessibility, social and workforce integration) and cooperation with entities with which OHL has been working for some time. The **alliances** with organizations of this kind are one of the key tools of the Group's community involvement strategy in Spain, considering the extensive experience of these entities in the performance of social initiatives and their knowledge of the realities of the immediate environment.

Moreover, another objective proposed is to **make Spain the cohesive force of the actions undertaken in corporate volunteering with respect to other countries where OHL has a stable presence**, by giving impetus from Spain to the creation of volunteer groups in other countries. The generation of an interconnected network, through the improvement of the existing internal channels of communication, will facilitate the exchange of experiences among the volunteers of the organizations forming the network, thereby endowing the organization with invaluable know-how, with the ambition of becoming a benchmark of corporate volunteering. The Volunteers' website plays an essential role in this framework, as it is the primary platform of connection among the members of the network of volunteers worldwide.

Finally, the Group has also decided to work on the improvement of the channels of **communication and dialog** with the company in Spain as a strategic target for this period, with particular emphasis on dialog with foundations, local entities and NGOs.

Consequently, each country seeks to adapt the targets of the Framework Plan to its own reality. Outstanding in this context is the work carried out by countries such as Brazil, which has a Three-Year Community involvement Plan 2011-2013 of its own and which, in 2011, set as its targets the strengthening of the

programs in progress, an increase in its scopes of action and the positioning of OHL Brasil and its subsidiaries in a prominent place within the framework of sustainable business management. Significant steps in order to attain these targets included the representations made for the creation of several

working groups with objectives such as the membership of the Brazilian division in the business network for sustainability, Ethos, a goal that was finally achieved in 2011. Moreover, the design and planning of two new community involvement programs commenced during the year: the program for the workforce integration of people with disabilities and the corporate volunteering program.

### Road safety education in Brazil: the success of *Projeto Escola*

- 17% fewer accidents with children (aged 1 to 5) injured or deceased on the toll roads managed by OHL
- 60% fewer accidents with adolescents injured or deceased (aged 11 to 14)
- 22% fewer young people (aged 15 to 17) injured or deceased



Furthermore, as an element of the program-strengthening strategy included in the three-year plan in the area of **road safety and environmental education**, 45 new schools were added during 2011, bringing the total to 241 schools attended to under the program, providing training to 32,268 students and 655 teachers. The process for the enrichment of the educational content offered has continued at the pace established, taking advantage of the synergies between the **Projeto Escola** for road safety education and the **Viva Meio Ambiente** environmental program, as is also the case with the process of consolidation of contents between the two programs. Both of these processes are included in the targets set for 2012.

In 2011, *Projeto Escola* completed a decade of excellence in providing road safety education to the schools located in the area of influence of the toll roads managed by the concession companies of the State of São Paulo's highway network. Since its creation in 2001, a total of 449 schools belonging to 48 municipalities have participated in the project, and 310,528 students and 14,240 teachers have benefited from the program. In the framework of this initiative, a proposal was made in 2011 for acquiring teaching materials adapted to sign language for the inclusion in the programs of children with hearing disabilities.

The *Viva Meio Ambiente* program carries out a range of educational projects on a continuous basis, within the school environment and as an extracurricular activity, for the purpose of promoting a culture and appropriate habits that will contribute to the protection of the environment and the

improvement of the quality of life of the population residing in the area of direct influence of the five toll roads managed in the federal network. In 2011, the program worked with 86 schools, training 2,169 teachers and educating 32,844 children.

In addition, OHL Brasil organizes the *Campañas Viva* program, geared to pedestrians, cyclists, motorcycle riders and motorists for the purpose of promoting actions oriented towards road education and safety for all of the users of the toll roads, thereby minimizing the risk of traffic accidents. During 2011, sixty campaigns were carried out, directly benefiting 11,148 road users.

Finally, we should mention that the *Viva Saúde* program continues to be the main project undertaken by OHL Concesiones in Brazil with respect to **health**. Through this initiative, medical examinations are provided together with other actions intended to improve the quality of life and to monitor the health of the truck drivers who use the roads managed by the company. During 2011, eleven campaigns were organized to the benefit of close to 5,000 truck drivers.

With respect to **Chile**, whose community involvement projects are focused on the areas of **road safety education and health**, 2011 has signified the strengthening of the *Proyecto Escuela* through a number of strategies, such as the enrichment of educational content

#### More information:

- Main sponsorship and patronage initiatives
- Main community involvement projects



*The program Viva meio ambiente, OHL Brasil, develops initiatives for preservation of nature, especially in schools.*

and coordination with a range of players and institutions under co-responsibility schemes.

In **Mexico**, during the past year, OHL Concessions addressed the expansion of its community involvement programs and continued with the development of the commitments acquired with the public administration for minimizing the environmental impacts of the transportation infrastructures under construction.

Within the framework of its commitment to road safety and traffic education, OHL México organized the *Conductor responsable* (Responsible Driver) campaigns on three toll roads in operation and has worked on the structuring of a teaching proposal for traffic education geared to the primary school level, *Educando y Caminando* (Educating and Walking), to be offered in 2012 by the teaching staff of the schools joining the program. The program will undertake a pilot project during the coming school year 2012-2013.



### Outstanding initiative: *Proyecto Escuela, Chile*

Inspired by its Brazilian counterpart, Chile's *Proyecto Escuela* is an educational program with high impact within the scope of road safety that seeks to promote changes in behavior in the medium and long term, in order to prevent accidents, by interrelating values linked to care and respect for life.

During the 2011 financial year, work in the framework of the program centered on the improvement of course content and on cooperation with a range of players and institutions. Last year a total of 24,042 school children benefited from the program, and 1,303 teachers from the 1st to 8th grades of primary education received training.

Furthermore, 2011 was the year of the inclusion in the program of special education schools that attend to children with disabilities. A cooperation arrangement was also established with the transit authority, *Corporación Nacional de Seguridad de Tránsito* (CONASET), for the evaluation and measurement of results in the control group, as well as with the Carabineros of Chile, who participated by offering educational talks in the schools and by taking the children to puppet shows with road safety themes. Finally, in the course of the year, the company succeeded in obtaining the participation of the education corporations of the municipalities involved in the program, together with the monitoring of the progress of the educational program over the school year by means of ongoing contact with the schools through the Internet and the incorporation of educational talks for parents and guardians for the purpose of accompanying and reinforcing the content learned at school.



Also, within the scope of education and care for minorities at risk of exclusion, the *Apadrina un niño indígena* program undertaken jointly with the Secretariat for Social Development of the Government of the State of Mexico in 2008 tripled the number of indigenous children sponsored during the 2011 financial year. In the context of the primary objective of reducing the conditions of inequality in the Mexican indigenous population between 5 and 14 years of age, the number of sponsorships offered to Mazahua children and families increased from 100 to 300.

In Argentina, OHL Concessions also focused on road safety education, in view of the fact that 22 people lose their lives in automobile accidents daily in the country, and 10,000 suffer injuries that leave some degree of disability as a sequela. In the face of this reality, Autopista Ezeiza-Cañuelas continued to implement the *Teaching our children* project during 2011 in collaboration with the Argentine Federal Police and a number of educational centers, by organizing talks and educational activities for children in kindergarten and primary school. In 2011, a total of 10 schools and 5,000 children benefited from

this project. Starting in 2012, the educational talks will become consolidated as a program called "*Conito en la ciudad*" which, based on a character named Conito, created as a symbol of the campaign, will seek to interrelate knowledge and values and to transform them into responsible driving conducts.

Finally, in terms of the environment, the company has been cooperating with the Garrahan Foundation in programs for recycling paper, since 2002, and plastic bottle caps, since 2008, obtaining financial resources to support the integrated development of

## The subsidiaries of the OHL Group have allocated nearly two million euros to social action, carrying out initiatives tailored to local realities in which they operate

the Garrahan Hospital. Since the early days of cooperation with the Foundation in 2002, these programs have saved the equivalent of 529 trees.

