



SUSTAINABILITY REPORT

of the OHL Group

2013



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The OHL Group states that this report has been prepared in accordance with the GRI's *Sustainability Reporting Guidelines*, version G3.1, and its *Construction and Real Estate Sector Supplement*, on its level of application A+. This level has been GRI Checked.

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Letter from the Chairman



Juan-Miguel Villar Mir,
Presidente del Consejo de Administración
del Grupo OHL.



● Dear ladies and gentlemen:

For yet another year, I have both the honor and pleasure to present all of you the events that, in my opinion, have been particularly relevant during 2013.

While 2012 was a year of significant transformation for OHL, a year in which the Group became a reference shareholder of Abertis, 2013 has nevertheless proven itself to be a year of consolidation, full of relevant events such as the incorporation of Josep Piqué Camps as Second Deputy Chairman and Chief Executive Officer, and the growth of our capital holding in Abertis to 18.93%, which consolidates our company as industrial partner and reference shareholder.

In 2013, the world economy grew on average with various profiles of 3.0% for the world as a whole, a growth driven by the economies of emerging countries, which progressed at a rate of 4.7%. There was however a slight slowdown because of the sparse increase of 1.3% in GDP in developed countries, led by the United States with 1.9%, though this GDP progress in developed countries has not been supported by the performance of the Eurozone, whose data reflect a 0.5% drop, with 1.2% corresponding to Spain⁽¹⁾.

Within this economic scenario, the OHL Group has obtained satisfactory results in 2013. Likewise, the EBITDA and recurring net profit grew at rates of 15.4% and 4.0% respectively, despite the registered turnover drop of 8.6%.

On October 1, 2013, the Board of Directors at OHL agreed to appoint Josep Piqué Camps as Second Deputy Chairman and Chief Executive Officer. Mr. Piqué joins the OHL Group after an extended trajectory as an economist, businessman and politician, during which he undertook duties of maximum responsibility at prestigious institutions, large companies and the Government of Spain. In addition to his expertise, the path of his vast accumulated experience, particularly international and within the field of R&D&i, holds a perfectly harmonious course with the two major pillars of the OHL Group's strategy: internationalization and innovation.

This year also included the increase in our stake in Abertis. In March, OHL Concessions' full subsidiary OHL Emissions purchased an additional 3% from La Caixa. This transaction, in addition to other market purchases, has risen our stake to 18.93%. Through this increase, OHL boosts its holding in Abertis and consolidates its position as large industrial partner and second reference shareholder, which clearly underscores OHL's commitment to permanence.

The Group closed 2013 with a Construction portfolio worth €8,059.7 million, with large international agreements, prominent among which are the Montreal University Health Center in Canada, the railroad link between Asia and Europe through the Marmaray tunnels in Istanbul (Turkey) and the Mecca-Medina high-speed railroad in Saudi Arabia. This international construction portfolio alone accounts for 81.5% of this division's totals.

Some of the significant contract awards secured in 2013 include the works on the Mushaireb and Education City subway stations in Qatar; the 72nd St. subway station in New York City; a highway linking Hubova with Ivachnova in the Slovak Republic; and the works in Chile on Line 3 of the Santiago subway, Gustavo Frick Hospital in Viña del Mar, and the Port of Valparaíso. These contract awards total €1,047.3 million and, together with other smaller agreements, join the portfolio of €3,048.6 million, a figure that exceeds OHL Construction's totals from last year.

In turn, the Concessions division returned to prominence as the primary driving force of the Group with a growth of 8.7% in constant perimeter sales and a significant increase of 27.0% in EBITDA compared with 2012.

The other three Group divisions (OHL Industrial, OHL Development and, recently-created in 2013, OHL Services) contributed 13.6% of the turnover with an EBITDA of €12.2 million.

Such good Group results have not gone unnoticed by securities markets. If the evolution of the OHL share price as of the end of 2002 is considered, which is the year in which the current strategy became effective, through 31 December 2013, the share price of OHL grew at an accumulative rate of 23.1%; Ibex 35 did so at 4.6% while the average for construction companies was 5.2%.



These figures confirm the appropriateness of the strategy published in 2002 based on:

- internationalization,
- diversification in transport infrastructure concessions, and
- technology innovation.

This strategy has fostered OHL's sound and continuous growth as well as progress in the sector. By including withdrawal from promoting residential real estate and proprietary construction, this strategy kept OHL from becoming implicated in the Spanish real estate crisis, which would emerge some years later.

The following relevant Group events in the financial sector are likewise noteworthy:

- The transformation of OHL México, in terms of its financial structure, based on two major transactions:
 - Firstly, the new equity issue of 239,397,167 new shares for a total of Mex\$ 6,942.5 million –nearly €415 million- completed successfully in June 2013. Through this transaction, OHL México reinforced its balance while making its financial structure more flexible, which is timely for the sector given the current prospects for investment in transport infrastructures in Mexico.
 - And, secondly, the comprehensive refinancing of Concesionaria Mexiquense S.A. de C.V. -its largest asset- for Mex\$ 17,300 million –approximately €968 million- through a combination of various financial instruments on the capital market and bank financing.
- OHL Concessions conducted its first transaction on the capital markets through its fully-owned subsidiary OHL Investments in April 2013 with an issue of bonds exchangeable for OHL México shares at a sum of €300 million, maturing in 5 years and quoted in Frankfurt. This bond issue was extended in October by a further €100 million.
- Finally, particularly salient regarding the Group's debt:
 - the slight increase of 10% in gross recourse debt, of which 91% of the total corresponds to capital markets,
 - 86% of the total gross debt is long term, and
 - the net recourse debt against EBITDA with recourse is 2.8 times.

Sustainable development

The OHL Group builds its business model upon responsibility and sustainability criteria, which has enabled the group to reach new heights in 2013 within the scope of its Corporate Social Responsibility Master Plan, and commit to its pledge to unremitting improvement, innovation, drive toward sustainability and the generation of value.

For yet another year, the Group has renewed its presence on the FTSE4Good Ibex, an index that distinguishes us as a committed value of particular interest to the growing numbers of investors who combine their concerns for ethics, social affairs, environmental policies and good governance in company management with their profit targets.

In 2013, OHL has worked especially in one of the most important aspects of Corporate Social Responsibility management, namely compliance with Human Rights. And, in this regard, over 4,000 Group employees have received training in this area and the OHL Code of Ethics. Likewise, the startup of self-assessment and internal auditing activities regarding compliance in Human Rights has been framed and scheduled for 2014 with a view to detecting and preventing potential risk situations in this area. The self-assessment process, action protocol and tools to be used were approved by the Group's Executive Committee in March 2014.



The Group continued its clear pledge to stringent management of the principles and values in Good Governance. This pledge has materialized, among other notable aspects, in the creation of the Compliance Division in October 2013. The primary role of this division is to supervise and contribute so that Group activity is developed in line with the highest levels of integrity and compliance with the Code of Ethics. In this regard, I am very pleased to announce that the 2012 Annual Corporate Governance Report of the Spanish National Securities Market Commission, published in July 2013, recognized the OHL Group as one of the five Ibex 35 companies which fully complied with the recommendations of the Unified Code of Good Governance.

Turning to the Group's commitment to its employees, our dedication to creating jobs has resulted in a noteworthy growth of 20.0% compared with 2012, and training, with particular acknowledgment to the efforts made in occupational risk prevention, an aspect in which we have recorded a substantial reduction in the overall incident index of occupational accidents, which dropped 10.1% in 2013 compared with 2012.

I am pleased to report the most significant R&D&I achievements, which have enabled the Group to become a European benchmark in the concessions and construction sector. OHL appears on the ranking of the top 1,000 companies in Europe investing the most resources in R&D according to the data of the EU Industrial R&D Investment Scoreboard 2013, which is published annually by the European Commission. According to this report, the Group improved by two positions and holds the third spot among Spanish construction companies, thirteenth spot on the European construction companies ranking, and sixteenth spot among Spanish companies in all sectors considered.

Lastly, the efforts and commitment of the OHL Group in striving toward a low-carbon economy have earned the group a classification score of "High" from the Carbon Disclosure Project (CDP) 2013. The results from 2013 place OHL in the tenth position in the Spanish company ranking and fourth in the industrial sector, which includes construction.

In this regard, all the Group's stakeholders can learn more by checking out the online version of our 2013 Report, <http://memoria2013.ohl.es/>, where you can view and download the full text of the three reports, comprising: Activity Report, Consolidated Annual Financial Statements and Sustainability Report.

In conclusion, I wish to express, on my own behalf and on behalf of the Board of Directors, my sincerest gratitude to our shareholders, since we would have never been able to attain such lofty achievements and excellent results without their continued support. I would also like to express our appreciation to our clients for placing their trust in us, together with praise to our Group's excellent team, whose efforts, professionalism, dedication and perseverance have enabled us to reach economic goals while honoring the commitment to sustainable development that we had established for 2013.

The Chairman of the Board of Directors

Juan-Miguel Villar Mir

OHL, a global
group committed to
sustainability

Introduction

The mission of the OHL Group is to create value in conditions of economic, social and environmental sustainability while addressing the specific needs of its investors and clients interested in having things run well. The OHL company model incorporates a balance of ethical, social and environmental criteria into corporate management.

Pictured, aerial view of the Circuito Exterior Mexiquense highway.

75%

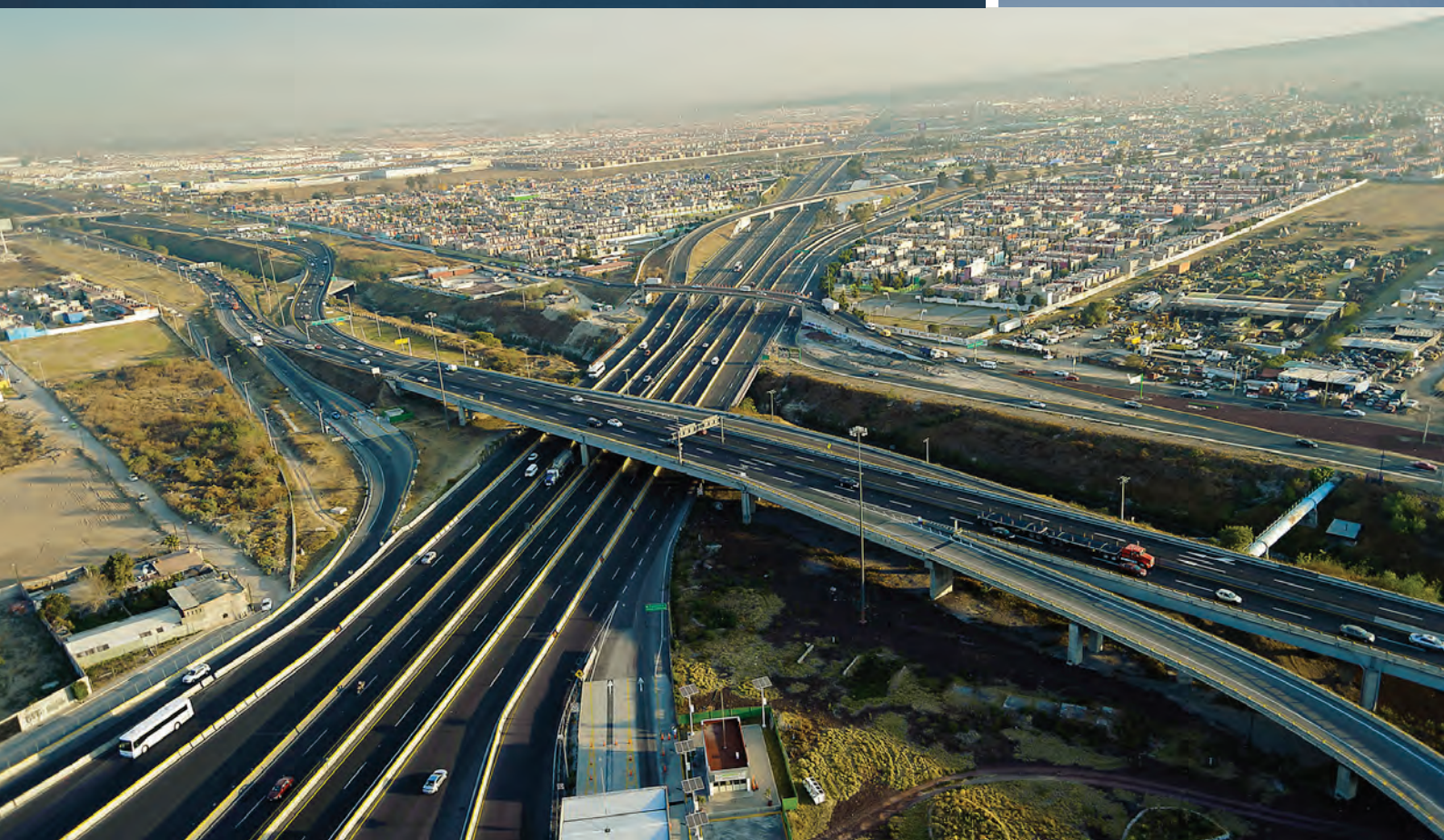
International sales

92%

EBITDA generated in
foreign markets

85%

International portfolio





► General description of the OHL Group

Obrascón Huarte Lain (OHL) is a large international concessions and construction group. The Group has a hundred-year experience in both the domestic and international spheres. At the end of 2013 it was present in 27 countries across the five continents and boasted 23,795 employees.

The international dimension of the OHL Group is plainly demonstrated by the weight of its activity outside Spain, which in 2013 represented 75% of sales, 92% of EBITDA and 85% of its portfolio.

The OHL Group is currently:

- Leading the world in hospital and railroad construction.
- Ranked the 10th largest transportation infrastructure construction company and 23rd among the top international contractors (*ENR 2013 ranking*).
- The fourth largest contractor in Latin America (*ENR 2013 ranking*).
- The preferred partner of Abertis, the world leader in highway management.

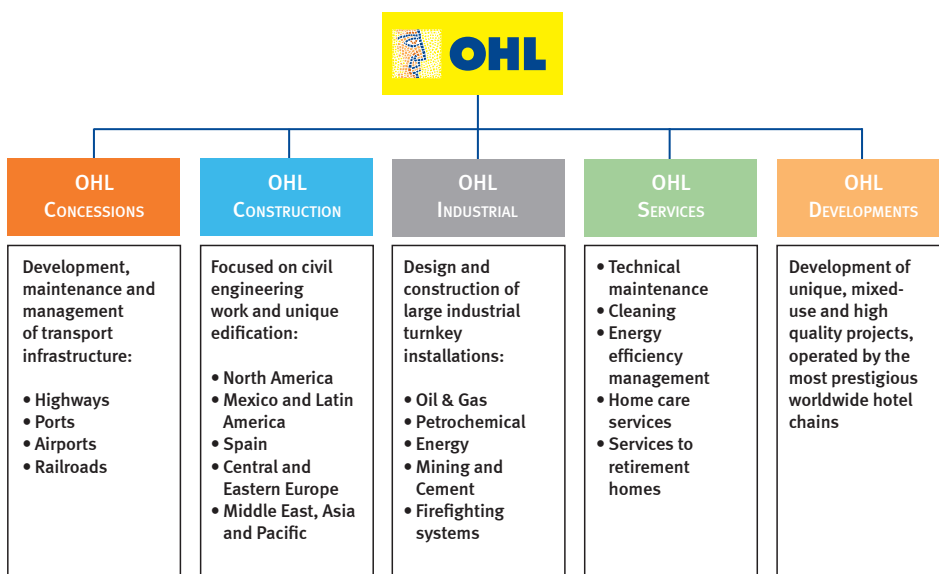
The priority of **company governance**, managed by the Board of Directors with the support of the Appointments and Remunerations and the Audit, Compliance and Corporate Social Responsibility Committees, is business transparency and the ethical behavior of its employees and collaborators.

In this regard, the 2012 Annual Corporate Governance Report of Ibex 35 companies, published by the Spanish National Securities Market Commission on July 25, 2013, recognized the OHL Group as one of the five companies that fully complied with the recommendations of the Unified Code of Good Governance and the only company that complied with this requirement over the three-year period between 2010 and 2012.

The selective and prudent criteria that guide its **international** expansion, as well as the application of **R&D+i** as the engine of productivity, are the two strategic pillars of growth of the OHL Group, which performs its activity through five operational divisions: OHL Concesiones, OHL Construcción, OHL Servicios, OHL Industrial and OHL Desarrollos.

OHL is listed in the **Ibex 35**, the selective index of the Madrid Stock Exchange, and is a member of the FTSE4Good Ibex since its creation in 2008. Our OHL México affiliate is listed in the selective CPI of the Mexican Stock Exchange.

Five operational divisions



► The Villar Mir Group is the majority shareholder of the OHL Group, holding 61% of its share capital.

► An international concessions and construction group with 5 independent divisions.



The OHL Concessions division has spearheaded OHL Group's leading position in the international market for public-private partnership projects in transportation infrastructure, with a dual presence in this market: as promoter and direct manager of newly-created concessions (*greenfield*), with controlling shareholdings therein, and as a reference shareholder and industrial partner of Abertis, world leader in highway management.

On April 2, 2013, this division was awarded the concession of Terminal 2 at the Port of Valparaíso. At the end of 2013 it directly managed 16 main concessions, with 10 toll roads spanning 790 km, its main line of activity, three commercial ports, two railroad concessions and an airport. Highlights of the assets managed include the Circuito Exterior Mexiquense and urban highways Viaducto Bicentenario, Autopista Urbana Norte and Supervía Poetas, in the Valley of Mexico metropolitan area, where it is the leader.

In the construction area, OHL has focused its activity on civil engineering infrastructure and unique buildings, specializing mainly in high added-value segments, such as the construction of hospitals and railroads, where OHL is one of the world's leading companies.

In the hospital sector, OHL Construction is currently working on two of the largest and most advanced hospitals in the world that are under construction: the Sidra Medical and Research Center in Doha, Qatar, and the Montreal University Hospital Center (CHUM), in Canada.

Meanwhile, in the railroad sector, OHL implemented the first high-speed project a Spanish company has carried out abroad, which was a section of the Ankara-Istanbul line in Turkey. It is currently involved in the Mecca-Medina high-speed line, Saudi Arabia, and the Marmaray project, in Turkey. It also carries out significant activity in metro networks in New York (USA), Toronto (Canada), Santiago (Chile) and Doha (Qatar).

OHL Milestones in 2013

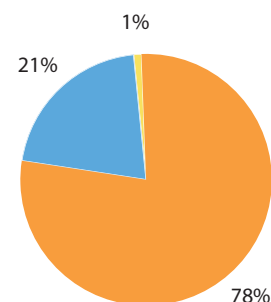
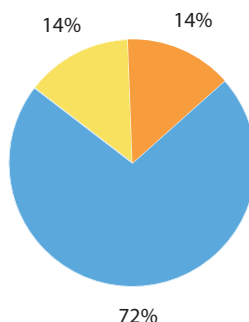
► Strong and consistent growth based on its two core businesses: Concessions and Construction.

► Concessions is the main driver of the Group. In 2013, its EBITDA grew by 27% and the Group contributed 78% of the same.

► Construction sales decreased 2.5% overall, as a result of a 9% increase abroad and a fall of 34.2% in Spain.

INCOME STATEMENT BY ACTIVITY (€Mn)

	Sales	% Var.	EBITDA	% Var.
● Concessions	513.8	-20.0%	951.5	+27.0%
● Construction	2,669.9	-2.5%	251.4	-0.4%
● Other activities	500.5	-22.9%	12.2	-76.3%
Total	3,684.2	-8.6%	1,215.1	+15.4%

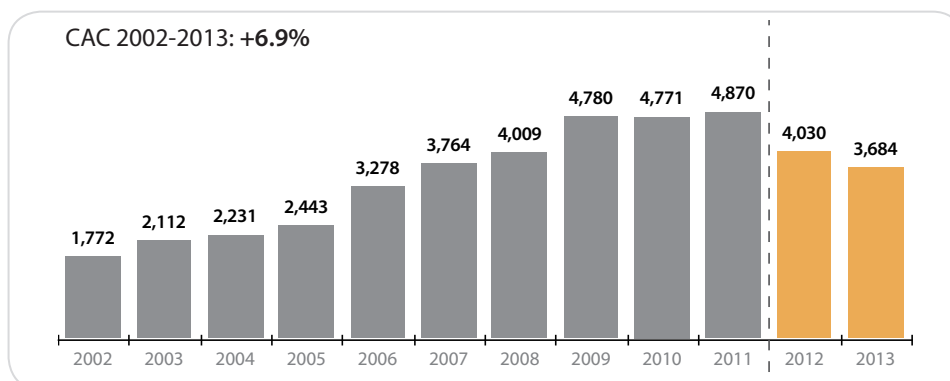


OHL Position

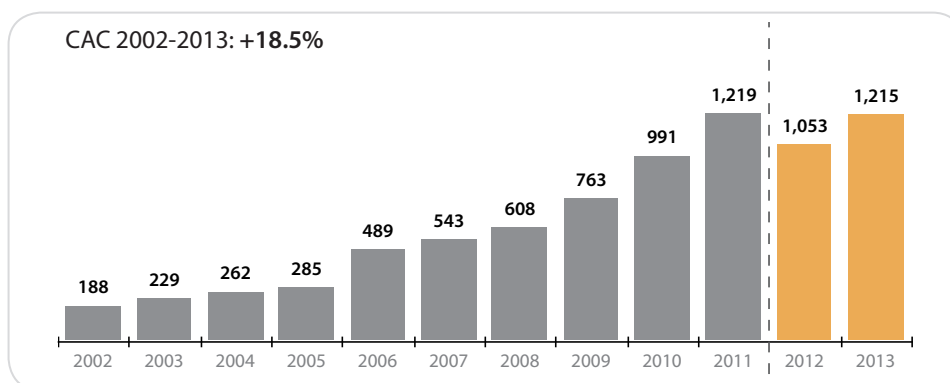
2012-2013: Significant and sustained growth (*)

(*) From 2012 the scale changed for the purposes of Abertis operations (Brazil and Chile).

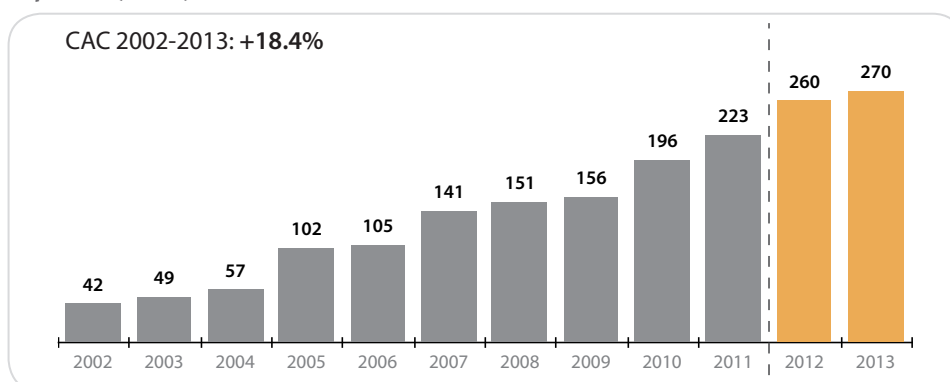
• Sales (€Mn)



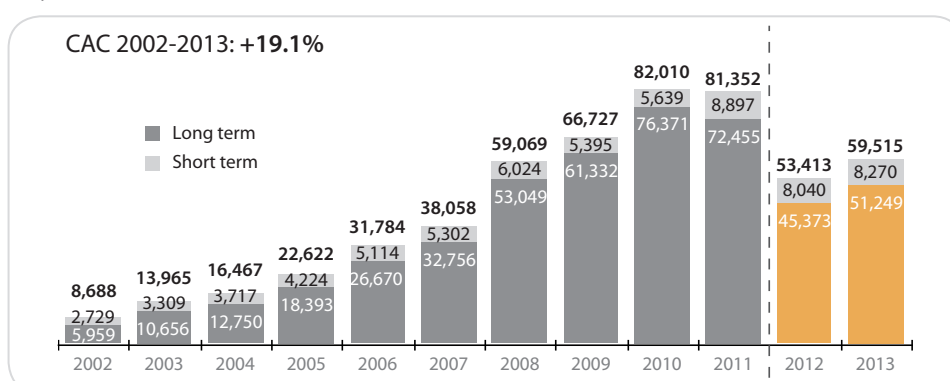
• EBITDA (€Mn)



• Recurring net profit (€Mn)



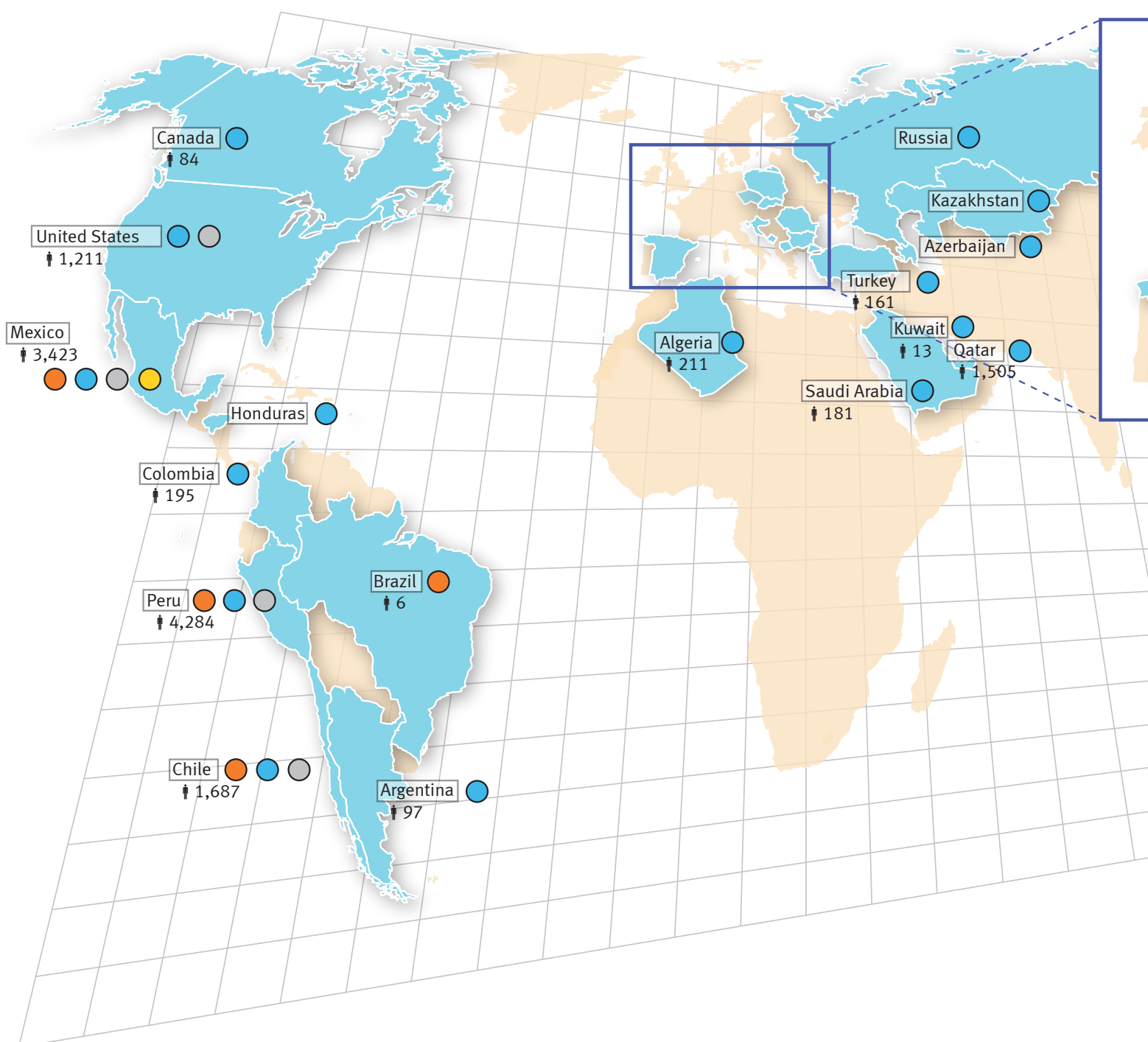
• Portfolio (€Mn)



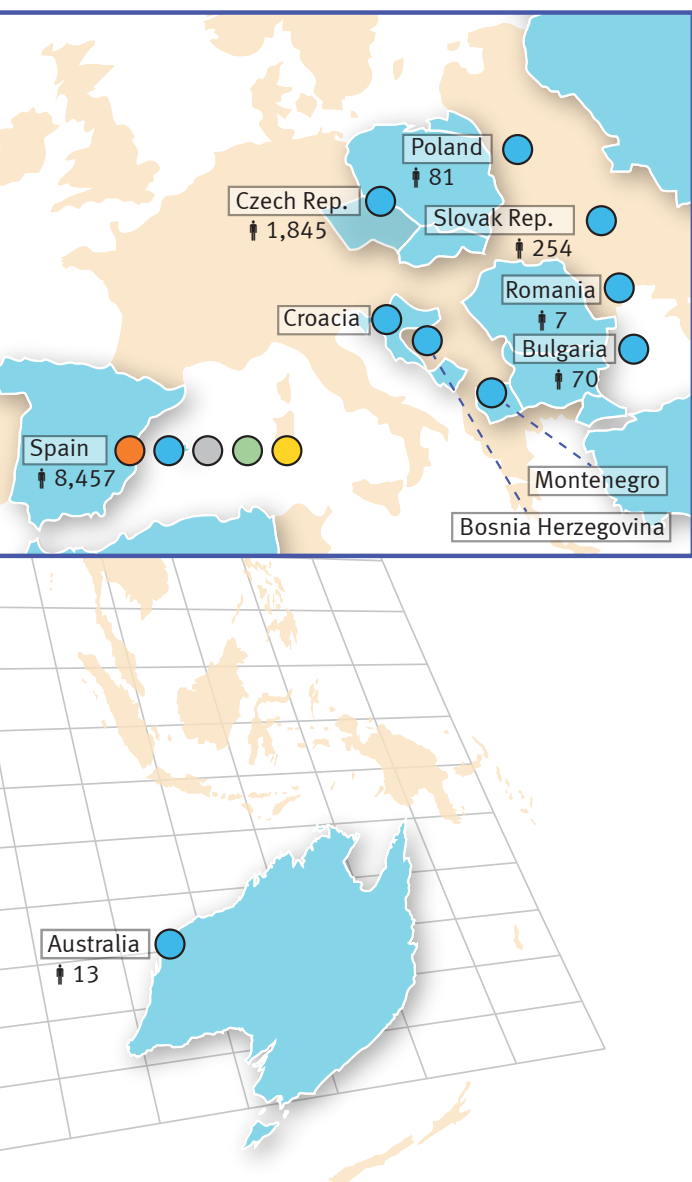
► The OHL Group worldwide

Map of presence as of December 31, 2013

- Concessions
- Construction
- Industrial
- Services
- Developments



- Significant and balanced geographic diversification: 27 countries on 5 continents.



- 85% of the portfolio and 92% of EBITDA outside Spain.

Sales 2013	€3.68 billion
International Sales	€2.75 billion
Employees at December 31, 2013	23,795
Employees abroad	15,338

		No. employees	Sales (Thousands of €)
America: (9)			
Canada	•	84	167,160
USA	• •	1,211	450,910
Mexico	• • • •	3,423	523,955
Colombia	•	195	59,064
Peru	• • •	4,284	300,595
Chile	• • •	1,687	168,654
Argentina	•	97	23,734
Brazil	•	6	1,162
Honduras	•		
Europe: (10)			
Spain	• • • • •	8,457	932,000
Poland	•	81	147,341
Czech Republic	•	1,845	237,703
Slovakia	•	254	62,266
Croatia	•		
Romania	•	7	
Bulgaria	•	70	7,192
Montenegro	•		
Bosnia y Herzegovina	•		
Russia	•		419
Asia: (6)			
Azerbaijan	•		
Turkey	•	161	159,170
Kazajistan	•		
Qatar	•	1,505	130,548
Kuwait	•	13	53,691
Saudi Arabia	•	181	86,851
Africa: (1)			
Algeria	•	211	97,259
Oceania: (1)			
Australia	•	13	30,315
Others:			
Other countries			44,136

Employees in commercial activities in other countries in 2013:
 India: 7
 Ecuador: 2
 Luxembourg: 1



▶ OHL Milestones in 2013

- After a thorough transformation of corporate operations with Abertis in 2012, 2013 has been a year of **consolidation and achievement** for OHL.
- The incorporation of **Josep Piqué i Camps** as Chief Executive Officer.
- An increase in the stake in **Abertis** to 18.93%, consolidating OHL as its main industrial partner and shareholder.
- Fulfillment of **Financial Policies**:
 - Net recourse debt/recourse EBITDA = 2.8 fold, in fulfillment of the objective to reduce this ratio to under 3 fold
 - A strong recourse liquidity position: €1.9 billion
- A solid **Construction** activity with:
 - EBITDA Margin/Sales = 9.4%
 - €8 billion in portfolio
 - €3 billion in new awarded contracts
- The transformation of **OHL México** with:
 - Capital increase of Mex\$6.94 billion.
 - Comprehensive refinancing of Conmex (Mex\$17.3 billion)
- **Satisfactory** results, and an increase of 15.4% in EBITDA.



OHL is leading the world in hospital and railroad construction. In the photos, images of CHUM Hospital in Montreal, Canada, and the Marmaray project, in Turkey.





► Awards and distinctions awarded to the OHL Group in 2013

Entrepreneurial and business strategy

- Metro Ligero Oeste, award to the Best European light rail operator of the year - The award was given to OHL Concesiones-Metro Ligero Oeste Project in the European Rail Congress, where the **Annual Rail Awards** were given for the best European practices and infrastructure in the world of railroads.
- The Spain-USA Chamber of Commerce awards **Juan-Miguel Villar Mir**, Chairman of the OHL Group with the **Business Leader of the Year Award**, for significant contribution to the growth of Spain and the US and the improvement of business relationships between the two countries.
- The Chairman of OHL, **Juan-Miguel Villar Mir**, was presented with the **Tiepolo Award 2013** by the Chambers of Commerce of Madrid and Italy for Spain for the company's trajectory and perseverance during the current economic downturn in a sector as badly affected as that of construction.
- **OHL Argentina Branch**, **Tacita de Plata (Silver Teacup)** award, granted by Inversiones Empresas y Negocios (Investments, Companies and Business), for its performance in the construction of the Maternity and Children's Hospital Dr. Héctor Quintana, highlighting among all the international companies present in the Jujuy province, on quality, safety and environmental care.

Corporate Governance

- The Annual Corporate Governance Report for 2012 of the companies of the Ibex 35 published by the Spanish National Securities Market Commission (CNMV) in July 2013 recognized the OHL Group as one of the five Ibex 35 companies that fully complied with the recommendations of the Unified Code of Good Governance.

Employment and contribution to development

- The Governor of Florida highlights the important work carried out by OHL USA in generating jobs and business activity in Miami.
- In May 2013, **Sacova, Centros Residenciales (Novaire)** was included in the **EUROPE'S 500 Ranking**, for contributing to job growth, financial stability, business participation and its independent decision-making.
- **Incorpora Award**. Second prize in the category of Great Company to **Novaire** awarded by the La Caixa Foundation for the number of hired disadvantaged individuals compared to the total staff, the profile of such integrated employees and the average duration of the contracts.
- **Incorpora Award** in the category of Medium-Sized Company to **Ingesan**, granted by the La Caixa Foundation for its contribution to generating an employment program for persons with disabilities or at risk of social exclusion.
- The OHL Group received the **Integra Award**, granted by the Integra Foundation, for its commitment to employment integration of persons at risk of social exclusion.