In Peru, visits to archeological sites and educational talks commenced at two landmark schools in the city of Casma, which have led to the organization of three educational projects to be carried out within the area of influence of Autopista del Norte:

- **School Archeology Club** for the promotion of cultural identity and the performance of research work and the dissemination of information on local archeological sites with the supervision and guidance of Autopista del Norte's team of archeologists.
- **Environmental Counselors Club** through which the company intends to promote eco-efficiency practices, waste management and recycling in schools, together with clean-up and environmental education campaigns with the community.
- **School Road Safety Counselors Club** through which road safety practices were carried out, fostering a culture of safety in order to promote the development of values, skills and responsible and safe conducts.

These three educational projects have benefited 300 students between 13 and 16

years of age and have trained 45 teachers in the two schools. The main target for 2012 is the extension of the three programs to 5 more schools.

In the case of OHL Construction, the division is involved in community support projects in the United States and in the Czech Republic. In the United States, during 2011, the division cooperated with a number of institutions in the improvement of the quality of life of underprivileged social groups through a range of actions, among which we can highlight the charity races organized in conjunction with the Red Cross, the organization of "Paint Day" for the improvement of the homes of persons belonging to groups at risk of exclusion and the distribution of food on Thanksgiving Day. In the

Czech Republic, the division has cooperated with children's hospitals in the purchase of medical devices and furnishings, as well as with organizations that work with people with disabilities, by facilitating their transportation.

Finally, OHL Developments also undertakes actions in support and for the improvement of the quality of life of the communities with which it is related. Significant examples include the division's cooperation with the local Mayan communities in their socioeconomic development and the granting of the use of premises in shopping centers to nonprofit organizations, among others.

Finally, Corporate General Management has encouraged other social action projects, most notably developed in Peru with the International Solidarity.



Police Workshop  
Indep. 2012  
Peru, in  
collaboration  
with the  
International  
Solidarity.

Corporate Volunteering  
An OHL priority

As mentioned previously, corporate volunteering has become a priority line of action within the Community Involvement Master Plan renewed in 2011. From the perspective of human resource management, this is an indispensable tool for the cohesion of OHL's corporate culture, and the Group understands and addresses the volunteering initiatives to a large extent from this point of view. This strategic vision is described in greater detail in the chapter on *A shared culture* in this document.

Corporate Volunteering of the Group is focused largely at the service of community involvement and the generation of a positive social impact on communities and many of the community involvement actions described up to this point also included participation by the employees of companies of the Group.

MAIN COMMUNITY INVOLVEMENT PROJECTS 2011

Action	Collaborating Organization	Group Benefited
Spain		
5th Soccer Tournament for Equality	• Fundación Adecco and Special Olympics	Persons with intellectual disabilities.
Camino de Santiago pilgrimage	• Fundación Adecco • Fundación Síndrome de Down	Persons with Down Syndrome (20).
Disability Day organized by Ingesan volunteers (Madrid)	• Fundación Adecco • Fundación Deporte Integra • Fundación Abracadabra • Fundación Gil Gayarre and Afanias	Persons with intellectual and physical disabilities.
Bosque de las Capacidades (Barcelona)	• Fundación Adecco • Fundación Más Árboles	30 persons with disabilities.
Fourth Drawing Contest	-	Children of OHL employees.
First visit to Torre Espacio by young people from the Down Syndrome Foundation	• Fundación Síndrome de Down Madrid	Young people with intellectual disabilities.
Christmas charity street market	• Friends of Orissa Association (India)	Women victims of abuse and children from low-income families in India.
Metro Ligero Oeste Solidarity Vegetable Garden	• Aula Ambiental de Pozuelo • Fundación Adecco	Persons with intellectual disabilities.
Sustainable bike routes	• Aula Ambiental de Pozuelo • Fundación Adecco	Young students from schools in the area of influence of Metro Ligero Oeste.
Argentina		
"Preparing ourselves for the working world and practical training" workshop, designed to help students to draw up their first CV in line with the desired profile, training them to be able to draft a letter of introduction and to maintain a good exposition and self assurance in job interviews.	-	Students in the last two years of secondary education, students on the tertiary level and university students.  1,200 beneficiaries.
U.S.A.		
Charity race	• American Red Cross	Underprivileged persons
Paint Day	-	Underprivileged persons
Charity Fishing Tournament	• Rebuilding Together Foundation	Underprivileged persons

Getting to know the communities

At OHL we strive to get to know and to keep in mind the social and environmental specificities of each community. This provides us with valuable information for the performance of our business activities, as well as for the development of the community involvement policies that we implement, by keeping us connected with the reality of our immediate environment. For this reason, during the year, we continued to work on the ongoing improvement of the channels of communication, dialog and interaction with society.

The OHL Group works actively to put into place and maintain a range of active channels of contact with all of its stakeholders in the context of community involvement. All of the information obtained through these channels enables the Group to acquire a global vision and to adapt the design of its policies of action in the community accordingly. Therefore, the maintaining of the quality and proper operation of the channels of communication and dialog established is of vital importance from a strategic point of view, as well as from the perspective of the effective implementation of the range of projects of support to the community.

In Spain, one of the priority targets of the new Community Involvement Plan 2012-2015 is the improvement of the channels of communication and dialog with the company, by means of an increased OHL presence in the social networks and Internet forums, interaction on the Volunteers' specific website or through consultations with local entities and NGOs.

The ongoing contact with stakeholders from the community involvement point of view also calls for basic and continuing processes integrated into the day-to-day of those who work in the Group, as is the case with the meetings for monitoring the community involvement projects with the presence of the Community Involvement Area and frequent contact by telephone and e-mail.

Other media used by the Group in Spain for its interaction with society are the Mosaico magazine and vehicles such as the Community Involvement and Sponsorship section on the corporate website, OHLFINET, the community involvement mailbox ([accion.social@ohl.es](mailto:accion.social@ohl.es)) or the OHL Volunteers' website ([voluntarios.grupoohl.com](http://voluntarios.grupoohl.com)). The upgrading of the last medium mentioned has become one of the primary targets for 2012, together with OHL's presence in the social networks (Facebook, LinkedIn, Twitter) and the determination to connect with new audiences, access those places out of reach of the routine media and receive direct and immediate feedback from stakeholders in the form of suggestions, complaints and opinions.

2010 survey of social benefit organizations  
NGOs and foundations surveyed

- Spain**  
Fundación Adecco, Fundación Integra, Fundación CONAMA.
- Mexico**  
Pronatura, CICEANA, ITESM, Greenpeace México, WWF México.
- Brazil**  
SOS Mata Atlántica, Instituto Socioambiental (ISA), Greenpeace Brasil, WWF Brasil, Conservação Internacional Brasil- CI, Childhood Brasil, Akatu, Instituto ECOAR, ECOA, Recicloteca, Amigos da Terra, Rede Nacional de Combate ao Tráfico de Animais Silvestres – Renctas.

The satisfaction surveys made at the end of each of the volunteering initiatives carried out also provide valuable information and are an important channel of communication for the company. The results of the last survey reveal a level of satisfaction of 9.25 over 10, demonstrating the success of the volunteering actions in Spain.

As mentioned earlier in previous chapters of this Report, an OHL stakeholder survey initiative was undertaken at the end of 2010. Among the groups of stakeholders, it was decided to involve the heads of the foundations and social benefit organizations with which the Group collaborates on a regular basis in the framework of its community involvement policies. In this way, OHL was able to identify the most relevant concerns of the entities dedicated to social issues in relation to the company's CSR policy, as well as to obtain an evaluation of the channels of communication that the Group maintains with this stakeholder group.

In this regard, we should note that both the effectiveness as well as the frequency of the communication maintained between OHL and these entities were given, in general, a positive assessment. Insofar as the most relevant issues for the organizations surveyed, these can be observed on the table set out below.

Following the completion of this survey, and in view of the range of proposals for action compiled during the process, OHL decided to set as a target for 2012 the creation of a committee made up by nonprofit organizations that will work with OHL on a regular basis, contributing opinions and guidance on the management of the Group's relations with the community.



However, the survey was not carried out solely with respect to community involvement entities in Spain, but also encompassed organizations connected with OHL México and OHL Brasil. The relevant concerns raised by these organizations are shown on the table included here. In this way, through the replies of the representatives of foundations and social benefit organizations in each country, the difference between the priorities of the Spanish context on the one hand, and the Brazilian and Mexican contexts on the other, are evident, thereby demonstrating the need to establish different strategies and perspectives for the policies of support to the community, as is the practice at OHL.

Beyond the results of the survey, there are other significant efforts by the Group in its determination to become familiar with and understand the different social and environmental specificities of the communities in which it operates. In this context, we can highlight the existence of initiatives of dialog that assess environmental and social impacts prior to the performance of construction projects and are managed by OHL's Environment and Quality Service.

In the case of OHL Concesiones in Mexico and Brazil, the contractual dimension of the project and the needs for the implementation of social and environmental projects are analyzed for the purpose of taking the measures required. This effort always includes the involvement of the division's Corporate Social Responsibility team, which facilitates decision-making in line with the guidelines established in its Framework Plan.

Moreover, at the headquarters in Mexico, an analysis has been made of the context in which the company's infrastructures operate, in order to determine the main lines of action of its future Community Involvement Plan. In the meantime, mention should be made of the

Relevant issues identified by the social benefit organizations surveyed by the Group

Spain	Mexico and Brazil
Occupational Risk Prevention Environmental management Investment in R&D&I Equal opportunities	Community involvement Management of environmental impacts Climate change: GHG emissions Biodiversity conservation programs

resources invested during 2011 in the building of structures designed to lessen the social impact of the expressway, Vía Rápida Poetas. This contract included clauses requiring the company awarded the project to invest resources in the conditioning of public spaces, the upgrading of community facilities and the construction of urban infrastructures. OHL earmarked 10 million euros during 2011 to compliance with these clauses, thereby introducing improvements with a direct impact on the daily life of the community affected by the construction project.

Also significant was the Map of Social Players in the districts of Huarmey, Culebras, Casma and Comandante Noel drawn up by OHL sucursal Perú during the past year for the purpose of maintaining a relationship of communication, commitment and active participation. Likewise in 2011, a mechanism for submitting queries and complaints was introduced, both on an internal level with respect to the workers on the construction site, as well as for the neighboring community. The latter mechanism is managed through the PACRI Program of Peru's Ministry of Transportation and Communications.

For more information on the channels of communication specific to each country, such as publications, etc., please consult the *Group channels of communication and dialog chart*.

The OHL Group's Good Neighbor Code

The OHL Group's Good Neighbor Code contains a set of standards of behavior and actions on construction sites, seeking to achieve a friendlier, more responsible and more respectful integration of the work into the neighborhood and into the lives of its residents. This initiative enables direct communication by the company with its closest environments and, during 2011, seven new construction projects joined the Code, bringing the total to 64 since the Service Quality and Environment launched this initiative in 2004.

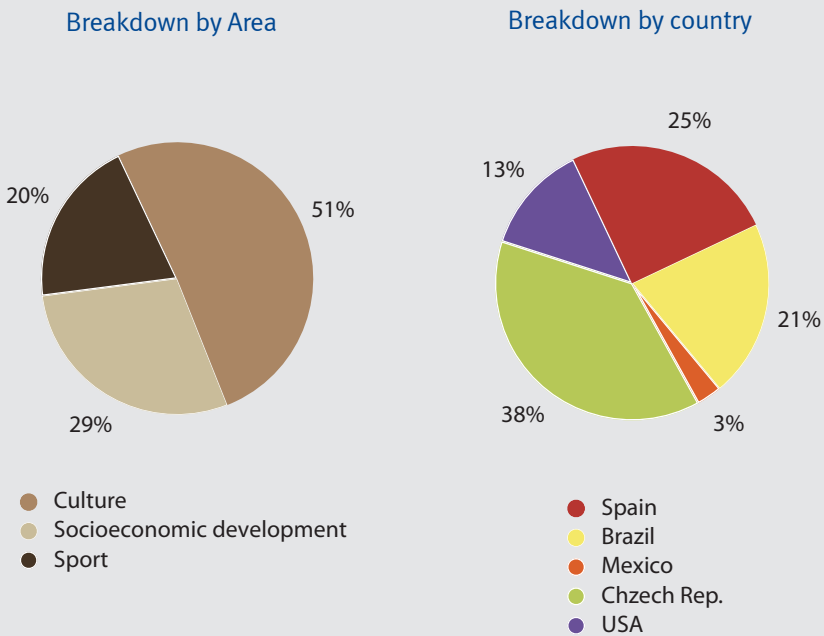
Thanks to all of the measures contained in the Good Neighbor Code, the quality of life of the residents in the vicinity of construction work is improved. Moreover, the Code stimulates excellence, consisting of going beyond the offsetting measures, that is, those that solely seek to have the work move along "unnoticed". In this way, the construction process itself, and not only the finished product, contributes to effectively improving the immediate environment, an outcome achieved by encouraging community leaders to exploit the possibilities in terms of education, solidarity and generation of wealth that the construction work can offer the community accommodating it. The Code also serves to raise the awareness of the various stakeholder groups in regard to environmental management aspects.

Patronage and sponsorship

The OHL Group's commitment to the communities with which it is associated is expressed through its contribution towards the promotion of cultural actions connected with the visual and the performing arts, as well as through others that stimulate economic and social development and, in general, with its participation in educational, technological and sports initiatives.

During 2011, a total of 5,437,672.42€ was earmarked to sponsorship and patronage actions, 10% less than in the previous financial year. This reorientation of the OHL Group strategy is in response to the current economic situation, which gives higher priority to projects targeting the less privileged groups in society in comparison to other kinds of projects. Aware of the role the company plays in society, the efforts of the Group have been redirected towards the most vulnerable members of the communities where it operates on a stable basis. Accordingly, the resources for community involvement projects have gone from representing 19% of the total resources earmarked to society in 2010, to 26% in 2011.

OHL Group patronage and sponsorship (Total 2011: 5.44 million euros)



Cultural promotion

OHL supports entities concerned with the promotion of culture, with particular interest in the performing and visual arts, music and the humanities, making cultural experiences more accessible to less-privileged persons and approximating cultural values and knowledge to society in general. In 2011, 2,757,000 euros were budgeted for support to cultural activities in Spain and abroad.



Archeological exhibit in Casma (Peru)



Commitment to the development and progress of the community

The Group supports a number of initiatives that further social and economic development through spaces and actions for discussion and reflection on issues relating to the economy and society, as well as others connected with innovation, sustainable development and training. In 2011, 1,584,000 euros were earmarked to development and social and economic progress through a range of initiatives, among which the Volvo-OHL Brasil Forum stands out.

Promotion of sport

Sports and the values associated with them continue to be one of the most significant lines of sponsorship of the OHL Group, which budgeted a total of 1,096,000 euros for this area in 2011.



An employee, member of the OHL USA team of runners, participating in a charity race to raise funds for the Red Cross.

A benchmark for the World Health Organization: Volvo-OHL Forum

The Volvo-OHL Road Safety Forum 2011, organized by OHL Brasil on June 15, 2011 in Brasilia, took place as one of the benchmark activities for the WHO in the launching of its initiative “Decade of Action for Road Safety 2011-2020”, which commenced in the month of May with the objective of reducing the number of traffic fatalities.

The Forum, organized around the theme *-How can Brazil take advantage of the decade of action for road safety-*, offered a cross-sectoral debate following two kick-off talks given by Eric Howard, road safety consultant of the World Bank, and by Pere Navarro, Director General of Traffic of the Government of Spain.