► In 2013 the Chairman of OHL, **Juan-Miguel Villar Mir**, received the **Business Leader of the Year** award, from the Spain-U.S. Chamber of Commerce, and the **Tiepolo** award, granted by the Chambers of Commerce of Madrid and Italy for Spain.

► The Spanish Metro Ligero Oeste concession company has been recognized with the award for **Best European light rail operator of the year**, as part of the **Annual Rail Awards** to be delivered to the European Rail Congress.



On the left, Juan-Miguel Villar Mir, Chairman of OHL, presented with the Business Leader of the Year award in New York. On the right, Luis García-Linares, Corporate CEO, after picking up the Integra Award for OHL.



Occupational health and safety

- The OHL Group division OHL Construction has been acclaimed for its commitment to **occupational risk prevention** during the construction work on the twin tunnel in Gdansk and the Bialystok soccer stadium in Poland. This recognition came in the form of various awards conferred by the Polish Labor Inspection Authority and the Fire Marshal's Bureau of the Gdansk City Fire Department commending OHL Construction's efforts in the field of health and safety.
- OHL Peru Branch, certified 20,000 hours worked with no CTP accidents. Awarded for the Project Manager and ES&H Manager of the Las Bambas Project for contributing with professionalism and for the degree of competence achieved in the mining project.
- Gold Medal granted by the European Forum 2001 to Doctor Dolores Galán Fernández, head of OHL Medical Services, in recognition of her professional prestige. This medal is awarded to presidents of various institutions, professionals and personalities in civil society.
- Community Asphalt, Award for Excellence for Workers Safety and Award for Excellence for Vehicle Safety, granted by the National Safety Council. Construction Health and Safety Excellence (CHASE) Program, granted by AGC/OSHA. Excellence in Safety and Best Airport Transit, granted by Engineering News Record (ENR).
- Novaire, Preventive Excellence Award, granted by Crossber Audit for achieving optimal levels in prevention management demonstrating the continuous improvement in its prevention activity.
- The integrated hazard prevention and environmental management system of Operadora de Carreteras (Opecar), OHL Concession's Peruvian affiliate, was granted an award by the Centro de Desarrollo Industrial (CDI) of the National Industry Association of Peru (SNI).



Engineering, Innovation and Sustainability

- Award for The 2013 Global Best Project to the Metrorail Orange Line project, granted by Engineering News Record (ENR) in recognition of the excellence in design and construction of the rail link between the Miami subway system and the Miami International Airport.
- The Punta Langosteira Outer Port, constructed jointly with OHL, was granted the San Telmo Award 2013 by the Civil Engineering College for the best civil engineering work in Galicia. The panel emphasized the social function of the project, its integration in the surrounding environment and its economic significance.
- Torre Espacio, Spain's first office building to secure the BREEAM® ES In Use sustainability certificate, rated "Excellent" in the section that assesses aspects of the building's construction and facilities. BREEAM®ES (Building Research Establishment Environmental Assessment Methodology) is the most technically-advanced method for the evaluation and certification of construction sustainability in the world.
- The OHL Group has been distinguished at the seventh Potencia Awards for Public Work Machinery and Civil Engineering 2013, held by the Spanish publication *Potencia* and Spanish publishing group TPI, with the first award in the category of *Urban Construction*, in recognition of its application of innovative, effective and low-environmental impact solutions in the Link between Gdansk Airport and the Port of Gdansk, Route Slowackiego IV project in Poland.

Environment

- Fairmont Hotel:
 - Certification in Environmental Quality Tourism, granted by the Procuraduría Federal de Protección al Ambiente (PROFEPA), recognizing the positive impact that tourism could have on the environment.
 - AAA 5 Diamond Certification, for the review of service standards.
 - Certification, awarded by Green Key 4, for the implementation of good environmental practices.
 - Plaque of recognition to the MARTI Hotel, for the implementation of good environmental practices and CSR.
 - S emblem, awarded by SECTUR, for sustainability standards.
 - Plaque of recognition from the Rainforest Alliance Verified, for the verification of global sustainable tourism criteria.
- Banyan Tree Hotel:
 - The Gold List, granted by 20 Small Luxury Hotels for Meetings Mexico 2013.

► The Punta Langosteira Outer Port, constructed jointly with OHL, received the San Telmo Award 2013 from the Civil Engineering College of Galicia.



- Saffron Restaurant for quality, cuisine and traditional Thai ambience, granted by Condé Nast Traveller.
 - Middle East – Best Luxury Resort Spa, granted by Thai Select Premium.
 - By MDC Mercado de Convenciones Reader's Choice Awards, granted by World Luxury Spa Awards.
- **Rosewood Hotel** received the following awards in 2013: Ocean Conservancy, Program HP Partners, E-Critical food check and eco-check, Condé Nast Traveler, Renovable Maya Verde, LQA, Tripadvisor, Travel + Leisure, S Emblem for Sustainability, Five Diamonds.
 - **The Camaleón Mayakoba Golf Club** obtained the certification granted by Audubon International for environmental and natural resources sustainability.
 - **Arellano Construction:** South Miami Hospital Clinical Expansion – LEED Gold; Florida Turnpike Turkey Lake Restaurant Building - LEED Gold; Florida Turnpike Ft Drum Restaurant Building – LEED Gold; Florida Turnpike West Palm Beach Restaurant Building – LEED Gold; Florida Turnpike Canoe Creek Cstore Building – LEED Gold; Florida Pompano Beach Large Cstore Building – LEED Gold.
 - **OHL - Peru Office:**
 - Diploma of Recognition **Earth Challenger Campaign for the Reduction in the Use of Plastics**, granted by the Manager of HSE and Environmental Leader to the “Las Bambas” project and its environmental work team for their participation and commitment in fulfilling the project's environmental standards.
 - Diploma of Recognition **Annual Earth Care Challenger Competition**, granted for the Site Manager, Manager of ES&H and Environmental Leader of the “Las Bambas” project for obtaining the second place for their participation and commitment among the project's contracted companies.



Centro Alumni Hall of the University of Miami, one of the building built by the Arellano subsidiary with LEED certification, and El Camaleón golf course, certified by Audubon International.





Social action

- Metro Ligero Oeste was recognized in the 2nd Awards for the Promotion of Public Transportation and Sustainable Mobility, granted by the Regional Transportation Consortium of Madrid, for its CSR education project on Sustainable Mobility, based on three lines of work: encouragement of sustainable transportation, road and environmental education and integration of collectives at risk of social exclusion.
- Mayakoba Corridor Hotel Operator:
 - Certification of Gender Equality, awarded by the National Women's Institute for the implementation of practices, policies, procedures and standards that reflect a gender equality culture.
 - Educational lag-free company certificate, granted by the STPS for the completion by all the colleagues of a basic level of education, support policy for completion of studies.
 - Gilberto Rincón Gallardo Award distinction, granted by STPS, for implementing inclusive practices and hiring individuals with physical disabilities.
 - Super Company distinction, third place in the 500 to 3,000 employee category, granted by the Expansión magazine for the methodology developed by top companies that assesses workplace environment factors, such as satisfaction at work, leadership and recognition.
 - Family Responsible Company distinction, granted by STPS for the implementation of good social responsibility practices that include the family.

Metro Ligero Oeste has received the Best European light rail operator of the year award, presented at the European Rail Congress, and has been recognized by the Regional Transport Consortium of Madrid in the 2nd Awards for the Promotion of Public Transportation and Sustainable Mobility.

Integrity and transparency

A1

The presentations of the annual results to the market through financial analysts and the media is one of the significant events in the context of the OHL Group's transparency policy. In the photo, its Chairman, Juan-Miguel Villar Mir, addresses the analysts in the presentation of the results obtained in 2013.

The OHL Group governance model is based on **ethics, transparency and anticipation**; three key values in a diversified, international corporation. These values are specifically represented by the importance that OHL gives to its Code of Ethics, the diligence with which it carries out corporate governance and the vision with which it conducts risk management in the company. This chapter shows how these elements articulate the OHL Group's commitment to integrity in the business year.



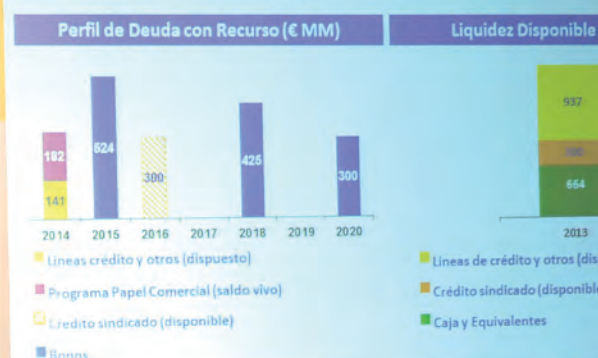
OHL

Presentación de Resultados 2013



Resultados 2013

Cómodo Perfil de Vencimientos con Recurso



Fuerte y Estable Posición de Liquidez de € 1,9 bn que cubre 1,9 veces el total de Endeudamiento con Recurso



► Ethics

The OHL Group **Code of Ethics** reflects the ethical substratum that should govern the behavior of all those who are part of the company. It is the key tool for disseminating corporate values, and ensures the collective implementation of the commitments acquired, the effective enforcement of human and labor rights and the integration of the entire group of people, with their complexity and diversity, in the corporate culture.

The code, available in all of the Group's major languages, is disseminated through the corporate website and intranet and by delivery to all the staff in the workforce. The obligation for all employees to comply with it has been expressly confirmed in new employment contracts since 2013, which include a clause urging knowledge and understanding of and compliance with it.

The code is also provided to relevant strategic partners and subcontractors to the Group so that they can be aware of its existence contractually and the obligation to comply with the provision of services to OHL.

In addition, in early 2014, the adoption of a code of ethics was established as a mandatory standard for all temporary joint ventures (JV) set up in Spain from 2014, and the focus of the first meeting of the Management Committee of each UTE will be to decide and record the approved code.

The OHL Group also provides training to its employees on the Code of Ethics, as an essential tool to assist them in conducting ethical behavior in the workplace. In 2013, 39,040 teaching hours were given on this matter to 3,904 employees via online training in courses in English, Spanish, Czech and French. Employees without Internet access were provided with a summary of the course in these languages, to be able to study it and return a signed copy as proof of completion.

The **Ethical Channel**, accessible via the OHL website and intranet, makes it easy for all employees, and other stakeholders, to carry out queries regarding professional practice and report possible violations or breaches of the Code of Ethics, guaranteeing the confidentiality of all those who use it.

The Audit, Compliance and Corporate Social Responsibility Committee of the Board of Directors of OHL analyzes and evaluates suggestions for improvement, questions or criticism received as it is the competent body to ensure compliance with the code and promote both its dissemination as well as the specific training necessary for its proper application. A procedure has been in place since 2012 that regulates the use and functions of this channel.

In October 2013 the **Compliance Department** was also created, the primary function of which is to support business development and ensure full integrity and compliance with the OHL Code of Ethics and current legislation. This new department functionally report to the Secretariat of the Board of Directors, in coordination with the Legal Services Division and reports to the Audit, Compliance and Corporate Social Responsibility Committee. Its director is appointed by the Board of Directors on the recommendation of this committee.

ON LINE TRAINING ON THE CODE OF ETHICS IN 2013

	Participants
Spain	2,140
Other countries	1,764
Total	3,904

Use of the Ethical Channel in 2013

- **13 complaints submitted.**
70% (nine complaints) through the Ethics Channel Website and the remainder through other channels.
- **9 complaints accepted.**
The remaining four complaints were not handled as they do not correspond with the provisions of the Code of Ethics. The accepted complaints were duly investigated and resolved according to the established procedures with appropriate disciplinary measures being adopted in four cases.



It is important to highlight the role of the Code of Ethics in protecting Human Rights within the OHL Group, as it transfers its commitment to these to the daily activity of all employees.

The code makes specific mention to the fight against child and forced labor and the promotion of occupational safety, as sensitive aspects that OHL will endeavor to provide full attention in conducting its business. In this regard, the Group monitors compliance with the provisions of the International Labor Organization, to which it must be added that it is committed to conducting its business and professional activities in accordance with the legislation in force in each of the places where it operates, promoting the same recognition and respect among contractors, subcontractors and suppliers¹.

► Corporate Governance

During 2013 there have been significant changes and policy proposals in the field of corporate governance for which the content and structure of a new report on the remuneration of directors has been determined, complementary to the Annual Report on Corporate Governance and other information tools of listed companies and the publication by the National Securities Market Commission (CNMV) of a revised version of the Unified Code of Good Governance of listed companies and a study on proposed regulatory amendments of the Expert Committee on the corporate governance established by resolution of the Council of Ministers of May 10, 2013. From the perspective of these new regulations, OHL continues to comply in full, as it has up to now, with all the recommendations that apply to it.

The most significant landmark within the company during 2013 was the appointment of Josep Piqué Camps as a new executive director of the Company, appointed second Vice-Chairman and CEO, thus helping to evolve in the commitment to comply with the recommendations of good corporate governance.

► The appointment of Josep Piqué Camps as CEO has been the most significant landmark in corporate governance and has contributed to evolving in the commitment to comply with the recommendations of good corporate governance.

Given recent proposals on good governance in relation to the Board of Directors of the company, which complies in its composition with all recommendations contained in the Unified Code, both in terms of size, and the distribution between the number of external directors and executives and, within the external ones, between proprietary and independent directors. In 2013 Ms. Mónica de Oriol e Icaza, a director of the Company since 2012, was also appointed to the Audit, Compliance and CSR Committee thus increasing the number of independent directors forming this Committee, as proposed by the study on proposed regulatory amendments of the Expert Committee on corporate governance.

The Sustainable Economy Act forced, for the first time, listed companies to prepare, concerning 2011, an annual report on the individual remuneration of directors for submission, in an advisory capacity and as a separate item on the agenda, to the Ordinary General Meeting of Shareholders, and its content and structure was determined by the CNMV for 2013. Since 2007, as part of its transparency policy, OHL has been preparing and submitting, with the same advisory capacity and as a separate item on the agenda, for the approval of the ordinary general meetings held, detailed and individualized information on the remuneration of directors, which is now provided under the approved structure.

(1) More information on the Protection of Human Rights in OHL is available in the chapter on **Policies and Strategies** of this report.



The Annual Corporate Governance Report for 2012 of the companies of the IBEX 35 published by the Spanish National Securities Market Commission in July 2013 recognized the OHL Group as one of the five IBEX 35 companies that fully complied with the recommendations of the Unified Code of Good Governance.

As always, improving its corporate governance has been, once again, present in the decisions and actions of OHL, both in its daily management, and adopting continued measures that allow it to evolve and improve corporate governance standards.

Through its website (www.ohl.es), the company publishes, and keeps updated, the composition of the Board of Directors, the Audit, Compliance and Corporate Social Responsibility Committee and the Appointments and Remuneration Committee, outlining their respective powers and responsibilities and the biographical profile of each member. In the same section of the website, the regulatory controller of the governance body composed of the Bylaws, the Regulations of the General Meeting of Shareholders, the Board Regulations, the Code of Conduct regarding the Securities Market and the Code of Ethics is published and other relevant information on corporate governance of the Company, particularly the Annual Corporate Governance Report and the Report on the remuneration of directors. All these documents are available to shareholders, investors, employees and any party with an interest in the company.

Ownership structure (participation in the shareholding)

Participation in the shareholding in OHL as of December 31, 2013 (1)

Shareholders	No. of shares	% Direct participation	% Indirect participation
Inmobiliaria Espacio, S.A.	60,903,899	-	61.06 % (*)
Invesco, Ltd	4,792,198	-	4.80 % (**)
Other shareholders	34,044,845	-	-

(1) Source: Official Register of the National Securities Market Commission as of December 31, 2013.

(*) Indirect holding of Inmobiliaria Espacio, S.A. through: Grupo Villar Mir, S.A., Sole Shareholder, owns 40.530%; GVM Debentures Lux 1, S.A., owns 10.491%; Espacio Activos Financieros, S.L., Sole Shareholder, owns 0.942%; Grupo Ferroatlántica, S.A., Sole Shareholder, owns 1.039%; Fertiberia, S.A., owns 0.672%, and Fertiberia Castilla León, S.A., owns 0.330%.

Indirect holding through intermediary: 2.105% of capital stock through Banco Español de Crédito; 1.86%, Societe Generale, S.A.; 2.005%, RCS Natixis, S.A., and 1.08%, RBS.

(**) Indirect holding of Invesco Limited through: Invesco Asset Management Limited, owns 2.096%; Invesco Fund Managers Limited, owns 2.173%, and Other entities total holding, own 0.536%.



Governing bodies

Board of Directors at December 31, 2013

Chairman of the Board of Directors

Mr. Juan-Miguel Villar Mir, Proprietary Director*

Doctor of Civil Engineering (top of his class). Law graduate. Diploma in Industrial Organization from the Economic Development Institute. Professor of business organization at the School of Civil Engineering, Polytechnic University of Madrid. Professor of Accounting and Law at the University School of Public Works, Polytechnic University of Madrid. He was Deputy Prime Minister for Economic Affairs and Minister of Finance in the First Government of the Monarchy. The rest of his activity has been mainly in the business world where he has held the position of Chairman of the Board of Directors and Chief Executive in major Spanish companies. He is currently the Chairman of Grupo Villar Mir, S.A. He has also held important positions in the cultural and academic arena including Chairman of the National College of Civil Engineers, Chairman of the Agustín de Betancourt Foundation. He is a Collegiate of Honor of the National Civil Engineering School and Academic of the Royal Academy of Engineering and the Royal Academy of Economic and Financial Sciences.

First Deputy Chairman

Mr. Juan Villar-Mir de Fuentes, Proprietary Director*

Degree in Economics and Business Administration. He is the Vice-Chairman and Chief Executive Officer of Inmobiliaria Espacio, S.A. and Grupo Villar Mir, S.A., Vice-Chairman and Chief Executive Officer of OHL Concesiones, S.A., Vice-Chairman of Fertiberia, S.A., Chairman of Cía. Agrícola Inmobiliaria Zaragoza (CAIZ, S.A.) and Chairman of Puerto Sotogrande, S.A.

Second Deputy Chairman and CEO

Mr. Josep Piqué Camps, Executive Director

PhD in Economics and Business Studies in addition to a Law degree from the University of Barcelona. He has served as a Minister in the Spanish Government, member in Congress, Senator and President of the Partido Popular political party in Catalonia and the Parlamentario Popular group in the Catalan Parliament. He also served as a tenured economist for Research Services at "La Caixa", General Director for Industry in the Catalan Regional Government, Chief Executive Officer for industry and Executive Chairman of the Ercros Group and of numerous Ercros Group subsidiaries (including Erkymia, Fyse, Fertiberia and Rio Tinto). Currently he is a Director of EADS, N. V. and Plasmia Biotech, S.L., and a trustee of several foundations. He chairs the Forum and the Spain-Japan Council Foundation, as well as the organization Círculo de Economía. Mr. Piqué is also a tenured lecturer in Economic Theory.



Directors

Mr. Juan Luis Osuna Gómez, Executive Director

Civil Engineer, MBA- ICADE and Master Science-University of Wisconsin. After holding positions in the consulting sector, he joined OHL in 1998 to develop the area of Infrastructure Development. Since the creation of OHL Concesiones, S.A., in the year 2000, he was appointed Managing Director, and is currently the Chief Executive Officer.

Mr. Tomás García Madrid, Proprietary Director*

Civil Engineer and MBA-IESE. CEO of Grupo Villar Mir, S.A. since 2002.

SAAREMA Inversiones, S.A., represented by Mr. Joaquín García-Quirós Rodríguez, Independent Director

Holding company. Mr. García-Quirós is an Industrial Engineer. He has spent most of his career at Alcatel and later at Banco de Crédito Oficial. He was a member of the Cortefiel International Steering Committee and a Director of this company. He is currently the CEO of Saarema Inversiones, S.A.

Mr. Javier López Madrid, Proprietary Director*

Degree in Economics and Business Administration. CEO of Grupo Villar Mir, S.A., Chairman and Founder of Tressis and Financiera Siacapital.

Mr. Luis Solera Gutiérrez, Independent Director

Industrial Engineer. He has held senior positions in the services, mining, banking and real estate sectors, and twenty years in the field of information technology and communications. He is currently Honorary President of Tecnocom Telecomunicaciones y Energía, S.A.; First Deputy Chairman of the Meliá Castilla Hotel and Director of Informes y Proyectos, S.A. (INYPSA).

Ms. Mónica de Oriol e Icaza, Independent Director

Holder of a degree in Economics and Business Administration from Madrid Complutense University and a Diploma in Economics of the European Union from the London School of Economics. She has combined performing her roles in companies and associations with teaching at Madrid Complutense University and the Madrid campus of Saint Louis University. Since 1989, she has been a major shareholder and Executive Chairwoman of Seguriber-Umano Group, Chairwoman of Secot and the Círculo de Empresarios (Association of Businessmen), a member of the protector Council of Vizcaína Aguirre Foundation, a trustee of the Rafael del Pino Foundation, a member and former Chairwoman of the Madrid Chapter of YPO, a member of IWF and an Independent Director of Indra Sistemas, S.A.



Ms. Silvia Villar-Mir de Fuentes, Proprietary Director*

BBA from the American College of London. She is currently a Director of Grupo Villar Mir, S.A.

Mr. Alberto Terol Esteban, Independent Director

Holder of a degree in Economics and Business Administration, he has a Master in Tax Law (ICADE) from Madrid Comillas University and is a member of the Board of the Association of Businessmen. Formerly Partner at Arthur Andersen, Arthur Andersen Office Director, Tax and Legal Advisors, a member of the World Council of Andersen Worldwide Partners, Executive Committee member of Arthur Andersen in Europe, Managing Partner of the legal/tax practice of Andersen in the world. Managing Partner of Garrigues-Andersen, Chairman of Andersen for Europe, World Executive Committee member of Andersen, member of the Global Executive Committee of Deloitte, Chairman for Latin America and Global manager of the integration of Deloitte and Andersen in the world, member of the global Executive Committee of Deloitte, and Chairman for Europe, Middle East and Africa and Managing Partner of the legal and tax practice worldwide.

Mr. Álvaro Villar-Mir de Fuentes, Proprietary Director*

Businessman. Vice-Chairman of Puerto Sotogrande, S.A. and Director of Grupo Villar Mir, S.A.

Secretary, Not Director

Mr. Daniel García-Pita Pemán

Deputy Secretary, Not Director

Mr. José María del Cuvillo Pemán

* Appointed on the proposal of the Grupo Villar Mir, S.A.

More information at:

- [Company Bylaws](#)
- [Regulations of the Ordinary General Meeting of Shareholders](#)
- [Board Regulations](#)
- [Code of Conduct regarding the Securities Market](#)
- [Code of Ethics](#)
- [Corporate Governance annual report](#)

Board Committees

Audit, Compliance and Corporate Social Responsibility Committee

The Audit, Compliance and Corporate Social Responsibility Committee, chaired by an Independent Director, meets periodically as needed at least every three months. One session is earmarked for evaluating the efficiency and compliance with the rules and procedures governing the Company and preparing the information that the Board of Directors must approve and include in its annual public documentation.

Its main functions are to oversee the auditing of company's accounts (internal and external), reviewing the prospectuses and periodic financial information that must be supplied to the markets, examining compliance with the Internal Code of Conduct in the Securities Markets, the Regulations of the Board of Directors, the Regulations of the General Meeting of Shareholders, the OHL Group Code of Ethics and, in general, the rules of governance of the company, making proposals for their improvement such as informing the Board prior to adopting resolutions relating to the creation or acquisition of interests in special purpose entities resident in countries or territories considered tax havens.

In addition, the functions of this committee include identifying, proposing, promoting and monitoring the Corporate Social Responsibility (CSR) policy of the OHL Group, and reviewing and preparing the annual Sustainability Report (IS).

Its composition as of December 31, 2013 was as follows:

Chairman	Mr. Alberto Miguel Terol Esteban
Members	Mr. Tomás García Madrid Mr. Juan Villar-Mir de Fuentes Ms. Mónica de Oriol e Icaza Mr. Daniel García-Pita Pemán (Secretary, Not Director) Mr. José María del Cuvillo Pemán (Deputy Secretary, Not Director)

During 2013, this committee met seven times and CSR issues were discussed in four meetings, one for the preparation of the IS for 2012, which was presented by the chairman of the Corporate Sustainability Committee and Corporate General Director of the OHL Group.

The main issues addressed by the Audit, Compliance and CSR Committee during 2013 were:

- Work on the implementation of the Internal Control over Financial Reporting (ICFR) System.
- Analysis of internal audit activities.
- Ethics Channel and decision making on complaints and processing these, if any.



- Favorable reports of the annual report, internal audit, financial statements, Annual Corporate Governance Report, proposed distribution of income and dividend payment, quarterly and semi-annual reports to the CNMV.
- 2013 audit proposal. Analysis of the independence of the external auditors.
- Preparing the Sustainability Report.
- Self-assessment and report on activities.
- Presentation areas: Control and Management, Taxation and Taxes, Legal and Compliance.
- Map of risks by division and management policy thereof.

Appointments and Remuneration Committee

The Appointments and Remuneration Committee, chaired by an independent director, is composed of external directors, with the majority of them being independent. It meets whenever the Board of Directors or its chairman ask for a report to be issued or proposals to be adopted and, in any event, whenever it is suitable for them to properly perform their duties.

One of the meetings is devoted to preparing the information on the remuneration of directors that the Board of Directors must approve and include in its annual public documentation.

This committee is responsible for establishing the criteria to be followed in composing the Board of Directors. In addition, the Board raised their proposed appointment of directors, appointment and removal of the secretary and members of each of the committees, while proposing the system and amount of annual remuneration of directors and members of the Steering Committee, among other duties.

Its composition as of December 31, 2013 was as follows:

Chairman	Mr. Luis Solera Gutiérrez
Members	Mr. Javier López Madrid SAAREMA, Inversiones, S.A., represented by Mr. Joaquín García-Quirós Rodríguez Mr. Daniel García-Pita Pemán (Secretary Not Director) Mr. José María del Cuvillo Pemán (Deputy Secretary Not Director)

In 2013, this committee met five times.



Remuneration of directors in 2013

According to the criteria approved by the Board of Directors, with a favorable report from the Appointments and Remuneration Committee, the total remuneration agreed by the General Meeting is distributed among the external independent directors by paying expenses for attending the meetings of the Board and its committees, at the rate of 2,250 euros per session, and the remainder, up to 750,000 euros of total remuneration for the Board are distributed to all external directors in accordance with the following coefficients:

Chairman of the Board	2.00
Vice-Chairman of the Board	1.75
Chairman of the Audit Committee	1.80
Chairman of the Appointment Committee	1.65
Member of the Board Committee	1.20
Director not belonging to the Board Committee	1.00

In addition, the executive directors are paid for performing their executive duties. As part of their compensation, they receive life insurance premiums and contributions to a pension plan.

The detail of the remuneration received by director is stated in the [annual report on the remuneration of Directors](#) corresponding to year 2013, which the Board of Directors prepares following a favorable report by the Appointments and Remuneration Committee, and is subject to an advisory vote by the company's Ordinary General Meeting of Shareholders.

Incompatibilities and conflicts of interest (Board of Directors Regulations)

Since its inception, OHL has been particularly scrupulous in dealing with situations of incompatibility and conflict of interests of its directors, which has led it to develop Board of Directors Regulations that adequately regulates these issues, among others.

The Board Regulations also regulates in detail those situations where, because there is a potential conflict of interest, the director shall notify the Board of any conflict, direct or indirect, that may arise with the company's interests and should refrain from attending and participating in discussions and votes concerning issues related to conflict. Thus, directors may only perform professional or commercial transactions with the company in cases where a prior report has been made on the conflict situation by the Nomination and Remuneration Committee that approves the transaction in question.



► Executive Committee

Composition as of December 31, 2013:

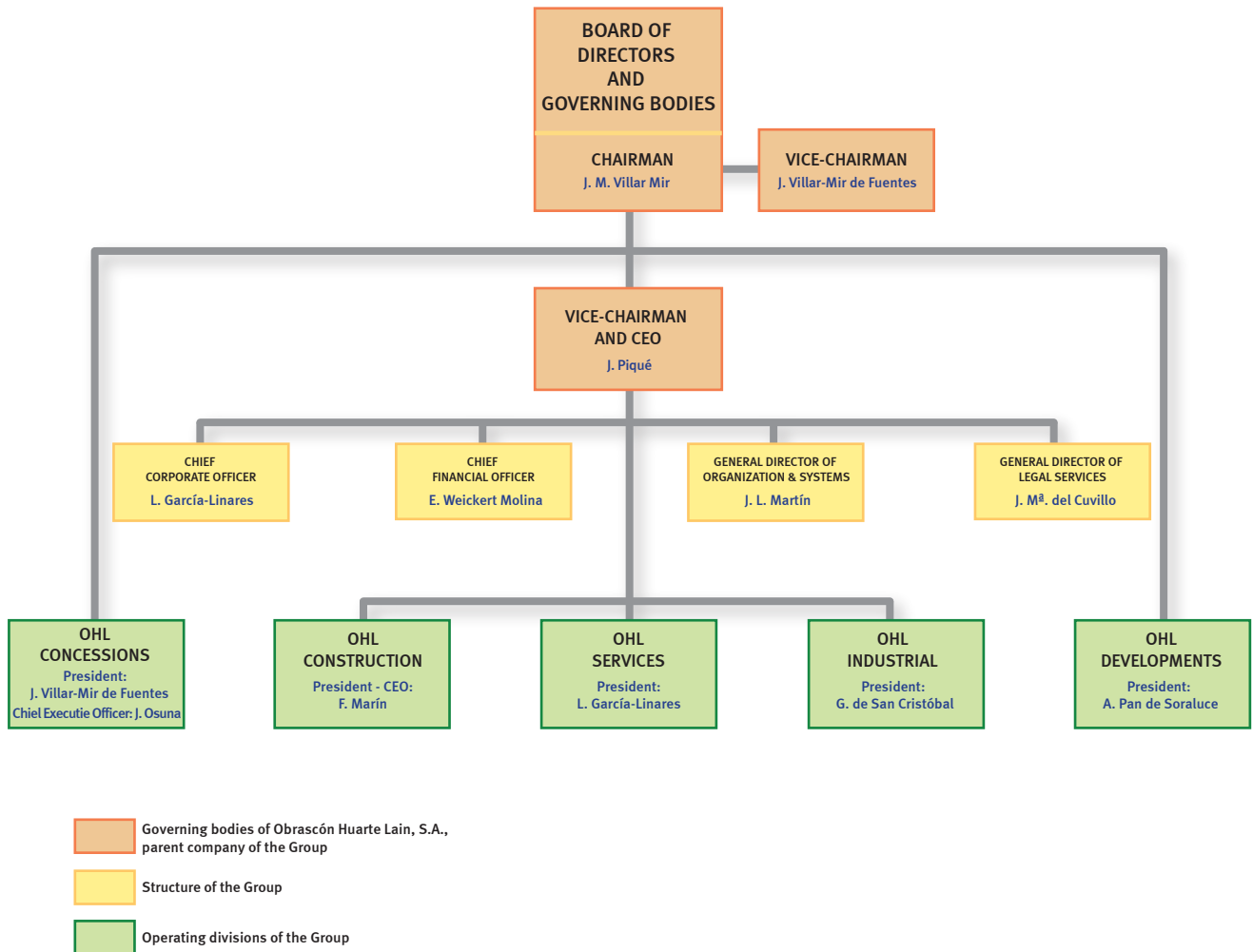
Chairman	Mr. Juan-Miguel Villar Mir Chairman of the Board of Directors of the OHL Group
Vice presidents	Mr. Juan Villar-Mir de Fuentes First Deputy Chairman of the Board of Directors of the OHL Group Chairman of OHL Concesiones
	Mr. Josep Piqué Camps Second Deputy Chairman and CEO of the OHL Group
Members	Mr. Luis García-Linares García Corporate General Director of the OHL Group
	Mr. Tomás García Madrid Director and member of the Audit, Compliance and Corporate Social Responsibility Committee
	Mr. Francisco Marín Andrés President-General Director of OHL Construcción
	Mr. Juan L. Martín Fernández General Director of Organization and Systems of the OHL Group
	Mr. Juan Osuna Gómez Chief Executive Officer of OHL Concesiones
	Mr. Andrés Pan de Soraluce Muguiro President of OHL Desarrollos
	Mr. Gonzalo de San Cristóbal Tierra President of OHL Industrial
	Mr. Enrique Weickert Molina Economical and Financial General Director of the OHL Group
	Mr. José María del Cuvillo Pemán (Secretary member) General Director of Legal Services of the OHL Group



The Chairman of the OHL Group, Juan-Miguel Villar Mir, addresses shareholders in one of his speeches at the general meeting.



Basic Organizational Chart of the OHL Group



Control and risk management

The governance model of the OHL Group is based on criteria of transparency and anticipation, which are fundamental for a business group where business diversification and internationalization are extremely important. For the OHL Group, Corporate Governance is an essential aspect and, within it, risk management and internal control are particularly sensitive and important areas.

A model has therefore been adopted that consists of articulating the various aspects that make up the Group's Corporate Governance, in regard to these aspects of internal control and risk, related to four key pillars:

1. The Internal Audit Department.
2. The OHL Group Internal Control and Risks Department.



3. The Compliance Department, the creation and functional content of which were approved in 2013 by the Group's Board of Directors.

4. The Criminal Risk Prevention Committee, which is an organ for the prevention, control and protection to the new legal regime of criminal responsibility of companies.

The main strategic objectives of the OHL Group regarding **risk management** are geared to successfully implement a reliable system in this area, and keep it and use it as a management tool at all levels of decision making.

The system develops and implements a common set of processes, risk categories, tools and techniques for risk management in order to:

- Identify and manage risks at Group level and divisions (Concessions, Construction, Industrial, Development and Services).
- Establish an integrated reporting system allowing key risks to be identified and monitored.
- Align risk tolerance levels with the Group's objectives.
- Improve information and risk communication.
- Improve risk response decisions.
- Reduce the Group's vulnerability to adverse events.
- Increase the trust and confidence of the Board of Directors and stakeholders that risks are being managed and communicated in due time.

The Group has a **Risk and Internal Control Department** under the authority of the Audit, Compliance and Corporate Social Responsibility Committee. The main duties of this department in relation to risk management are:

- Coordinating, guiding and supporting the strategic, operational, organizational, and regulatory actions related to risk management, in all the OHL Group.
- Establishing methodologies and tools for developing the Risk Map and collaborating in the process of identifying and analyzing the risks that may arise in performing the OHL Group's activities.
- Defining, implementing and updating, in collaboration with the various divisions, management procedures and monitoring any key risks and proposed actions that may be necessary.
- Preparing timely reports on the risk position (risk indicators) to be reported to the division, the Audit, Compliance and Corporate Social Responsibility Committee and the Board of Directors.
- Performing the training and dissemination tasks of the policies in risk management that apply.

► The strategic objectives of the OHL Group regarding risk management are geared to successfully implement a reliable system in this area, and keep it and use it as a management tool at all levels of decision making.



Categories of risks taken by the OHL Group

- **Strategic risks:** derived from the market and the environment, the diversity of markets/countries in which it operates, alliances and joint ventures, the organizational structure of the Group and those associated to its reputation and image.
- **Operational risks:** derived from the Group's business processes according to the value chain of each of the divisions. Within this category, risks concerning contracting/supply, subcontracting and suppliers, implementation/exploitation, asset management, labor-related, environmental, technology and systems, force majeure and fraud and corruption are distinguished.
- **Compliance Risk:** regarding compliance with applicable legislation, contracts with third parties and the Group's procedures, standards and internal policies.
- **Financial Risks:** related to access to financial markets, treasury management, taxation management, reliability of financial information and insurance management.