Volvo - OHL Brasil Road Safety Forum 2011 held in Brasilia (Brazil)

Main community involvement projects 2011|OHL Group

PROJECT	GROUP BENEFITED
Global scope	
Project for improvements in accessibility to the information on the Group's websites.	All of the OHL Group's stakeholders who have some kind of disability or difficulty for accessing the information.
Spain	
Participation in the Accessibility Classroom project.	University students, company managers and town council technicians in the Community of Madrid.
Plan for the workforce integration of persons with disabilities and at risk of social exclusion.	Persons with a physical, sensory or mental disability, as well as groups at risk of social exclusion (former drug addicts, ex-convicts, former prostitutes or victims of gender violence).
A number of cooperation projects together with the FEMAREC Foundation, Cassiá Just, Integra, Konecta, Aprocor, PRODIS F. and the Juan-Miguel Villar Mir Foundation, Adecco F., Madrid Down Syndrome Foundation.	Persons with a physical, sensory or mental disability.
Project in conjunction with the NGO, Desarrollo y Asistencia.	Young people with intellectual disabilities.
Support to the Spanish Red Cross Foundation.	Underprivileged groups in society.
Visits to the facilities of the Metro Ligero Oeste light rail.	Young people attending schools in the area of influence of Metro Ligero Oeste.
Metro Ligero Oeste road safety and environmental education campaigns.	Young people attending schools in the area of influence of Metro Ligero Oeste.
Financial contributions to the Little Sisters of the Poor, Asociación Nuevo Futuro, Red Cross and ASPANION.	Various groups.
Financial cooperation with the Reina Sofía Foundation.	Alzheimer's disease patients
Argentina	
"Teaching our children" campaign.	5,000 students from ten schools.
"Safe Driving for Parents" campaign.	Residents of the localities in the vicinity of the toll road.
Collaboration with the Garrahan Foundation in paper recycling and collection of plastic bottle caps programs to obtain financial resources to support the integrated development of the Garrahan Hospital.	Garrahan Hospital and adjacent community
Brazil	
"Projeto Escola" (road safety)	20 new schools added to the project, totaling 449 since 2001.
"Viva Meio Ambiente" (environment)	86 schools, training 2,169 teachers and 32,844 students.
"Viva" campaigns	11,148 toll road users.
"Decade of Action for Road Safety"	Managers of the concession companies, operations committee, traffic managers and teaching personnel specialized in road safety.
"Viva Saúde" (health)	4,719 professional truck drivers without access to adequate medical care.
Mexico	
"Educando y Caminando" (pedestrian education)	Primary school children in grades 5 and 6.
"Conductor responsable, seguro llega" (safe driving)	400,000 drivers.
"Apadrina a un niño indígena" (sponsor an indigenous child)	300 Mazahua children and families.
Cooperation in the rehabilitation of forest areas and of bike trails.	Residents in the area of Bosque de Chapultepec.
Cooperation with the local Mayan communities in their socioeconomic development through a range of actions. AK KUXTAL Project and Centro CRIT.	Local Mayan communities.
Granting use of premises in shopping centers to nonprofit organizations.	"Casa del Sol" orphanage, PANER Foundation –young people with cerebral palsy and Down Syndrome.



PROJECT	GROUP BENEFITED
Chile	
"Proyecto Escuela" (road safety)	24,402 primary school children and 1,303 teachers.
"Un nuevo aire para Santiago" (environment)	Inhabitants of the Cerros de Renca forest area.
"Espacio Verde" (environment)	Student and teachers participating in Proyecto Escuela.
Peru	
"School Archeology Club"	300 students aged between 13 and 16, and 45 teachers, together with 600 participants in the visits to archeological sites.
"Environmental Counselors Club"	
"Road Safety Counselors Club"	
"Improving your home" program, through which OHL contributes funds that are added to amounts donated by other employees, for making repairs in the homes of concession company workers whose living conditions are very precarious.	Employees of the concession company, Autopista del Norte, OHL Concesiones
International Solidarity Projects strengthening the work articulated for the fight against gender violence in Lima Norte, Independencia district.	25 members of the National Police, LIMA NORTE. 20 legal advisors, Independencia district.
Czech Republic	
Cooperation with children's hospitals in the purchase of furnishings and medical devices (adjustable beds, neurostimulators, etc.).	Patients in children's hospitals
SIDS– Sudden Infant Death Syndrome Project. Purchase of the Babysense II monitors that control the vital signs of newborn infants.	Newborn infants
Cooperation with organizations that work with people with disabilities to facilitate the transportation of disabled persons –PORTUS Project	Persons with disabilities
United States	
Charity races organized with the collaboration of the Red Cross for groups at risk of exclusion	Underprivileged persons
"Paint Day" Project for the improvement of the homes of people at risk of exclusion	Underprivileged persons
Distribution of food on Thanksgiving Day.	Underprivileged persons



Main sponsorship and patronage initiatives 2011 | OHL Group

Cultural promotion

**SPAIN**  
Teatro Lírico Foundation, Teatro del Liceo, Isaac Albéniz Foundation, Príncipe de Girona Foundation, Royal Academy of Engineering, Spanish Royal Academy and Hispano-Brazilian Cultural Foundation, among other entities.

**CZECH REPUBLIC**  
Moravian International Autumn Festival, Brno Municipal Theater, Brno Sacred Music Easter Festival, Philharmonic Choir, as well as other initiatives connected with the cultural life of the city of Brno.

**BRAZIL**  
Ribeirao Preto Symphony Orchestra, Pedro II Theater, Bolshoi Brasil School of Theater, “Chorando sem parar” Festival, First Church Established in Jaú, Ribeirao Preto “Feria do Livro”, among others.

**MEXICO**  
Actions with the objective of raising awareness of the importance of the preservation of the country’s archeological heritage and the Mayan culture, as well as of the diversity and protection of the natural environments.

**PERU**  
Initial actions undertaken in Peru for the purpose of preserving the archeological heritage of Casma.

Commitment to the development and progress of the community

**SPAIN**  
Events organized by Foro Nueva Economía and Foro ABC; bilateral Spain-Qatar meeting organized by the ICEX; participation in the Spain-India Council and Spain-Australia Foundations; King of Spain International Journalism Awards; First Civil Engineering Week, among other initiatives.

**CZECH REPUBLIC**  
Technical University of Brno, School of Construction and the Superior Technical School, also in Brno.

**MEXICO**  
“Melistak” project for the improvement of the quality of life of the indigenous populations; the “Seedlings” program for academic support to adolescents awarded scholarships and a period of practice work at the Banyan Tree Hotel in Mayakoba; Congress of Civil Engineers’ Societies in Mexico; World Highway Congress; the conservation of the Valle de Bravo Basin; support to sustainable tourism together with the entity Siam Kaan, among other initiatives.

**BRAZIL**  
Brazilian Conference on Transportation Infrastructures, Brazilian Highway Congress, Volvo - OHL Brasil Road Safety Forum 2011 held in Brasilia.

**CHILE**  
Participation in a number of meetings on road safety.

**USA**  
A highlight was the cooperation arrangement with the University of Miami for the purpose of supporting and strengthening its training courses.

Promotion of sports

**SPAIN**  
Port of Alicante Athletic Club, Lucentum Basketball Club, Mar Alicante Handball Club, Alcodiam Salesianos roller hockey amateur league team; the candidature of Tarragona to host the 8th Mediterranean Games in 2017; sports activities of Group employees, with the paddle tennis and tennis tournaments as highlights, together with the soccer team in Spain.

**CZECH REPUBLIC**  
FC Brno, HK Kometa Brno, Svitavy Basketball Club.

**BRAZIL**  
Projeto Kimono de Ouro, Projeto Basquete Cidadão.

**CHILE**  
Sponsorship of the soccer team of the Group’s employees in Chile.

**ARGENTINA**  
Sponsorship of the track team organized by the Group’s employees in Argentina.

**USA**  
Florida International University Athletics, FTBA Golf, Indian River Adult Baseball, Pembroke Wildcats, among other actions. Likewise, sponsorship of the track team organized by the Group’s employees in the United States.

Landmark projects

**SPAIN**  
During 2011, the Group continued the cooperation initiated in 2010 for sponsoring the World Youth Day (WYD), an event organized by the Catholic Church in order to bring together Catholic youth from all parts of the world and which took place in Madrid in August 2011.



# About the Sustainability Report



# About the Sustainability Report

The OHL Group Annual Sustainability Report is our main communication link with all of our stakeholders. This Report contains OHL’s most relevant sustainability information and sets forth the company’s progress and achievements pursuant to our commitment to ongoing improvement. For this reason, we strive to state our commitments, strategies and performance with the highest degree of representativity, quality and clarity possible, using the latest CSR reporting trends and standards.