In addition, the main duties of this department in relation to internal control are:

- Updating the Process Map, maintaining updated knowledge of the allocation of responsibilities for processes and controls and monitoring that the development, review, approval and maintenance of the Main Standards and Procedures in effect are carried out promptly and in a timely manner.
- Preparing, documenting and maintaining the Internal Control over Financial Reporting (ICFR) System, the compliance of which by the various divisions ensures operational risks and financial information risks are mitigated.
- Identifying and communicating the identified internal control shortcomings.

Finally, in 2013 important steps were taken in updating and improving the Group's Risk Management System, the risk maps were updated at Division and Group level and the **OHL Group's Risk Management Policy** was established, taking into consideration the practical implications of the Circular 5/2013, of June 12, of the CNMV, which provides models of the Annual Report on Corporate Governance (IAGC).

To strengthen the integration of risk management in business decisions, the OHL Group continues to drive the system of controlling risks overall as well as improving the entire organization's management structure so the divisions follow the same corporate principles in risk management. Consequently, the **OHL Mexico Risk Management and Internal Control Department** and the **Risk Management Service of OHL Construction** were created in 2013.



The two Vice-Chairmen of the OHL Group, Juan Villar-Mir de Fuentes and Josep Piqué Camps, during the presentation of the results of the OHL Group in 2013 to financial analysts.

The **risk management governance model** implemented in the OHL Group provides a mechanism for communication, monitoring and support for all issues related to risk management. It is critical to give a coordinated response to specific risks within each division, while providing the structure of information flows necessary for risk aggregation by the Risk Management and Internal Control Department. Considering the complexity and diversity of activities and projects carried out in the OHL Group, the risk governance model defines the appropriate channels so information on risks flows throughout the Group.

The OHL Risk Management System considers **four broad categories of risks**. The use of standardized risk categories allows the risks of the various divisions to be aggregated to determine their overall impact on the Group.

The **Risk Map and its measurement indicators** are used to track the control objectives set for each risk group. The Audit, Compliance and Corporate Social Responsibility Committee periodically monitors the most relevant risks included in the Risk Map, through the **Corporate Risk Indicators Report**.

In order to improve the level of compliance, and align its internal control over financial reporting system to the guidelines proposed in the *Guide for the preparation of the description of the Internal Control over Financial Reporting System*, of the National Securities Market Commission, we continued to review and update all processes and sub-processes in 2013, analyzing all reported incidents. In order to facilitate internal knowledge of the level of ICFR compliance, the Group has a six-monthly reporting procedure.

Further information at:

- [Corporate Governance annual report, section E.](#)



OHL

Presentación de
Resultados

2013



Policies and strategies with a social and environmental scope

A2

The OHL Group has implemented a new management system to ensure compliance with human rights in its activity. Among other actions, in 2013 nearly 4,000 workers participated in the online course taught on this subject. In the picture, a group of workers during the construction of the Sidra Medical and Research Center in Qatar.

Corporate Responsibility management is the engine that drives a unique way of doing things year after year and the communication and dialog with stakeholders directs this process by identifying the most significant events in the area of sustainability for a company like the OHL Group.





The OHL Group's mission is to create value in conditions of economic, social and environmental sustainability wherever it operates.

The starting point for the fulfillment of this mission is the company's public and voluntary adherence to initiatives and guidelines for action in agreements and management standards that are solvent and internationally recognized.

The company has been working on developing these commitments through policies, strategies and action plans that are providing the OHL Group with a business performance model with a strong ethical, social and environmental component.

► Commitments and corporate policies

The Universal Declaration of Human Rights and the Millennium Development Goals are the first points of reference for the Group on social and environmental issues, and support the vision of Corporate Social Responsibility in OHL.

Social and environmental commitments subscribed to by the OHL Group

The OHL Group is committed to the ten principles of the **United Nations Global Compact** and a founding member of the Global Compact's Spanish Network since its foundation (2004).

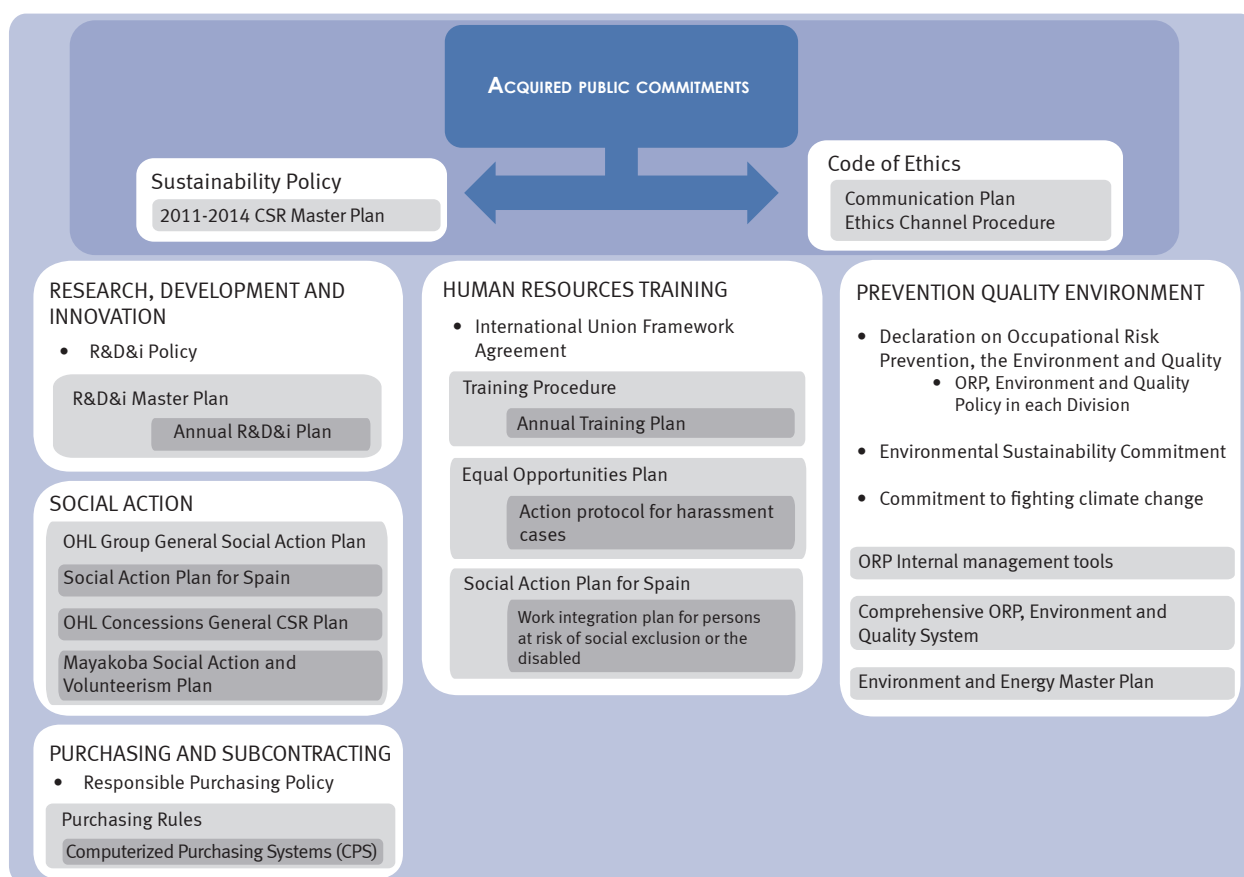
OHL also respects and publicly supports the following initiatives and is committed to acting within their framework:

- United Nations Universal Declaration of Human Rights.
- United Nations Guiding Principles on Business and Human Rights.
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.
- OCDE Guidelines.
- Unified Code of Good Governance.
- Global Reporting Initiative (GRI).
- ISO 26000 on Corporate Social Responsibility.

The Group has been working for over a decade on shaping and going over the public ethical, social and environmental commitments acquired. A milestone in this process occurred in 2010 with the publication of the **OHL Code of Ethics** that ensures the collective implementation of the Group's commitments, the effective enforcement of Human and Labor Rights and the integration of the entire group of people, with their complexity and diversity, in the corporate culture.

Along with the Code of Ethics, OHL has generated a **corporate policies** body that specify and give response to the commitments. Since 1998 the Group has worked on updating existing policies and publishing new ones in order to compose a complete map of indications, instructions and guidelines that transcend the corporate culture to make OHL a leading Group in terms of its contribution to sustainable development.





OHL Group corporate policies

Document	Approved by:	Approval date	Last revision date
Quality and Environmental Policy Statement	OHL Group Chairman	2001	2013: Replaced by the ORP, Quality and Environmental Policy Statement
Occupational Risk Prevention (ORP) Policy	Corporate General Director	2001	2013: Replaced by the ORP, Quality and Environmental Policy Statement
Sustainability Policy	OHL Group Chairman	2003	----
Adherence to the United Nations Global Compact	OHL Group Chairman	2004	Commitment that is renewed annually
Good Neighbor Code	Sustainability Committee	2004	2011
Guidelines for action	Sustainability Committee	2005	-----
Commitment to fighting climate change	Corporate General Director	2007	-----
Social Action Plan	Sustainability Committee	2008	2011
R&D&i Policy	OHL Group Chairman	2008	---
Equality Plan for OHL in Spain	Corporate General Director	2009	2012
OHL Group Code of Ethics	Board of Directors	2010	2012
OHL Group Harassment Protocol	Sustainability Committee	2011	--
Responsible Procurement Policy	Sustainability Committee	2011	--
Ingesan Equality Plan	Corporate General Director	2012	--
International Union Framework Agreement	Corporate HR Director	2012	--
Declaration on Occupational Risk Prevention, Quality and the Environment	OHL Group Chairman	2013	--
Environmental Sustainability Commitment	Corporate General Director	2013	--



In the last two years special effort has been made in disseminating these policies among all Group employees for their knowledge and implementation. The main actions are as follows: Corporate CSR Newsletter, which includes a fixed section on the link to corporate policies and reporting channels; internal consultation carried out in 2012 within the Project to evaluate compliance with Human Rights and the delivery of courses in 2013 on the Code of Ethics and Human Rights with significant involvement of Group employees. The Group's updated intranet, which will begin operating in the first quarter of 2014, will also emphasize this aspect.

Decisions regarding corporate responsibility are made at the highest level in the Group. The Audit, Compliance and CSR Committee of the Board of Directors is the body responsible for promoting and monitoring CSR policy and the Sustainability Committee is the highest management body delegated to coordinate CSR policies.

There are other committees that support and complement the Sustainability Committee's work: Committee on Quality and the Environment, the Committee on Health and Safety and the R&D+i Committee. The heads of the operational and corporate units of the Group are represented in them.

Powers of the Group's Audit, Compliance and Corporate Social Responsibility Committee

- To revise the Group's Sustainability Policy and keep it updated.
- Find out, promote, guide and supervise the performance of the Group in terms of CSR and sustainability, and report thereon to the Board of Directors.
- Ensure compliance with the Group's Code of Ethics and arbitrate the complaints channel.
- Review and prepare the Annual CSR Report.

In addition to the Sustainability Committee meetings, a series of briefings take place annually in which the Corporate General Director, and in turn the Chairman of the Sustainability Committee, informs the Board of Directors on major developments in CSR management.

During the Sustainability Committee meeting held in July 2013, commissioning various significant actions to advance CSR management in the Group was approved. These include those related to improving sustainability reporting processes, adherence to development initiatives, management and communication of CSR performance, mainly to the Group's customers, and the management and evaluation of the implementation of commitments in the field of Human Rights, with the latter being the most prominent landmark of the management carried out in 2013.

In turn, the Audit, Compliance and CSR Committee met four times in 2013 to address CSR issues, including the preparation of the Sustainability Report; the Ethics Channel and decision making on complaints, if any, and processing these; map of risks by division and management policy thereof; presentation in November on CSR and its progress in 2013.



Compliance with Human Rights

In December 2011, the Sustainability Committee of the OHL Group approved the launch of a **Project to evaluate compliance with Human Rights** in order to verify the implementation and enforcement of the provisions and commitments on human rights that the Group has made. This decision was made known and endorsed by the Audit, Compliance and Corporate Social Responsibility Committee.

The starting point of the project was the development in 2012 of a **country risk analysis** in 22 of the countries in which OHL operates. This study was completed with a **comparative analysis**, conducted among 50 companies in the sector and 200 large enterprises that are prominent in the field of Human Rights to identify best practices.

In order to translate the results of these studies to the OHL operating environment, in late 2012 an **internal and external comparison** was conducted on the possible risks of non-compliance and identification of the most critical matters affecting the Group in terms of Human Rights. This comparison involved key internal stakeholders and key opinion leaders on Human Rights and the company. Almost 50 people participated in total.

Furthermore, to ensure a perfect understanding by employees of OHL values, embodied in the Code of Ethics and commitments on human rights, the Group Sustainability Committee decided **to train all its workers** in these areas to convey the guidelines and principles that should guide their behavior in their professional activity. To this end, in 2012 two separate online courses were prepared.

EVALUATION PROJECT ON HR COMPLIANCE PHASES

1. Country risk analysis and benchmarking in Human Rights management.
2. Internal and external comparison of risks to which the Group is exposed.
3. Internal training on Human Rights.
4. Internal self-assessment of compliance with Human Rights in the OHL Group.
5. Tracking this management through internal audits.

In March 2013 the platform was opened for *online* training to about 5,000 Group employees in both courses, about 10 hours each. Nearly 3,827 workers participated in the Human Rights course that was accessible in English, Spanish, Czech and French. From 2014 it will also be available in Polish.

In the second semester of 2013, the HR, Internal Audit and CSR task force designed and planned for 2014 the commissioning of the **last two phases** of the project: self-evaluation and the internal audit.

The **internal self-evaluation process** has been designed by a protocol consisting of files on the main human rights that companies must respect and ensure in turn that their suppliers and partners respect them.

ON LINE COURSE ON HUMAN RIGHTS 2013

	Participants
Spain	2,089
Other countries	1,738
Total	3,827



The protocol has three objectives:

- To recall the OHL Group's commitment on Human Rights.
- Disseminate, among the directors and managers of OHL companies, specific information on how to properly manage these rights.
- Detect and prevent possible risks in this area.

The files with introductory texts and evaluation questions have been developed following the recommendations of the main reference standards, Global Compact and Business and Human Rights, and reviewed by the working group established by the heads of Human Resources of the corporate area of OHL as well as of OHL Concesiones, OHL Construcción and OHL Industrial in addition to the Corporate Social Responsibility Service. The work was subsequently approved by the Internal Audit and Compliance management teams and was finally presented and approved by the Steering Committee in March 2014.

Each of the files has guidelines for the protection of every law, international agreements to which the company is committed and that protect this right, the current OHL policies and management systems contemplating them and finally a questionnaire for each company and branch of the OHL Group to conduct a self-evaluation.

In parallel to preparing these files and their questionnaires, the market availability of appropriate tools to implement this project was analyzed. After the acquisition of the selected tool is approved, it will require a period of adaptation and adjustment to the Group's structure and the introduction of the prepared files, which have previously been translated into the Group's main languages. These activities are expected to be implemented from June 2014.

► Corporate Social Responsibility management

CSR Master Plan

The company currently has the CSR Master Plan 2011-2014 in progress, as a strategic instrument for CSR management. It is a tool that has been updated to conform to the changing reality of the Group and is complemented by other OHL strategies and plans that address more specific contexts or issues in depth. These complementary tools are included in the Group's Social Action Plan and the Triennial Social Action Plan 2011-2013 for Spain, the Environmental and Energy Master Plan 2011-2015, the R&D+i Master Plan 2010-2015 and the CSR Plan 2011-2013 of OHL Concesiones.

The CSR Plan contains three major goals:

1. Connect sustainability to creating business value.
2. Connect the OHL Group to the societies in which it operates.
3. Connect to the idea of a global OHL.

These goals are translated in turn into seven core areas of work and two cross-cutting areas, all with their respective objectives.



WORK SCOPES OF THE CSR MASTER PLAN 2011-2014 OF THE OHL GROUP

CORE	1. To provide the Group with the management structure and tools needed to strengthen its sustainability commitment.
	2. To consolidate a common corporate culture for all based on respect, integration, confidence, loyalty, transparency and safety, so OHL becomes a good place to work in any country.
	3. To emphasize among our customers the OHL Group's global commitment with sustainable development, integrity and excellence in business performance.
	4. To find out, control and establish collaborative relationships under terms of sustainability with the Group's supply chain .
	5. To generate value from our commitment to sustainability, solvency, transparency and credibility.
	6. To contribute to the improvement of quality of life of the individuals and communities that the Group has a relationship with, based on responsibility and respect.
	7. To contribute from the development of its projects and contracts to the progress toward a low-carbon economy and the preservation of the biodiversity and the services provided by nature .
CROSS-SECTIONAL	8. To include cross-sectional Innovation and Development in Group activities to generate value and contribute to the sustainable growth of OHL.
	9. To secure as transparent, clear and close relationships as possible with stakeholders as the ideal path toward generating confidence and understanding their requirements and needs in order to anticipate the risks and opportunities that may arise in the Group and enable all stakeholders to form an objective judgment about OHL.