## Profile

This Sustainability Report refers to the 2011 financial year and includes the policies, management and performance of the OHL Group in the financial, ethical, human resource, environmental and social spheres.

In this new annual CSR Reporting process, we have decided to adopt a fresh focus, by presenting the advances achieved from the point of view of our strategy, whereby we have organized the Report by following the structure of the OHL Group’s CSR Master Plan 2010-2014. In this way, by connecting strategy with communication, we wish to strengthen the coherence of OHL’s CSR approach and to have our stakeholders participate to a greater extent in this approach.

## Focuses of activity and strategic goals of the CSR Master Plan

Focus of activity	Strategic goal
CSR management	To provide the Group with the management structure and the tools necessary in order to strengthen its commitment to sustainability
Shareholders and investors	To generate value through the Group’s commitment to sustainability, solvency, transparency and credibility
Employees	To consolidate a corporate culture shared by all employees and based on respect, integration, trust, loyalty, transparency and security, in such a way that OHL will be, in any country in the world, a good place to work
Customers	To convey to customers the value of the OHL Group’s global commitment to sustainable development, integrity and excellence in the performance of the business
Supply chain	To become familiar with, control and establish relationships of cooperation in terms of sustainability with the Group’s supply chain
Community	To contribute, on the basis of premises of responsibility and respect, towards the improvement of the quality of life of the individuals and the communities with whom the Group interrelates.

This Report has been drawn up and validated in accordance with the recommendations of the Global Reporting Initiative’s “Sustainability Reporting Guidelines”, version G3, obtaining an A+ level of application

The OHL Group has been publishing its CSR and sustainability Report annually since the 2003 financial year. This Report has been prepared and validated in accordance with the recommendations of the Global Reporting Initiative’s “Sustainability Reporting Guidelines”, version G3, obtaining an A+ level of application. Moreover, the Report takes into account the principles of inclusivity, materiality and responsiveness, set out in the latest version of the AA1000 standard, inclusive of the AA1000APS Accountability Principles (2008) and the AA1000AS Sustainability Assurance Standard (2008). In addition, the Report provides information on compliance with the principles of the United Nations Global Compact and Millennium Development Goals.

The preparation of this Report falls within the province of the Corporate Social Responsibility Service, answering to the Corporate General Management of the OHL Group through the Innovation and Sustainability Department.

## Coverage

The information presented in this Report on a consolidated basis has been contributed by all of the companies, subsidiaries and production centers of the Group, specifically:

- The five operating divisions that in 2011 formed a part of the business activities of the Group (\*).
- The corporate divisions and a few companies that report directly to the Corporate General Management, such as Sacova and Ingesán.
- All of the countries where the Group has a presence on an operating level.
- Construcción, Spain Area, reports through the seven companies and their delegations distributed throughout Spain, two permanent production centers (the machinery yard and the plant in Velilla) as well as the information gathered by means of the quality and environment indicator tool, which in 2011 registered 287 worksites and 64 delegations.
- The rest of the divisions, structured by their various companies and branches.
- A total of 88 work centers or companies, whose breakdown by division and country is set out on the following table.

(\*)Following the agreement of sale of OHL Medio Ambiente Inima, that division has been accounted for as a discontinued activity in the annual accounts for 2011. Nevertheless, considering the social and environmental aspects of the division, it was considered appropriate to include it within the scope of this Sustainability Report.



One of the strategic goals of the CSR Master Plan is for OHL to be a good place to work in any country whatsoever.



OHL Group work centers included with the CSR reporting scope 2011

Concessions		Corporate		Industrial	
Spain	OHL Concesiones	Spain	Corporate	Spain	OHL Industrial
	Autovía de Aragón-Tramo 1		Sacova Centros Residenciales		Ecolaire España
	Cercanías Móstoles Navalcarnero		Astral - Ingesan		STHIM
	Euroglosa 45	Construction			CHEPRO - Chemtrol Proyectos y Sistemas
	Metro Ligero Oeste	Spain	OHL	Developments	
	Autopista Eje Aeropuerto		Guinovart	Mexico	Huaribe
	Terminales Marítimas del Sureste		Electrificaciones y Montajes		Inmobiliaria Mayalum
	Nova Dàrsena Esportiva de Barà		SATO		Golf de Mayakoba
	Sobrinio		Islas de Mayakoba		
	CELSA	Op. Hotelera Corredor Mayakoba			
Argentina	Autopista Ezeiza Cañuelas				
Brazil	OHL Brazil				
	Autovias				
	Centrovias				
	Intervias				
	Vianorte				
	Autopista Fluminense				
	Autopista Litoral Sul				
	Autopista Planalto Sul				
Chile	Autopista Fernão Dias				
	Autopista Régis Bittencourt				
	OHL Concesiones Chile	Argentina	OHL Sucursal Argentina		
	Autopista del Sol	Chile	OHL Sucursal Chile		
	Autopista Los Andes		Concesionaria CJS		
	Autopista Los Libertadores		OHL Austral		
	OHL Concesiones Mexico	Peru	Constructora TP		
	GANÁ (Amozoc Perote)		OHL Sucursal Peru		
Mexico	Concesionaria Mexiquense				
	Aeropuerto Internacional de Toluca				
	Viaducto Bicentenario				
	Libramiento de Puebla				
	Vía Rápida Poetas				
	Autopista Urbana Norte				
	OHL Concesiones Mexico	Mexico	OHL Sucursal Mexico		
	GANÁ (Amozoc Perote)		CPVM (Sociedad Constructora Proyectos Viales Mexico)		
Peru	Autopista del Norte				
		Central & Eastern Europe	OHL Central Europe		
			OHL ŽS		
			ŽPSV		
		USA	OHL USA		
			Community Asphalt		
			The Tower Group		
			Arellano Construction		
Industrial			Stride		
			BCA (Betancourt Castellon As.)		
		Qatar	OHL Sucursal Qatar		
		Argelia	OHL Sucursal Argelia		

OHL defines joint businesses as those contractual agreements under which two or more entities carry out operations, maintain assets or participate in a partnership, in such a way that any strategic decision of a financial or operating nature affecting the business requires the unanimous consent of all of the participants. These joint businesses are considered by the Group from a financial perspective, for which reason they are included within the scope of the Report insofar as their significant aspects. Those entities or businesses over which the company does not exercise control, on its own or together with other shareholders, are not included within the scope.

All of the information provided in this Report is sourced from the centers within the scope indicated above. In cases where the coverage of the Report differs from the foregoing dimension, the relevant specific scope is indicated in a note, to ensure an accurate and reliable interpretation thereof.

Figures referring to previous financial years are also included in the Report to make it possible to see the trend of the Group over time. However, it should be noted that these figures are not always synonymous with performance, particularly in the case of environment, where the environmental aspects derived from each business activity vary completely, depending on the specific kind of project involved.

System for the capturing, validation and consolidation of CSR figures

In order to meet its corporate CSR reporting and monitoring needs, the OHL Group has specific software for the capturing and consolidation of data.

Participation in the CSR Reporting on 2011 included 164 users, 88 subsidiaries, branches and centers, and a response was given to 691 indicators, grouped into 84 questionnaires referring to the 14 CSR areas.

Training and dialog sessions are held yearly with those users who wish to participate through a multi-conference and connection to the software. The purpose of these sessions is to review the use and the possibilities of the software, to comment on the most frequent errors and shortfalls detected in previous campaigns and to enable users to raise any questions they may have.

In 2011, 33 users participated in the training session held in the month of November. Moreover, the shared forum available in this tool was opened in 2011, and the frequently asked questions have been included together with their respective answers.

Torre Espacio, central headquarters of the OHL Group in Madrid.



## Materiality and relevance

For the preparation of this Report, and pursuant to the recommendations of the Global Reporting Initiative's "Sustainability Reporting Guidelines" (GRI-G3), as well as the AA1000AS Standard (2008), the OHL Group has identified and selected those aspects which, in the context of Corporate Responsibility, are relevant for its stakeholders.

In 2010, the OHL Group decided to shift the focus of the surveys of stakeholder groups that it had been carrying out yearly since 2006, in order to include in the surveys the important changes being introduced by the company in its management of CSR. OHL felt that the strategic change in focus marked by the Corporate Social Responsibility Master Plan 2010-2014 required appropriate verification of the information with these groups, in order to ensure an alignment with their demands. Consequently, to the usual aim of ascertaining the expectations of our stakeholders through surveys, on this occasion we added the dimension of evaluating the adequacy of the strategic lines of the Master Plan for meeting such expectations.

Targets of the OHL Group stakeholder survey 2010-2011:

- Identification of the expectations of the stakeholder groups, as well as of the main reputational risks perceived.
- Analysis of expectations and perceptions and a comparison of these with those identified previously by OHL.
- Proposal for adjusting the existing strategic lines, if appropriate.

The OHL Group considers as its main stakeholder groups:

- Employees – Customers – Infrastructure users – Shareholders and investors and analysts – Suppliers - Community –Scientific and technological bodies – NGOs.



*Employees and customers were the preferred target of OHL's first survey of stakeholders, made at the end of 2010. In the photo, toll collector and user of a Mexican toll road.*

## In 2010, the OHL Group shifted the focus of the stakeholder surveys that it had been carrying out since 2006, in order to include the significant changes the Company has introduced into its CSR management

The survey project was carried out in two stages:

- The first stage took place at the end of 2010 and targeted the **employees** of all of the divisions of the OHL Group, the **customers** of OHL Concesiones, OHL Construcción and OHL Desarrollos in Spain, Mexico and Brazil and the **social benefit organizations and scientific and technological centers** associated with the Group's environment in these three operating divisions and in the three countries mentioned above.

The results obtained and the actions taken by OHL in response to the relevant issues identified, where the Group had a greater opportunity for improvement according to the players surveyed, are described in the chapters devoted to these stakeholder groups:

- Chapter 2: Managing sustainability at OHL
- Chapter 4: A shared culture
- Chapter 5: Forward-looking infrastructures
- Chapter 8: Contributing to wealth and to social wellbeing
- The second survey stage was carried out at the end of 2011 and involved **suppliers and subcontractors** of OHL Construcción and OHL Industrial in Spain, as well as **investors and analysts** in Mexico, Spain

and Brazil. The objectives set by the company in this case were the same as in the previous stage, and the survey methodology consisted of "ad hoc" interviews and questionnaires with a view to obtaining a high degree of representativity. This second stage succeeded in involving more than 80 participants, among suppliers or subcontractors and investors and analysts of the Group.

With respect to the survey of suppliers and subcontractors, we should note that some of the issues they marked as relevant coincided with those identified in the survey of employees, customers and social benefit organizations, as well as with the priorities of OHL. The company is aware that the management of the supply chain is a matter of crucial

relevance, particularly those aspects that are connected with the dimension of Human Rights management and compliance. In this regard, and as has been mentioned in this Report, the company approved its Responsible Procurement Policy in December 2011, thereby aligning itself with the principal demands of this group of stakeholders in light of the results of the survey.

The information on the outcomes of these surveys and the actions planned by OHL for 2012 can be found in the relevant chapters:

- Chapter 2: Managing sustainability at OHL
- Chapter 3: Value creation through commitment
- Chapter 6: OHL and its suppliers: together in facing the challenge of sustainability



*The second stage of the OHL survey of its stakeholder groups focused on suppliers and subcontractors.*



Employees	Customers	Society	Suppliers	Analysts / Investors	Relevant issues identified	Associated strategic line	Chapters where a response is provided
					Occupational Risk Prevention	E4: Continue working to improve the safety and health of all of the employees of the Group.	Chapter 4
					Compliance with rules and regulations	T4: Development of a book of corporate policies to compile existing policies and to incorporate those as yet to be created. CL1: Improve the detection and analysis of risks associated with sustainability and corruption in relationships with customers in each country and establish the tools necessary to ensure the “reinforcement of ethical conduct”.	Chapter 1 Chapter 2
					Ethical and transparent management of the business, avoiding all forms of corruption and bribery	E2: Develop standards and guidelines of conduct (and disseminate them adequately) intended for all of the employees in relation to ethics and respect for Human Rights in the performance of the Group’s business activity. Put into place the necessary monitoring and control mechanisms to ensure that these standards and guidelines are observed. CL1: Improve the detection and analysis of risks associated with sustainability and corruption in relationships with customers in each country and establish the tools necessary to ensure the “reinforcement of ethical conduct”.	Chapter 1 Chapter 2 Chapter 5 Chapter 6
					Technical training for job performance	E5: Work to strengthen the offer of integration, reconciliation, training and career development in order to improve success in attracting and retaining talent.	Chapter 4
					Equal opportunities	E1: Work to ensure equal opportunities among the members of the workforce and non-discrimination for any reason in any country.	Chapter 4
					Environmental management systems	MA1: SUSTAINABLE ENVIRONMENTAL MANAGEMENT. Ensure compliance with the OHL Group’s environmental sustainability commitments by means of the gradual implementation of environmental management systems and tools for energy management and biodiversity conservation.	Chapter 7
					Satisfaction of the customers or end-users of the services / products of the OHL Group	CL3: Promote the generation of differentiated spaces of dialog with each group of customers.	Chapter 5
					Eradication of child labor	E2: Develop standards and guidelines of conduct (and disseminate them adequately) intended for all of the employees in relation to ethics and respect for Human Rights in the performance of the Group’s business activity. Put into place the necessary monitoring and control mechanisms to ensure that these standards and guidelines are observed.	Chapter 2 Chapter 4 Chapter 6
					Job stability	E3: Reinforce the channels and tools of communication and dialog with the employees of the entire Group to detect needs and expectations. E5: Work to strengthen the offer of integration, reconciliation, training and career development in order to improve success in attracting and retaining talent.	Chapter 2 Chapter 4
					Relations with and care of the customers or end-users of the services / products of the OHL Group	CL3: Promote the generation of differentiated spaces of dialog with each group of customers.	Chapter 2 Chapter 5
					Elimination of all forms of forced or compulsory labor	E2: Develop standards and guidelines of conduct (and disseminate them adequately) intended for all of the employees in relation to ethics and respect for Human Rights in the performance of the Group’s business activity. Put into place the necessary monitoring and control mechanisms to ensure that these standards and guidelines are observed.	Chapter 2 Chapter 4 Chapter 6
					Opening-up to new markets and /or the development of fresh business opportunities	OHL Group Strategic Plan.	Chapter 1 Chapter 5
					Risk management	T1: Generation of an international structure for CSR management. T4: Development of a book of corporate policies to compile existing policies and to incorporate those as yet to be created. CL1: Improve the detection and analysis of risks associated with sustainability and corruption in relationships with customers in each country and establish the tools necessary to ensure the “reinforcement of ethical conduct”.	Chapter 1 Chapter 2
					Community Involvement	CO1: Establish and implement the various community involvement plans by business line and/or country according to the criteria and premises of the Community Involvement Framework Plan.	Chapter 8

## Dissemination

The OHL Group Annual Sustainability Report is the company’s main communication link with all of its stakeholder groups and is also offered as a source of documentation for analysis and evaluation by experts in CSR, both on the domestic as well as the international level. The Report contains the bulk of OHL’s sustainability communication and reflects the transformations experienced by the company in this regard. For this reason, in 2011, we decided to include the process of strategic immersion which, from the CSR perspective, is being developed by OHL, more clearly in the Report content. This decision brings with it the focalization of the effort towards a working methodology more closely adapted to the needs of the company, of its stakeholders and of the social and environmental context in which it operates.

The Sustainability Report has gone on to be structured around the Group’s CSR Master Plan and has a strong impact on the progress made in the line of work contained in the Plan. Likewise, an effort has been made to reinforce the accessibility of information (from the point of view of clarity and the degree of thoroughness with which the contents are set out and to pursue in depth those matters that may be of greater relevance to OHL’s stakeholders.

Starting this year, the OHL Sustainability Report is available online.



In addition to the Executive Summary that the company has been preparing over the last few years, the OHL Group Sustainability Report 2011 is available in an html format through [www.ohl.es](http://www.ohl.es), enabling, as usual, the downloading of the pdf document with the full information.