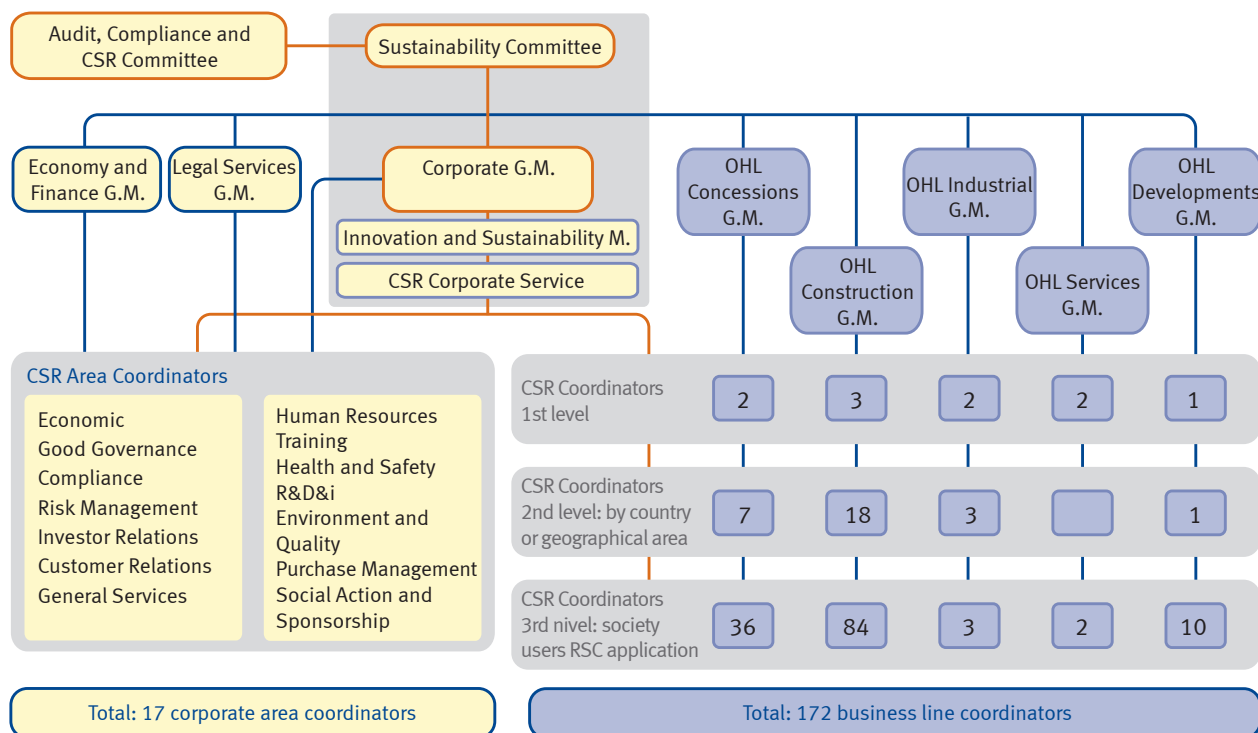
The CSR Master Plan, established for the period 2011-2014, is currently being developed from 40 lines of action, with more than 100 projects, 26 of which are now fully incorporated in business management, 12 are in progress and the other two where the feasibility and convenience of their implementation is to be assessed. Given the significant progress in developing the plan, it appears appropriate to continue working with a clear plan through the end of 2014, while working on a new plan to implement as early as 2015 and with a more specific focus on the various business and corporate lines and by country.

CSR management bodies

The CSR Service, located in the Innovation and Sustainability Division of the company, has the function of stimulating the Group's CSR Master Plan and coordinating the management of those cross-cutting aspects of the OHL CSR policy, relying for this on a decentralized and international structure, composed of a multidisciplinary team of almost 200 professionals, who are the so-called CSR group coordinators.

Its members are located at different levels of the organization (corporate areas and business divisions) and come from different countries and OHL companies. The necessary coordination efforts exerted by the CSR Service and the operation of a number of mechanisms for communication and reporting allow the permeability of the decisions in the field of CSR and the implementation of measures that give effect to the set objectives. The group of CSR coordinators is, therefore, a valuable link between the decisions, structures and processes of the corporate levels and individuals and teams at operational level.

International structure for managing CSR in the OHL Group



2013 Milestones in CSR management

Among the achievements in 2013 regarding CSR management it is especially worth mentioning the Group's adherence to the London Benchmarking Group (LBG) Spain, which is an internationally-recognized methodology for measuring business contribution to the community according to certain pre-established criteria. OHL adhered to LBG Spain in October 2013 with the objective of **unifying all investments and contributions made to society** following a homogeneous measurement system; **improving the management of Social Action** and aligning its actions with the company's strategies, objectives and policies; and **allowing comparison of the contribution to OHL's community with other companies** using this methodology, which should be implemented in the Group in 2014.

In addition, during the past year, OHL renewed the **Madrid Excelente** guarantee brand. This award is managed by the Government of the Community of Madrid to recognize and certify the quality and excellence in management of companies in order to promote competitiveness in the business sector. Obtaining this entails overcoming the evaluation of the independent external auditors of the Brand, which confront the company with a specific management model based on modules. These modules value the management of excellence and Corporate Responsibility and consumer trust toward business management. The Madrid Excelente award applies throughout the OHL Group.

Concepts valued by Madrid Excelente

Excellence module

- Results orientation
- Leadership and coherence
- Management by processes and facts
- Development and involvement of people
- Continuous learning, innovation and improvement
- Development of partnerships
- Social responsibility of the organization

Corporate Responsibility Module

- Economic/Corporate Governance/Ethics dimension
- Environmental dimension
- Social dimension

Consumer confidence module

- Pre-sales
- Selling the Product/Service Provision
- Warranty and support



Finally, in the field of communication, attention should be drawn to the preparation of **communication products intended especially for Group customers**, which will serve to transmit the primary CSR and sustainability objectives and achievements, with an emphasis on OHL's contribution to development and the creation of sustainable value by the business. These products include **records of success stories** in combining business and sustainability, focusing on describing how the project and works carried out by the OHL Group generate social and environmental value. These communication supports will begin to be distributed in 2014.

In 2013 the RSC Service also continued developing and distributing the **CSR Newsletter** in order to facilitate communication between all those involved in managing this area in the Group, as well as getting the most relevant information to help better understand what the company does in this area and what objectives are set. Through the Newsletter, distributed half-yearly, news, events and references to interesting documents related to CSR are shared. Links to corporate policies and the Code of Ethics and its communication channel and reports are also included.

Throughout this and other chapters of the Annual Sustainability Report, we will go into depth into the milestones achieved during the past year, which are summarized in the following table:

Main milestones in CSR management in 2013

STRATEGY	<ul style="list-style-type: none"> • Evaluation project of compliance with Human Rights in the OHL Group. • Starting the project to identify relevant aspects - Analysis of trends in Sustainability 2013-2014. • Partnership Agreement signed between the Group and the organization Carbon Disclosure Project (CDP). • OHL participation in the LBG España Group. • Participation in the new working groups: Ethics and Transparency and Relationship with stakeholders and local communities, of ENCORD at the start of 2014.
MANAGEMENT	<ul style="list-style-type: none"> • Preparation of the corporate procedure for the process of annual CSR reporting. • Migration of the computer application to collect information on sustainability throughout the Group to a more complete and upgraded version. • Renewal of Madrid Excelente certification.
COMMUNICATION AND DIALOG	<ul style="list-style-type: none"> • CSR Newsletter to all internal reviewers (internal communication). • Notice to directors and managers of subsidiaries on the importance of reporting (internal communication). • CSR communication products to customers and other stakeholders. • Preparing files with success stories in combining business and sustainability that are intended to be shared. • Preparation of the specific query to the members of the Steering Committee, the general directors of the divisions, the directors of the areas most involved in CSR management and other corporate directors on CSR priorities.

Main CSR goals for 2014

The main objectives for 2014 include preparing a new Strategic CSR Plan for 2015-2020, which will detail objectives and actions by countries that will start from a materiality analysis to identify the most relevant issues in different contexts.

The Strategic Plan will have, as a tool for monitoring the CSR strategy, a Balanced CSR Scorecard, with the indicators and dynamics of associated management.

The Sustainability Committee will monitor the CSR Balanced Scorecard, which will facilitate decision-making by providing consolidated and comprehensive information on the results of managing Corporate Social Responsibility in the Group.

Main goals in CSR management for 2014

STRATEGY	<ul style="list-style-type: none"> To develop a new Strategic CSR Plan that establishes action lines by country. To develop a CSR Scorecard.
MANAGEMENT	<ul style="list-style-type: none"> To develop internal procedures and protocols to correctly manage CSR (e.g. CSR manual, community relations, CSR activities in projects). Request a new evaluation from RobecoSAM to obtain an external measurement of improvements in CSR performance.
COMMUNICATION AND DIALOG	<ul style="list-style-type: none"> Continue to improve the channels of communication and dialog with key stakeholders. CSR Newsletter to all internal reviewers (internal communication). To carry out a specific consultation with the members of the Steering Committee, the general directors of the divisions, directors and other corporate directors on CSR priorities. To design and develop an event for discussion of issues related to sustainability and companies (CSR event). To create a permanent space in the new corporate intranet (CSR portal) so all employees can contribute their ideas and experiences concerning their interests and expectations regarding sustainability in OHL.



In 2013, OHL renewed the Madrid Excelente guarantee brand. This is an award from the Community of Madrid to recognize and certify quality and excellence in the management of companies.



► Collaborations

The OHL Group works with organizations specializing in various fields to expand the scope and impact of its CSR activities. These collaborations are particularly relevant in the current context, in which cooperation between actors is needed to address the search for solutions to the many social and environmental challenges they face.

In connection with its commitment to a low carbon economy and combating climate change, it is worth mentioning the *Partnership Agreement* the Group signed in 2013 with the Carbon Disclosure Project (CDP).

CDP is an independent, nonprofit organization founded in the year 2000 that has become the global benchmark for the dissemination of relevant information on climate change management from companies and cities.

The organization encourages companies and cities to measure their environmental performance and communicate it. The objective is to provide investors, governments and other companies with this information in aggregate form to facilitate decision making based on a better understanding of environmental risks. In recent years, the organization has expanded the scope of its analysis by including new relevant environmental areas (water and forests) beyond managing and reducing emissions of greenhouse gases, and its platform has evolved to promote more sustainable supply chains.

CDP-OHL Collaboration in 2013

Examples

- Support for the *multi-site* event organized simultaneously in seven Latin American cities to launch the *CDP Latin America 2013 Report*.
- Support for the presentation of the “Sustainable investment: exploring opportunities for resource efficiency and economic growth” CDP event in Warsaw (Poland) as part of the annual meeting of the COP 19 (United Nations Convention on Climate Change).
- Presentation and contribution to the *CDP Iberia 125 Report 2013*.
- Participation in the event organized in Istanbul to present the *CDP Turkey Report 2013*.



Gonzalo Targhetta, OHL Risk Director (far right) as a speaker at the presentation of the Iberia 125 Climate Change report 2013.



With the agreement signed in 2013, OHL aims to advance in its commitment to promote a low-carbon economy, sharing best practices and innovative ideas with sector experts and using CDP technical support to improve its own performance in the fight against climate change.

The agreement has a term of three years and affects the Group's activities in Spain, Latin America, Poland and Turkey (the latter only in 2013). The collaboration also establishes OHL's support to the development of CDP in Spain, its contribution to improved energy efficiency and the management of OHL's carbon footprint and will serve to promote CDP initiatives through events and other media in emerging and developing countries such as Poland, Turkey, Mexico, Peru, Colombia, Brazil, Chile and Argentina.

The agreement also signs OHL up to the "CDP Reporter Services" initiative and allows the company to access various *benchmark* analysis through the CDP database and receive support in the process of environmental reporting.

Moreover, under the existing alliance with ENCORDER (European Network of Construction Companies for Research and Development), in 2013 the **ENCORDER Sustainable Development Charter** was launched, which OHL was integrated in. ENCORDER claims to be the major European forum for the promotion of entrepreneurial R&D&i in the construction sector. This facilitates the exchange of experience and good practice among its members, it sets priorities for R&D&i in the sector (in Europe) and raises awareness of the benefits of increased investment in R&D&i in this area. Currently a series of working groups are operating within ENCORDER, including: "Health & Safety", "Environmental Sustainability", "Lean", "Virtual Construction Platform" and "Implementation of Research and Innovation".

Companies that are part of ENCORDER are committed to a vision in which R&D&i is considered one of the best contributions that can be made to achieve a more sustainable world. The objective of the new ENCORDER Sustainable Development Charter is to establish a set of commitments that these companies have to share and integrate into their innovation and business strategies. These commitments are set out as follows:

- R&D&i focused on sustainability.
- Improved management of sustainability.
- Sustainable development through the product life cycle.
- Become good places to work.
- Local communities.
- Ethical standards.
- Commitment to stakeholders.
- Transparency.
- Creating value for stakeholders.

The OHL Group has been incorporated into the new ENCORDER working groups: "Ethical standards and Transparency links" and "Local communities, Stakeholder engagement and Value for Stakeholders", which were created in early 2014.



A highlight in the field of collaborations during 2013 also includes, as in previous years, the development with **Fundación Entorno** in order to contribute to the progress of CSR as a strategic activity. The Foundation ceased its activity during the year, but before this took place OHL managed to participate in the **CSR Outlook**, project with the aim of sharing its views on the strategic management of CSR. CSR Outlook was an initiative to disseminate to a specialized audience in CSR (experts, researchers, policy makers and media) the real contribution of this type of business policies to society, customers and the environment. OHL participated in the 2013 edition together with Endesa, FYM Italcemeti Group, Cemex, Indra, Elcogas, Holcim, Lafarge, REE, Ence and Roca.

As part of this project, OHL published two successful cases. In the first, called “Course on Human Rights and the Code of Ethics for all the staff”, the company described this initiative through which during 2013 nearly 4,000 people have received training in this area. The second case study addressed the LIDERA! R&D&i initiative, of OHL Construcción¹.

Also as part of this collaboration, OHL participated in the **work meeting with the OECC** (Oficina Española de Cambio Climático) that was held by some of the member companies of the Fundación Entorno-BCSD Spain. At this meeting opportunities were assessed for public-private partnerships that can result from adaptation policies to climate change. This meeting, held in May, was attended by the General Director of the OECC and the Head of Quality and Environment and the Head of the R&D&i Section of the Group attended on behalf of OHL, which coincided with representatives of Spanish companies that are clear leaders in the fight against climate change.

In addition, over the past year, OHL participated, through its CSR Service in the dynamics of participation proposed by the Office of Human Rights, Ministry of Foreign Affairs and Cooperation of Spain to consolidate the **National Plan for Business and Human Rights**. OHL participated in face-to-face meetings that were organized to collect the various existing views about the future plan, which were attended by various individuals and organizations representing civil society, the business sector and public authorities.



The OHL Group joined again in 2013 the Parliamentary Business Program.

(1) More information on this initiative in the **Innovation and Excellence** chapter of this report.



Signing of the partnership agreement to create the OHL Chair in CSR at the University Rey Juan Carlos

Also in Spain, in 2013 the Group joined the **Parliamentary Business Program**, which is an initiative by the **Círculo de Empresarios** created in 1987 that aims to contribute and promote knowledge, awareness and exchange of experiences among senators and members of parliament with leading companies in the country, to perform their respective roles better.

During 2014 several meetings will be held to account for the integrated management of activities and developed by an international group such as OHL, structured in its different operating divisions: OHL Construcción, OHL Concesiones, OHL Industrial, OHL Servicios and OHL Desarrollos, and also provides for some visits to the company's installations or works.

OHL finds in these collaborations a further opportunity to network and learn, which undoubtedly contributes to the continuous improvement in the sustainable management of their business impacts.

Partnerships with organizations working in **generating knowledge about CSR** and in its dissemination are particularly interesting for the Group. Thus, in 2013 there was a major milestone for OHL and its contribution to the debate on CSR, to sign a cooperation agreement with the **University Rey Juan Carlos in Madrid** to create the **OHL Chair in CSR**. The object of the new Chair is the analysis and research of CSR topics and to promote knowledge of CSR in the university.

Among the activities that the Chair intends to develop momentum are specific studies related to CSR management in companies, the organization of conferences and seminars on these topics, as well as the organization of collaborative programs with public and private entities. Moreover, in the field of training, courses, seminars, conferences or round tables can be developed which will serve to go into depth in various aspects of the contribution of businesses to a more sustainable development. The call for awards, scholarships or educational practices aimed at university students may also be part of the set of activities that are promoted in the framework of this collaboration.

The Chair will begin operating in 2014 and the signed agreement has a term of three years.

► In the framework of its contribution to the debate on corporate social responsibility, in 2013 OHL signed a cooperation agreement with the University Rey Juan Carlos in Madrid to create the OHL Chair in CSR.



In addition, in 2013 other collaborations were also held with the following organizations:

- SEOPAN (Spanish association of construction companies) CSR Committee. www.seopan.es
- CSR Committee of the Confederación Nacional de la Construcción (CNC). www.portal-cnc.com
- CSR Committee of the Asociación Española para la Calidad (AEC). www.aec.es
- Global Compact Network Spain. www.pactomundial.org
- Rainforest Alliance. www.rainforest-alliance.org
- United States Green Building Council (USGBC). www.usgbc.org
- Low Carbon Tourism Initiative
- World Wildlife Fund (WWF). www.wwf.org
- Konecta Foundation. www.fundacionkonecta.org
- Adecco Foundation. www.fundacionadecco.es
- Integra Foundation. www.fundacionintegra.org
- European Construction Technology Platform. www.ectp.org
- EurekaBuild2. www.eurekanetwork.org
- REMEDINAL, research network in Restoration of the Natural Environment of the Community of Madrid. www.remedinal.org
- Complutense University of Madrid. www.ucm.es
- Autonomous University of Madrid. www.uam.es
- Polytechnic University of Madrid. www.upm.es

► Dialog and materiality

Consultation with stakeholders and identification of material issues

The OHL Group works continuously to identify and respond to relevant issues highlighted by stakeholders in established two-way communication channels and through specific queries. Namely in 2013, OHL initiated a testing exercise with two objectives:

- Identify aspects of higher added value and interest to its stakeholders, in order to assess their management.
- Identify areas for improvement and key lines of action to define the Group's new CSR Strategic Plan, which is expected to be approved for the 2015-2020 period at the end of 2014.

This analysis has been based on the trends identified by the most respected analysts and sustainability reports, the media and a variety of opinion leaders and experts in social, regulatory and human rights issues.

The information on sustainability management of 12 Spanish and international companies in the infrastructure sector was also assessed as well as that of 7 leading companies for its sustainability performance in their respective sectors, in order to identify which relevant aspects these companies address through their CSR policies and identify best practices.

The results of these analyses confirmed the significance of matters identified in previous OHL analyses, as well as new matters that are now included in the company's material issues chart.

Study to identify relevant issues in 2013 - Analysis Elements-		
Analysis of trends in sustainability	Infrastructure Sector Benchmarking	Benchmarking best practices
<ul style="list-style-type: none"> • Sustainability analysts: <ul style="list-style-type: none"> - Dow Jones Sustainability Index (DJSI) - FTSE4Good - Carbon Disclosure Project (CDP) - PSI - Global Reporting Initiative (GRI-G4) • Analysis of news in media about OHL • Social, regulator and public sector opinion leaders: <ul style="list-style-type: none"> - Spain - The United States - Mexico - Peru - Czech Republic - Qatar • Human Rights: <ul style="list-style-type: none"> - Ruggie report - Draft National Business and Human Rights Plan Spain 	<ul style="list-style-type: none"> • 12 companies in the sector of construction and infrastructure 	<ul style="list-style-type: none"> • Energy • Telecommunications • Banking • Textile • Industry



Material issues for OHL whose relevance is confirmed		
	High relevance	Medium relevance
Business		
Ethical and transparent business management, avoiding all forms of corruption and bribery		
Economic growth		
Opening new markets and/or development of new business opportunities		
Good governance		
Risk Management		
Developing good governance policies, ethical codes and corporate procedures for internal control		
Compliance		
Compliance with standards		
Contractual compliance		
R&D&i		
Development of R&D&i		
Development of new products and services that minimize environmental impact		
Clients		
Customer service and relations		
Customer or end-user satisfaction		
Relationship with suppliers		
Consideration of social and environmental criteria in procurement and supplier management		
Environment		
Efficient consumption of energy resources and raw materials		
Minimization of environmental impacts on operations		
Environmental awareness for job performance		
Employees		
Job security		
Career		
Technical training for job performance		
Equal opportunities		
Work/life balance		
Occupational risk prevention		
Social action		
Promotion of Global Social Action Projects in collaboration with foundations and NGOs aimed at groups at risk of exclusion		
Promotion of local social action projects in areas in which the Group conducts its operations		
Volunteering		
Human Rights		
Eradication of child labor		
Elimination of all forms of forced and compulsory labor		
Freedom of association and the right to collective bargaining		



New relevant issues and identified priorities

The work has prominently highlighted the importance of incorporating the Guiding Principles on Business and Human Rights: implementation of the framework of the United Nations “Protect, Respect and Remedy” (Ruggie Report) as the basis for the fulfillment of human rights. Also noteworthy is the high relevance of risk, ethical and social management in the supply chain.

Human rights	Continuous process of due diligence with an assessment of the actual and potential impacts on human rights
	Human Rights Awareness and training to managers and employees, suppliers and other partners
	Mechanisms for monitoring and assurance of ethical, human rights, social and environmental commitments within the circle of influence of the company to verify its compliance
	Grievance mechanisms, communication channels and other procedures for all stakeholders potentially impacted by the company's activities
	Procedures to provide or assist in the remediation of adverse impacts on human rights to which the company has contributed or caused
Governance	Assigning responsibilities for sustainability at the highest level for managing impacts on human, environmental and ethical rights
	Executive compensation policies
Risk Management	Analysis of each segment of the value chain (“upstream” /”downstream”), in the Risk Assessment
	Evaluation of CSR performance of suppliers and subcontractors
Environment	Sustainable construction
	Environmental reporting
Clients	Quality management
	Claim and complaint management
Dialog with stakeholders	
Labor practices	Labor integration

Sector analysis made it possible to identify more specific aspects related to the impacts on the sustainability of infrastructure companies. These include those related to:

Environment	Energy efficiency
	Reporting of indirect emissions
Customer Relations and the product	R&D&i
	Satisfaction measurement



Labor practices	Health and safety
	Equality
	Job training
	Job security
Good governance	Risk management
	Transparency
	Variable remuneration based on social/environmental objectives
Human Rights	Compliance management
	Existence of grievance channels
	Training in this area

Beyond this ad-hoc materiality study, the analysis permanently performed by OHL regarding the requirements and interests of their clients deserves special mention. Among the social and environmental requirements that, in an ever greater degree, claim some of the Group's customers through public procurement bids include:

- Policies and actions to ensure compliance with human and labor rights.
- Management plans of the relationship with communities close to the projects.

Both issues are part of the priorities of OHL in managing CSR and are especially taken into account when making decisions in this area.

Finally, we mention that the collaboration of OHL with Fundación Entorno during the past year enabled the company to join the Made in Spain CSR platform, the objective of which was to bring CSR to the citizens so they are aware and take part in responsible entrepreneurship initiatives. As part of this platform and with other activities, the Foundation conducted a **citizen survey to understand the social, environmental and ethical priorities** of the Spanish, as well as what they expected from companies. For this, an *online* survey was conducted that received 280 responses and was active from April 23 to May 9, 2013.

Main 2013 Citizen Survey results Made in Spain CSR Platform (Fundación Entorno)

	RELEVANT ISSUES IDENTIFIED	DEMANDED BUSINESS SOLUTIONS
SOCIAL	<ul style="list-style-type: none"> • Unemployment • Help to people at risk of exclusion 	<ul style="list-style-type: none"> • Decreased wage gap in companies • Exhaust all relocation options before carrying out redundancies • Programs for job placement of groups at risk of exclusion
ENVIRONMENTAL	<ul style="list-style-type: none"> • Fighting climate change • Waste Management 	<ul style="list-style-type: none"> • Use of clean energy • Energy efficiency • Design of multipurpose and more durable products
ETHICS	<ul style="list-style-type: none"> • Combating corruption and rapid economic benefit 	<ul style="list-style-type: none"> • Imposition of ethical codes and mechanisms for monitoring and control • Introduction of environmental and social criteria in decision making



All the above issues, relevant to its various stakeholders are taken into account by the Group to establish their management and communication priorities, and will be further considered in the future process for the definition of the Group's new Strategic CSR Plan.

Moreover, between the CSR management **objectives** for 2014, the Group intends to keep on working in this direction to continue updating its list of material issues and be able to offer information about its sustainability performance ever closer to the needs and expectations of its stakeholders. Specifically:

- OHL will work on a **specific consultation to the members of the Steering Committee, the general directors of the divisions of the Group, the regional directors and other corporate directors of the areas most involved in CSR management**. This consultation, the previous work of which already started in 2013, will serve for reviews and ratings and reflect the strategic vision of the respondents in view of the configuration of the next Strategic CSR Plan.
- Another planned action is to organize a **CSR event** focused on analyzing and discussing issues related to sustainability and companies. This event is presented as a roundtable or a work session shared by management and employees of OHL involved in sustainability management in the company and experts in fields related to the topics covered.
- By 2014 the **creation of a permanent space in the new corporate intranet is also planned where employees can participate** by contributing ideas and experiences on their interests and expectations relating to aspects of sustainability in the Group. To encourage employee participation, it is expected that periodic campaigns will be conducted in which questions about certain aspects will be asked.

In addition to identifying issues relevant to the organization, these planned actions will serve to give a boost to communication objectives and enhance internal involvement in CSR.

Communication channels with stakeholders

The OHL Group strives to maintain and improve a wide range of communication channels and avenues for dialog with its stakeholders in order to obtain relevant information from its environment that allows it to enhance its business performance.

In 2013 this activity focused on the development and consolidation of the main communication tools of the OHL Group's corporate website and intranet.

During the last quarter of 2012, the General Services and Organization business unit launched, in collaboration with the Communication Service, a **draft review of OHL's *online* presence** with the following objectives:

- To update OHL's online presence, aligning it with the needs of its target audiences.
- To design a reference portal that enhances the brand, creating a unique, valuable and recurring experience for the user.



Communication channels and avenues for dialog aimed at all OHL stakeholders

Conventional channels

Corporate website of the Group, divisions and subsidiaries

Ethics Channel

General Helpline (+34 91 348 41 00) and general information mailbox (info@ohl.es)

Forums

Active participation in CSR organizations, associations and platforms

Participation in various institutional events

Publications

Online version and summary of the OHL Group annual report

Summary document of the "OHL HIGHLIGHTS" annual report

Annual reports: OHL Concesiones, OHL México, OHL ŽS and ŽPSV

Ad hoc communications

Four panel gate fold flyer/Specific Publications

Consultations

Consultation project with stakeholders

Suggestion boxes

To achieve these objectives a study has been conducted of the current situation, market trends and the needs of the different public objectives of the OHL portal. Some of the actions carried out include:

- Analysis of trends and best practices.
- Sector benchmarking. Comparative analysis with other companies.
- Timely identification of good practices (sector related/unrelated to the sector), in order to help develop solutions of specific attributes, suitable for brand positioning.
- Matrix of needs by target audiences.
- Determining the needs and preferences of current and potential customers/visitors.

In the definition of the target model for OHL's Internet channel based on its current and future needs, identifying the shortcomings of the current model, the following actions have been carried out:

- Analysis of business needs and objectives.
- Analysis of current presence model.
- Define the new strategic presence model.
- Designed *look & feel*.

During 2013 the prototype has been developed, the schema of architecture of content of the portals of the divisions has been carried out in addition to the content inventory. The scheduled deployment date is May 2014.



Another of the objectives of the General Services and Organization business unit is **to enhance the functionality of the intranet** as an efficient tool to communicate, convey knowledge of and disseminate corporate culture.

In short, the new intranet is intended to provide a space for connection between employees as well as among employees and the company that is much more interactive, dynamic and efficient.

The new intranet model will be an intranet for each and every one of the employees:

- It will ensure a channel for regulated information flow (descending communication).
- It will enable employees to make suggestions, queries, complaints and claims to the Management (ascending communication).
- It will facilitate knowledge transmission by developing communities (forums) where questions can be asked or experiences can be posted freely (cross-sectional communication).
- Content can be personalized.

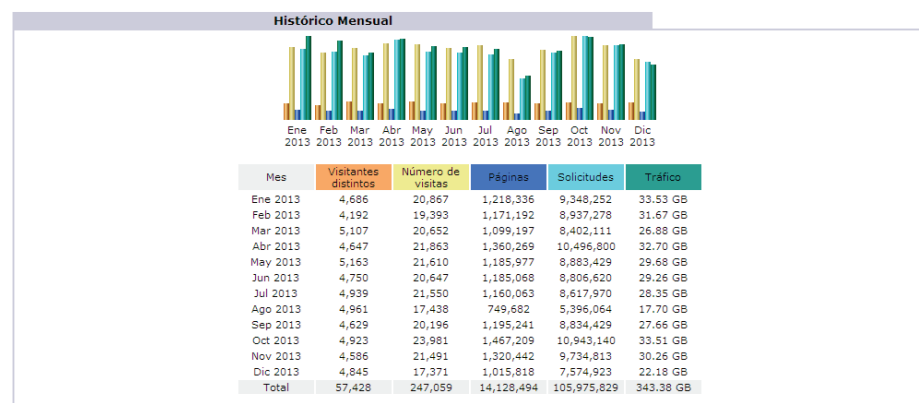
This renovation project is being carried out in 2 phases:

- 1st phase, developed and deployed in 2012: a change of style, reorganization of the menus and improving some of the features such as the search tool and incorporating services such as opening the multi-language complaints channel.
- 2nd phase, in late 2012 the Corporate General Management launched a new study to initiate a second phase to create a portal that integrates the needs of all divisions and subsidiaries of the OHL Group and allow interaction with all employees in the Group.

The objective is to have a new intranet for the first quarter of 2014.

Resumen					
Periodo mostrado	Año 2013				
Primera visita	01 Ene 2013 - 00:09				
Última visita	30 Dic 2013 - 23:59				
	Visitantes distintos	Número de visitas	Páginas	Solicitudes	Tráfico
Tráfico visto *	<= 57,428	247,059	14,128,494	105,975,829	343.38 GB
	Valor exacto no disponible en la vista anual	(4.3 visitas/visitante)	(57.18 Páginas/Visita)	(428.94 Solicitudes/Visita)	(1457.36 KB/Visita)
Tráfico no visto *			3,657,196	3,813,391	5.10 GB

* El tráfico "no visto" es tráfico generado por robots, gusanos o respuestas de código especial de estado HTTP.



Corporate website hits in 2013



Another communication tool aimed at employees is the new **social action and volunteering newsletters**. This digital publication issued every four months is fruit of the interest of the OHL Group to promote corporate volunteering among its staff and serves OHL Volunteers².

Communication channels and avenues for dialog aimed at employees

Conventional channels

- Intranets: OHLFINET (Corporate) OHL Group in Mexico and OHL ŽS (Czech Republic)
- Corporate HR Management
- Experiences Database (B.D.E.)
- Ethics Channel
- Complaints of harassment channel
- Employee Support Program
- Email inboxes for HR, CSR, Sustainable Development, Social Action, Quality and the Environmental, R&D&i, Training and Mosaico

Forums

- Health and Safety Committees and Company Committees
- Preventive Vigilance Committee and Committee for Monitoring the Equality Plan
- Labor union relations mechanisms
- Volunteer Group Meetings

Publications

- Magazines: Mosaico and Tecno (Corporate)
- Mosaico OHL Concesiones, OHL USA Mosaic, Tecno and Revista Caminos (OHL Concesiones)
- CuentaMLO (MLO, Spain)
- Information Bulletins: R&D&i, OHL Concesiones Chile, OHL ŽS and Pensando en Verde (OHL Concesiones)
- Newsletters: CSR (Corporate) and Judlau

Ad hoc communications

- Corporate policies and internal regulations
- Management guidelines and best practices in specific topics
- Circulars / internal communications
- Courses: Induction, Code of Ethics, Human Rights and CSR
- Construction Classroom
- Periodic communications from the Works Council
- Awards: for Occupational Risks Prevention, Quality and the Environment and R&D&i Awards for the Best Innovative Idea

Consultations

- Questionnaire on tips for employees of the OHL Group
- Survey on satisfaction with training, R&D&i and voluntary activities

(2) Learn more about communication tools and corporate volunteering in the **Labor Practices** chapter of this report.

**Communication channels and avenues for dialog aimed at society****Conventional channels**

- Services concerning: Corporate Social Responsibility, Quality and the Environment, Communication and Image and Sponsorship, Patronage and Social Action
- Email inboxes: Sustainable Development, CSR, Quality and the Environment, Social Action and Communication

Forums

- Direct dialog and collaboration agreements with research and technology centers, NGOs, civil, social and local environmental organizations

Publications

- Magazines: Novaire, Mayakoba Magazine, daily magazines and promotional videos of different hotels (OHL Desarrollos in Mayakoba), Newsweek, Miled and América Vuela (Toluca International Airport).
- Brochures on the development of works, plans, services, road blocks and alternative routes among other issues.
- Annual reports: OHL Concesiones, OHL México, OHL ŽS and ŽPSV.

Ad hoc communications

- Good Neighbor Code
- Specific publications on the environment and projects and social action events

Consultations

- Assessments of sustainability analysts

Specific for the media

- IPPI Communication agency
- “Press Conference” section on the website
- Publication and dissemination of press releases
- Publication of submissions

► GOOD NEIGHBOR CODE IN 2013

The Good Neighbor Code has been implemented in 77 works, including construction and civil engineering work, since its creation in 2004 until 2013.

In 2013, 7 new works were implemented, and three incidents were opened, all resolved in less than ten days.

Also noteworthy are the contacts and meetings driven in 2013 by the **Investor Relations** department belonging to the corporate dimension and the subsidiary of the OHL Concesiones Group in Mexico. Last year they carried out *roadshows* inside and outside Spain, and more than 20 financial analysts routinely monitored that company. These departments maintained a constant flow of information with them in response to the needs of investors and the market.

Also in 2013 OHL Construcción launched the **Window of Communication with Suppliers**, a new module in the Computerized Purchasing System (CPS).

This communication window was created to facilitate communication between the supervisory staff of the Purchasing and Equipment Business Unit or the Procurement Organizations of each of the unique Areas or Projects and the site manager and purchasing managers. Thanks to this tool, the staff assigned to the supervision may verify that the process is consistent with the Procurement and Subcontracts Standard. If the process is not as it should be, the areas of disagreement are indicated in the Communication window, showing both informative incidents as well as those that need solving or, where appropriate, justifying.



Communication channels and avenues for dialog aimed at shareholders and investors

Conventional channels

- Investor Relations Dept.
- E-mail inbox: relacion.accionistas@ohl.es

Forums

- General Shareholders' Meeting
- Regular meetings with analysts / road shows
- Participation in specialist forums and seminars
- Regular visits and conferences

Publications

- Financial reports and annual accounts
- Quarterly Communications to the CNMV
- Annual presentation of results
- *Conference call* on quarterly results with financial analysts
- Sustainability report of the OHL Group

Ad hoc communications

- Reports for CSR analysts and socially-responsible investors (FTSE4Good IBEX, CDP, among others)

Communication channels and avenues for dialog aimed at suppliers

Conventional channels

- Purchase Department

Forums

- Training programs on occupational risk prevention and the environment

Ad hoc communications

- Subject Guides. (Environmental management and ORP)

Communication channels and avenues for dialog aimed at customers

Conventional channels

- Customer Service Data
- Quality and Environmental Service

Publications

- Construction Book
- Corporate and divisional flyers

Ad hoc communications

- OHL Centennial Book
- Books, videos and documentaries on cases of emblematic works

Consultations

- Annual Customer Satisfaction Survey
- Biennial surveys to family members of customers of Novaire residences



The annual corporate reports and specialized periodicals are part of OHL's communication channels with its stakeholders.