These advances provide a response to the demand expressed both by customers, as well as by the social benefit, environmental and scientific and technological organizations with which the Group cooperates, in the survey made at the end of 2010, in which these groups requested OHL to communicate its annual progress in CSR in a more concise, clear and agile manner and in more dynamic and navigatable formats.

All of the documents comprising the OHL Group Annual Report are distributed in Spanish and English.

## Verification

In order to offer the most complete, transparent and rigorous communication possible, the OHL Group submits the content of its Sustainability Report and its adaptation to the GRI G3 Guidelines to a number of verification and control processes, both internal as well as external. The reliability of the data contained in this Report has been audited by Deloitte, the firm entrusted with its verification.



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*Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails.*

### Independent Review Report on the OHL Group's 2011 Sustainability Report

#### Scope of the engagement

We have reviewed the adherence of the 2011 Sustainability Report (SR) contents to the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines version 3.0 (G3) and the indicators proposed in the aforementioned guidelines.

We have also reviewed the information reported about the progress achieved in the Corporate Social Responsibility (CSR) goals defined by the OHL Group for 2011.

#### Review standards and procedures

We conducted our work in accordance with the International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with Guidelines for engagements relating to the review of Corporate Responsibility Reports issued by the Spanish Institute of Certified Public Accountants.

Our work consisted on making inquiries to management and to the Divisions of the OHL Group involved in the preparation of the SR and of carrying out the following analytical procedures and testing on a sample basis:

- Meetings with OHL Group's personnel to ascertain the principles, systems and management approaches applied.
- Minutes' review of the Sustainability Committee meetings carried out during 2011.
- Analysis of the processes used to gather and validate the data reported in the 2011 SR.
- Review of the steps taken for the identification and consideration of the stakeholders during the year through the analysis of the available internal information and third-party reports. Also we analysed the coverage, materiality and completeness of the information included in the SR according to the understanding of the requirements of OHL Group's stakeholders described in the section "Managing sustainability at OHL".
- Checking that the content of the SR does not contradict any significant information provided by the OHL Group in its Annual Report.
- Analysis of the adherence of the content of the SR to those recommended in the GRI G3 Guidelines.
- Review of the information relating to the management approaches applied to each group of indicators.
- Review of the progress achieved in 2011 regarding the CSR goals.
- Verification that the core indicators included in the SR agree with those recommended by the GRI G3 Guidelines and that any non-applicable or unavailable indicators are identified.
- Review on a sample basis of the quantitative and qualitative information relating to the GRI indicators included in the 2011 SR, and the adequate compilation thereof based on the data provided by OHL Group's information sources.

#### Conclusions

The "About the Sustainability Report" section provides details of the performance indicators reviewed, the scope limitations of the review carried out and those indicators that do not cover all aspects recommended by the GRI Guidelines. As a result of our review, no other matters were disclosed that would lead us to believe that the 2011 SR of the OHL Group contained material errors or that it was not prepared according to the Global Reporting Initiative Sustainability Reporting Guidelines version 3.0 (G3). Also, the review procedures performed did not disclose any matter that would lead us to believe that the information furnished on the degree of progress in the CSR goals for 2011 contained material errors.

#### Observations and Recommendations

In addition, we have submitted to the Management of the OHL Group our recommendations relating to the areas of improvement to consolidate processes, programmes and systems associated with CSR management. The most significant recommendations are:

- To enhance the role of the Sustainability Committee and the Coordinators of CSR at a corporate level to identify and prioritize the relevant issues in CSR and, especially, to monitor the commitments and the working lines undertaken by the Group.
- To keep moving forward with the integration of the sustainability reporting tool, paying special attention to the definition and implementation of internal controls and responsibilities. It is also necessary to adapt this tool to the fulfilment of the Construction and Real Estate Sector Supplement of GRI approved in 2011, which will be mandatory to reach the maximum level of alignment with the GRI standard from 1<sup>st</sup> January 2013 and on.
- The OHL Group 2011-2015 Environment and Energy Master Plan started in 2011. For the proper development of the OHL Group's Energy and Environment Master Plan 2011-2015 it is suggested the provision of the necessary resources and management tools for the people responsible of its implementation, as well as regular monitoring of the main performance indicators.

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#### Responsibilities of the OHL Group management and Deloitte

- The formulation of the 2011 SR is responsibility of the Audit, Compliance and Corporate Social Responsibility Committee; whereas the preparation and content of the 2011 SR is the responsibility of the Innovation and Development Management of the OHL Group, which is also responsible for defining, adapting and maintaining the management and internal control systems from which the information is obtained.
- Our responsibility is to issue an independent report based on the procedures applied in our review.
- This report has been prepared solely in the interests of the OHL Group in accordance with the terms and conditions of our engagement letter.
- We conducted our work in accordance with the independence standards required by the Code of Ethics of the International Federation of Accountants (IFAC).
- Since a review is substantially less in scope than a reasonable assurance engagement, we do not provide reasonable assurance on the SR. This report is not to be considered an auditors' report.

DELOITTE, S.L.

Helena Redondo  
Madrid, 4 May 2012

GRI G3 CONTENTS

1	STRATEGY AND ANALYSIS	Pages
1.1	Statement from the most senior decision maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	2
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2	ORGANIZATIONAL PROFILE	Pages
2.1	Name of the organization.	6-7, 23
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2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	6-17, 154-155
2.4	Location of organization's headquarters.	162
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	7-16
2.6	Nature of ownership and legal form.	22-24
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	8-16
2.8	Scale of the reporting organization, including: <ul style="list-style-type: none"><li>• Number of employees;</li><li>• Net sales (for private sector organizations) or net revenues (for public sector organizations);</li><li>• Total capitalization broken down in terms of debt and equity (for private sector organizations); and</li><li>• Quantity of products or services provided.</li></ul>	8-9, 17-20
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: <ul style="list-style-type: none"><li>• The location of, or changes in operations, including facility openings, closings, and expansions; and</li><li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).</li></ul>	6-16
2.10	Awards received in the reporting period.	42-43
3	REPORT PARAMETERS	Pages
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3.2	Date of most recent previous report (if any).	154-155
3.3	Reporting cycle (annual, biennial, etc.)	154-155
3.4	Contact point for questions regarding the report or its contents.	162
3.5	Process for defining report content, including: <ul style="list-style-type: none"><li>• Determining materiality;</li><li>• Prioritizing topics within the report; and</li><li>• Identifying stakeholders the organization expects to use the report.</li></ul>	38-40, 157-158
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	155-157
3.7	State any specific limitations on the scope or boundary of the report	155-157
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	155-157
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	155-157
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods).	155-157
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	155-157
3.12	Table identifying the location of the Standard Disclosures in the report	Annex: GRI Table
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	161 Annex: Review Report



4	GOVERNANCE, COMMITMENTS AND ENGAGEMENT	Pages
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	22-25, CGR (7-12)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	23, CGR (7-12, 17-18)
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	23, CGR (7-12)
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	37, 51-52
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	24, CGR (13-15)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	22, 25-26
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	22
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	6-7, 22, 26, 31-33
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	22-26
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	24, CGR (28-32)
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	22-26
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	35-41, 51-52, 63-69, 117-122, 138, 140-148, 151-152
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"><li>• Has positions in governance bodies;</li><li>• Participates in projects or committees;</li><li>• Provides substantive funding beyond routine membership dues; or</li><li>• Views membership as strategic.</li></ul>	28, 67, 81-84, 117-122, 138, 140-147
4.14	List of stakeholder groups engaged by the organization.	38-40, 51-52, 76-77, 96, 107-108, 149-150
4.15	Basis for identification and selection of stakeholders with whom to engage.	37-40, 51-52, 76-77, 96, 107-108, 149-150
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	37-40, 51-52, 76-77, 96, 107-108, 149-150
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	38-40, 51-52, 76-77, 96, 107-108, 149-150

CGR: Corporate Governance Report 2011

GRI G3 INDICATORS

ECONOMIC PERFORMANCE INDICATORS		Type	Pages	Comments	Review
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	C	19		✓
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	C	118 - 120, 133 -138	Climate change financial implications have not been estimated quantitatively	✓ (4)
EC3	Coverage of the organization's defined benefit plan obligations.	C	72	The Group does not have commitments related to retirement plans or other benefits. There is a Bonus Programme for directives. See note 3.23 in 2011 consolidated annual accounts for its description.	✓
EC4	Significant financial assistance received from government.	C	19	Please address to note 3.20 in 2011 consolidated annual accounts for further information.	✓
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	C	101 - 103		✓ (3)
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	C	56	Proportion of senior management hired from the local community has been estimated from Group OHL's expatriates number	✓
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	C	143 - 150		✓
ENVIRONMENTAL PERFORMANCE INDICATORS		Type	Pages	Comments	Review
EN1	Materials used by weight or volume.	C	Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 58% of the activity.	✓ (1)
EN2	Percentage of materials used that are recycled input materials.	C	Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 58% of the activity.	✓ (1)
EN3	Direct energy consumption by primary energy source.	C	127, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 66% of the activity.	✓ (1)
EN4	Indirect energy consumption by primary source.	C	127, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 75% of the activity.	✓ (1) (7)
EN8	Total water withdrawal by source.	C	128, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 82% of the activity.	✓ (1)
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	C	Annex: GRI G3 Environmental Indicator Table		✓
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	C	Annex: GRI G3 Environmental Indicator Table		✓
EN16	Total direct and indirect greenhouse gas emissions by weight.	C	129, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 66% of the activity.	✓ (1)
EN17	Other relevant indirect greenhouse gas emissions by weight.	C	129, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 75% of the activity.	✓ (1)

EN19	Emissions of ozone-depleting substances by weight.	C	Annex: GRI G3 Environmental Indicator Table	No significant emissions of these substances have been identified.	✓
EN20	NO, SO, and other significant air emissions by type and weight.	C	129, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 66% of the activity.	✓ (1)
EN21	Total water discharge by quality and destination.	C	Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 82% of the activity.	✓ (1)
EN22	Total weight of waste by type and disposal method.	C	128, Annex: GRI G3 Environmental Indicator Table	Information restricted to areas that have reported the information in 2011. These represent 36% of the activity.	✓ (1)
EN23	Total number and volume of significant spills.	C	Annex: GRI G3 Environmental Indicator Table	Indicador limitado a las sociedades que han reportado información que en 2011 representan un 58% de la actividad.	✓ (1)
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	C	117 - 125, 130 - 133, Annex: GRI G3 Environmental Indicator Table		✓
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	C	N.A.	OHL Group does not produce relevant quantities of goods susceptible of being packaged	✓
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	C	124, Annex: GRI G3 Environmental Indicator Table		✓
SOCIAL PERFORMANCE INDICATORS		Type	Pages	Comments	Review
LABOR PRACTICES					
LA1	Total workforce by employment type, employment contract, and region.	C	56 - 57, 59		✓
LA2	Total number and rate of employee turnover by age group, gender, and region.	C	56 - 57, 72	The indicator is not fully reported. Information about employee turnover broken down by age group, gender and region is not available.	✓ (2)
LA4	Percentage of employees covered by collective bargaining agreements.	C	62		✓
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	C	N.A.	There is no minimum period of notice at the OHL Group. In any case, these have always been performed as specified in the regional regulation.	✓
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region.	C	57, 63 - 66	The indicator is not fully reported since the necessary data-collection mechanisms outside Spain are not available.	✓ (6)
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	C	69, 72	The indicator reports only about the benefits of health insurance and medical examinations of employees.	✓
LA10	Average hours of training per year per employee by employee category.	C	70 - 71		✓
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity.	C	22 - 25, 56 - 57, 59	The indicator is not fully reported since the necessary data-collection mechanisms are not available.	✓ (5)
LA14	Ratio of basic salary of men to women by employee category.	C	59		✓ (4)



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HUMAN RIGHTS					
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	C	28	In 2011, no analysis has been done on human rights in the investment agreements.	✓
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	C	104 - 105	The indicator is not fully reported since the necessary data-collection mechanisms are not available.	✓ <sup>(4)</sup>
HR4	Total number of incidents of discrimination and actions taken.	C	In 2011, no substantiated incidents of discrimination were registered.		✓
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	C	62		✓
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	C	61 - 62		✓
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	C	61 - 62		✓
SOCIETY					
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	C	26, 28 - 30		✓ <sup>(4)</sup>
S02	Percentage and total number of business units analyzed for risks related to corruption.	C	25, 30	The indicator is not fully reported. Quantitative information is not reported because it is not compiled.	✓ <sup>(4)</sup>
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	C	30		✓ <sup>(4)</sup>
S04	Actions taken in response to incidents of corruption.	C	30		✓ <sup>(8)</sup>
S05	Public policy positions and participation in public policy development and lobbying.	C	N.A.	The OHL Group does not have specific procedures related to participation in public policy development and lobbying. The issues related to this topic are analysed one by one by the Group Administration Council.	✓ <sup>(9)</sup>
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	C	Consolidated Annual Accounts (note 3.19. y 4.6)		✓

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## PRODUCT RESPONSIBILITY

PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	C	86, 90 - 91		✓ <sup>(4)</sup>
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	C	86, 94		✓ <sup>(4)</sup>
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	C	N.A.	OHL Group is not part of any voluntary standard or code related to marketing communications. The OHL Group just complies with the law related to this topic.	✓
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	C	OHL Group has not received significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		✓

C Core GRI G3 indicator.

✓ Revised indicator.

N.A. Non applicable.

(1) This information review consisted in the analysis of the procedures used on the different areas in the Group to gather the information reported, and the analysis of its evolution regarding last year. The indicators are limited to those areas reporting information, making difficult its comparison and representation, and with the following turnover coverage in 2011:

- EN1, EN2, EN23: 58%

- EN3, EN16, EN20: 66%

- EN4, EN16, EN17: 75%

- EN8, EN21: 82%

- EN22: 36%

(2) Employee rotation is not broken down by age, gender nor region.

(3) Only information for Spain is provided.

(4) Only qualitative information is provided.

(5) Information is not broken down by minorities nor other diversity indicators.

(6) Fatalities are informed only for those activities carried out in Spain.

(7) Information is not broken down by primary sources.

(8) Only reports received through the Ethical Channel are provided.

(9) Position and specific activities are not provided.

**DISCLOSURE ON MANAGEMENT APPROACH**

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Biodiversity	Annex: GRI G3 Environmental Indicator Table
Emissions, effluents and waste	128 - 129, Annex: GRI G3 Environmental Indicator Table
Products and services	117 - 125, 130 - 133, Annex: GRI G3 Environmental Indicator Table
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Security practices	107
Indigenous rights	58 - 62
<b>SOCIAL PERFORMANCE - Society</b>	<b>Page</b>
Community	26, 28 - 30
Corruption	25, 30
Public policy	The OHL Group does not have specific procedures related to participation in public policy development and lobbying.
Anti-competitive behavior	Consolidated Annual Accounts (note 4.6)
Compliance	Consolidated Annual Accounts (note 3.19. y 4.6)
<b>SOCIAL PERFORMANCE - Responsibility</b>	<b>Page</b>
Customer health and safety	86, 90 - 91
Product and service labeling	86, 94
Marketing communications	OHL Group is not part of any voluntary standard or code related to marketing communications. The OHL Group just complies with the law related to this topic.
Customer privacy	30, 86
Compliance	Consolidated Annual Accounts (note 3.19. y 4.6)

The OHL Group declares that its Sustainability Report 2011 has been prepared in accordance with the recommendations contained in the Guidelines for the Preparation of Sustainability Reports of the Global Reporting Initiative (GRI), published in 2006 and known as G3, in its A+ level of application. This level has been corroborated in the review performed by GRI (GRI Checked).

**GRI Application Levels**



## Statement GRI Application Level Check

GRI hereby states that **OHL Group** has presented its report "2011 Sustainability Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 12 April 2012



Nelmar Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The "+" has been added to this Application Level because OHL Group has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 3 April 2012. GRI explicitly excludes the statement being applied to any later changes to such material.