If the process does not comply, the system automatically sends an email to the site manager and work managers with the incidences in the purchasing process to solve. Any documents necessary to comply with the regulations may be attached in the same communication window.

Finally regarding communication with customers, it is worth highlighting the development during 2013 of CSR communication products (CSR leaflets and files on success stories) seeking to communicate to this group of key stakeholders on how the Group creates value in terms of sustainability through the development of its different businesses.

► The OHL Group Sustainability report

Corporate sustainability reports contain information on the positive or negative impacts of business on the environment, society and the economy. The OHL Group has prepared this report annually since 2004 and it has been one of the main means of communication with its stakeholders since then.

The Group Sustainability Report makes it possible to convert abstract issues into tangible and concrete ones, thus helping to understand and manage the consequences of introducing sustainability into the company's strategy and activities.

In addition, through the Sustainability Report, each year OHL publishes the specific targets in relation to its commitment to this course of action and communicates its management and annual performance to all stakeholders in order to make its operations increasingly more sustainable.

To put the report together, a process is implemented each year in collecting and consolidating information on sustainability performance coming from all divisions, companies and branches of the Group. More than 170 people are involved in this process, who collect and record the information requested for each company in a computer application designed specifically for this purpose and the structure and operation is adapted to the Group's geographical diversity and activities.



The role of the OHL Group Sustainability Report

- This is one of the company's main communication links with stakeholders and responds to the demand for communication and transparency expressed by OHL stakeholders.
- It helps the Group to move forward in terms of management, and set objectives to make improvements year after year in terms of sustainability.
- Its contents respond to the commitment to provide answers to various initiatives, such as the United Nations Global Compact, relating its actions with the monitoring of its 10 principles and the Millennium Development Goals.
- CSR analysts and socially responsible investors (SRI) base their reports and assessments on documents like this.
- The report expresses the relevance of CSR work to the company and considers it as a source of reputation and prestige.

A focus of CSR management during 2013 has been to continue to improve this internal reporting process. Continuing to strengthen the information gathering processes and channels to achieve an increasingly robust and rigorous accountability and raise awareness internally of the importance of reporting to the Group and the need for source information to be provided with the necessary quality within the set time, the objectives of the measures were implemented over the past year in this area. These have been the main ones:

- **Development of a corporate procedure of the global project of annual CSR reporting.** This document describes more than 20 processes, reflected in flowcharts, and identifies all the stakeholders and their responsibilities.

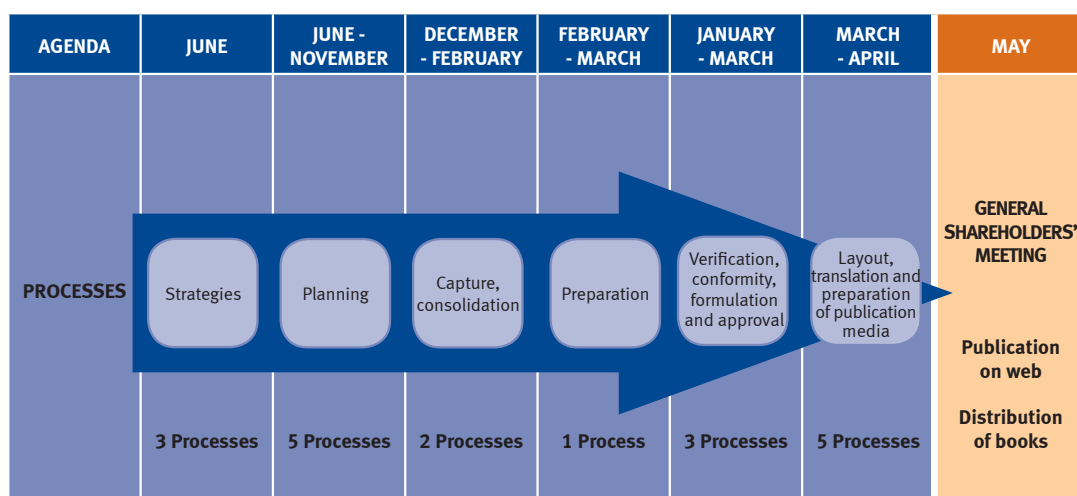
The procedure is designed as a visual and easily-understood document. Its internal distribution will take place during the first quarter of 2014.

Objectives of the new corporate procedure for the development of annual sustainability reporting

- To define the processes and procedures necessary for preparing the Group's Annual Sustainability Report.
- To determine duties, deadlines and responsibilities of each participant.
- To improve in terms of quality, effectiveness and efficiency of future reporting exercises.
- To present the process complexity and the need to address it with the collaboration and effort of everyone involved.
- To raise awareness internally about the relevance of sustainability reporting for OHL.



General scheme of the Group's sustainability reporting process



- Internal communication campaign to raise awareness of the key actors involved in the reporting process. The campaign was especially directed at Regional Directors and Managers of subsidiaries, which in the importance of their role stood out (as being responsible for verifying the quality of information at source) and the relevance of the Sustainability Report for the Group. The campaign was organized around the distribution of written material, organizing videoconferences and holding face-to-face meetings, including those in which presentations to heads of some of the business areas stand out.
- Migrating the CSR software application to a higher version, enhancing the performance that the tool provides to users. This migration took place between June and October, and this new platform has already been used in the process of collecting and consolidating information to prepare the 2013 Report.



Sustainability Reporting, a tool of differentiation and excellence document, used in the internal communication campaign to raise awareness about the importance of sustainability reporting.



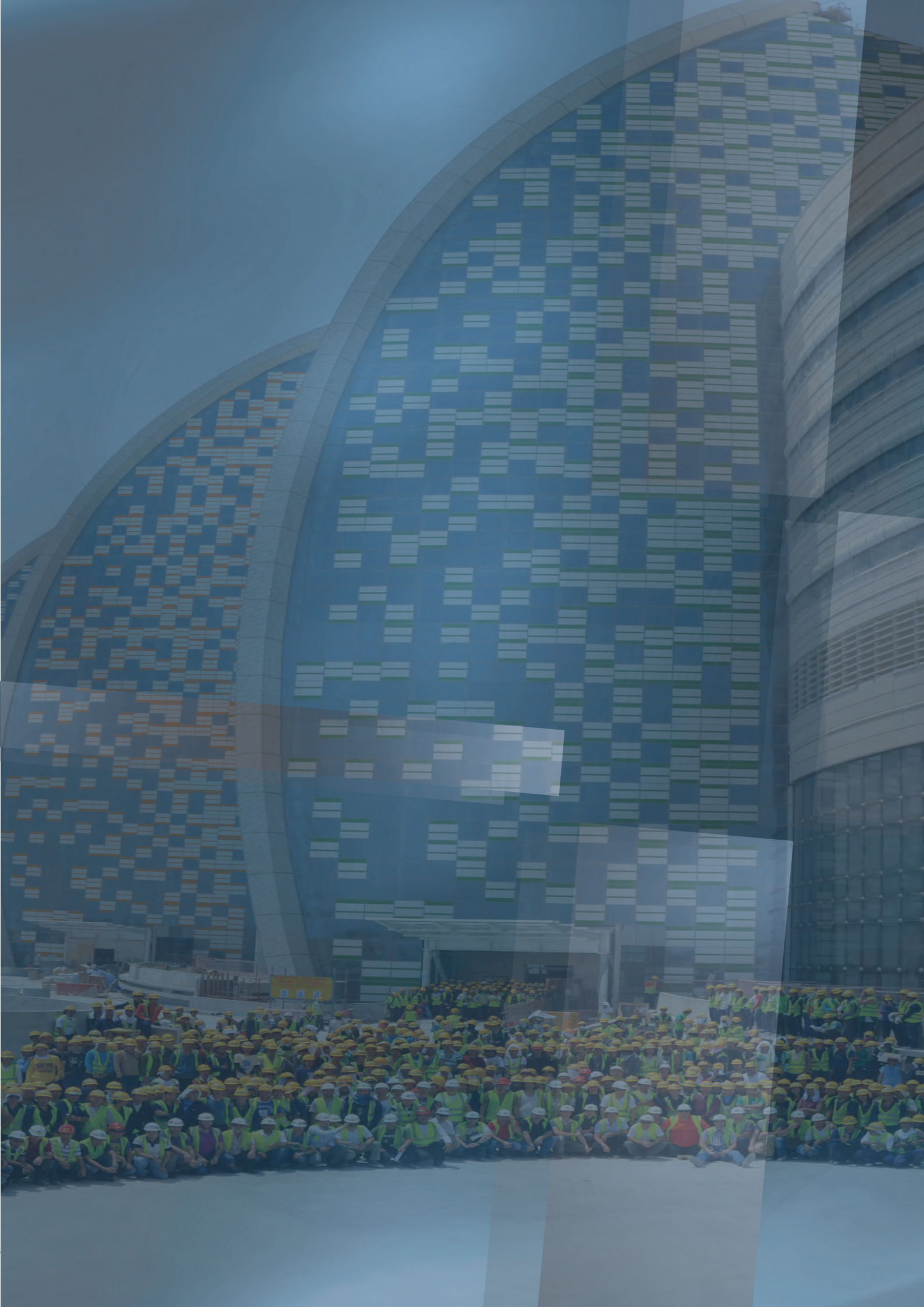
- **Online training intended for users of the sustainability information dump application.** 8 such sessions were held in 2013 in which more than 100 people from all geographical areas and business divisions of the Group who are responsible for managing this information were involved. As in previous years, these sessions are mainly developed through an online platform that allows simultaneous virtual meetings.

Finally, we highlight the analysis that several independent entities perform annually on the financial and non-financial information distributed by listed companies. The organizations that value the Group's Annual Sustainability Report include the CSR Observatory and the Reporta Report, both initiatives driven in the context of Spain.

The study published in February 2013 by the **CSR Observatory** evaluates the 2011 reports of IBEX 35 companies. In the overall classification, this study places OHL in third place in the sector and ranks it number 19 of all the companies analyzed. In the partial evaluation for content, the OHL Group is the company with the highest score in its sector and again 19th overall. As for the partial evaluation of management systems, OHL is ranked as the second construction company and 17th of all companies in the Ibex.

The **2013 Reporta Report**, published in October last year, evaluates the quality of financial and non-financial (environmental, social and corporate governance) information of companies of the IGBM (General Index of the Madrid Stock Exchange). The analysis is based on three aspects: transparency (rates whether the information provided makes it possible to find out the actual situation of the company), appropriateness or relevance of the topics on which it reports and accessibility of information (clarity of information, graphics, language, web platforms used to achieve accessibility, etc). In this edition, the OHL Group:

- Was ranked in 13th place among the 111 companies analyzed, with a High rating.
- It was placed as the 3rd company in its sector in the overall ranking.
- It reached 5th place in the partial ranking related to CSR information (environmental and social). This information block calculates 34.5 points out of the 100 considered.



Creation of economic and social value in 2013

A3

OHL's greatest social contribution lies in the construction of necessary, reliable and efficient infrastructures. In the image, works for the Jamal Abdul Nasser Viaduct in Kuwait.

OHL, as a construction group and infrastructure management company, plays an important role in the economic and social progress of countries where it carries out its business.





As a source of growth, the infrastructures are a key factor for increasing any society's well-being and development. For this, OHL's greatest social contribution is the **creation of necessary, reliable and efficient infrastructures** that improve the communities' quality of life and minimize their impact on the environment. The primary source of OHL's value creation for the society is therefore the honest, professional and always excellence-oriented performance of its business activity.

The OHL Group also creates significant value on other levels as a result of responsibly managing its activity which is part of its commitment with other groups of interest, both direct -clients, employees, shareholders, subcontractors, collaborators and others- and indirect -the societies in countries where OHL carries out its business-.

In this chapter, the **economic value created by the company in 2013** is recognized. This applies to its owners, shareholders and investors, as well as to the local economies where it operates by generating direct and indirect employment and activating the business sector. Without forgetting the **social investment** made by the Group throughout the year with social action, sponsorship and patronage. With these initiatives, the Group takes part in undertaking projects and activities with other expert organizations with the end purpose of creating social benefit for the people and communities in its sphere of business influence.

The following sections of this chapter detail the elements which form OHL's economic value creation matrix and the Group's contribution to wealth and social welfare in 2013.

CREATED ECONOMIC VALUE		Thousands of euros	
		2013	2012
a) Income			
Net amount of the business figure		3,684,170	4,029,588
Other operating income		885,947	661,530
Financial and other income		208,172	114,034
		4,778,289	4,805,152
DISTRIBUTED ECONOMIC VALUE		Thousands of euros	
		2013	2012
b) Operating expenses			
Supplies		1,979,717	2,388,458
Other operating expenses		711,017	601,638
c) Employee salaries and benefits			
Personnel costs		670,947	652,270
d) Payments to capital suppliers			
Dividends		67,595	64,474
Financial expenses and exchange differences		502,345	500,801
e) Taxes			
Corporate taxes		222,910	205,622
f) Resources allocated for the society			
Resources allocated for social action (1)		827	829
		4,155,358	4,414,092
Difference between created and distributed value		622,931	391,060

(1) Not including community support actions carried out by the Poetas Highway concession in Mexico City in 2013 because the concession contract includes the mitigation of social and environmental impacts generated by the infrastructure. In 2013, a total investment of €837.9 thousand was made, distributed between culture (€16.6 thousand), sports (€8.9 thousand), socioeconomic development (€585.9 thousand) and social action (€226.5 thousand).



► Creation of economic value

Basic economic figures 2013

The OHL Group obtained satisfactory results in 2013. The main figures of 2013 compared to the same period of the previous year are shown in the table below.

Main consolidated figures

	2013	%	2012	%	Var. (%)
Economic data					
Millions of euros					
Revenue	3,684.2	100.0%	4,029.6	100.0%	-8.6%
Gross profit from operations (EBITDA)	1,215.1	33.0%	1,052.9	26.1%	15.4%
Net profit from operations (EBIT)	1,031.4	28.0%	829.8	20.6%	24.3%
Profit before taxes	627.9	17.0%	280.8	7.0%	123.6%
Net attributable profit	270.4	7.3%	1,005.5	25.0%	-73.1%
- Non-recurring capital gains	0.0		-1,051.3		
+ Provisions and others	0.0		305.9		
Net attributable recurring profit	270.4	7.3%	260.1	6.5%	4.0%
Ratios					
Gross profit from operations (EBITDA) / Sales	33.0%		26.1%		
Net profit from operations (EBIT) / Sales	28.0%		20.6%		
Profit before taxes / Sales	17.0%		7.0%		
Net attributable profit / Sales	7.3%		25.0%		
Net attributable recurring profit / Sales	7.3%		6.5%		

The increases of 15.4% of EBITDA and 4% of the net recurring profit are the most noteworthy data of the year.

International activity in the Group continued to be very important, representing 74.7% of sales as compared to 66.8% the year before and with 59.5% of total business overseas created by Construction.

As regards distribution of sales over geographical areas, Spain represented 25.3%, Mexico 14.2%, the Czech Republic 13.4% and the USA 12.2%.

Regarding EBITDA, 92% was created overseas, and by countries, 74.6% in Mexico and 7.2% in Peru. For its part, Spain contributed 7.6%.



Geographical origin of the business (Millions of euros)

	2013	%	2012	%	Var. (%)
National	932.0	25.3%	1,337.8	33.2%	-30.3%
International	2,752.2	74.7%	2,691.8	66.8%	2.2%
Total	3,684.2	100.0%	4,029.6	100.0%	-8.6%

Main figures by divisions

	2013	%	2012	%	Var. (%)
Operating data					
Millions of euros					
Sales Breakdown					
Concessions	513.8	13.9%	642.5	15.9%	-20.0%
Construction	2,669.9	72.5%	2,738.3	68.0%	-2.5%
Other activities	500.5	13.6%	648.8	16.1%	-22.8%
Total sales	3,684.2	100.0%	4,029.6	100.0%	-8.6%
EBITDA Breakdown					
Concessions	951.5	78.3%	749.0	71.1%	27.0%
Construction	251.4	20.7%	252.4	24.0%	-0.4%
Other activities	12.2	1.0%	51.5	4.9%	-76.3%
Total EBITDA	1,215.1	100.0%	1,052.9	100.0%	15.4%
Portfolio Breakdown					
Short-term portfolio	8,269.6	13.9%	8,040.0	15.1%	2.9%
Long-term portfolio	51,244.9	86.1%	45,372.6	84.9%	12.9%
Total portfolio	59,514.5	100.0%	53,412.6	100.0%	11.4%
Concessions	51,013.5	85.7%	44,932.8	84.1%	13.5%
Construction	8,059.7	13.5%	8,106.7	15.2%	-0.6%
Other activities	441.3	0.7%	373.1	0.7%	18.3%
Total portfolio	59,514.5	100.0%	53,412.6	100.0%	11.4%

Sales of Concessions fell by 20%, despite an increase of 8.7% in the concession sales business, due to changes in consolidation methods, less construction activity (IFRIC-12) and others.

However, the growth of Construction by 9% overseas was not enough to compensate for the 34.2% decrease of activity in Spain, which resulted in the sales in this division being 2.5% lower than the previous year. Throughout the year, this division was awarded works for a total of €3,048.6 million and ended 2013 with a portfolio of €8,059.7 million, equivalent to 36 months of sales and of which 81.5% was accounted for by overseas contracts.



The short-term and long-term order portfolio grew 11.4%. 85.7% of it was accounted for by Concessions which increased its relative weight as compared to 2012 and 13.5% to Construction.

The short-term portfolio represented approximately 27 months of sales and increased 2.9% as regards 2012. 95% corresponded to Construction and was mainly located in Central Eastern Europe, 27.9%; in the USA and Canada, 22.5% in the Middle East and 19.3% in North Africa.

The long-term portfolio, 86.1% of the total portfolio, increased 12.9% mostly due to updating the concession business plans and new awarded contracts among which the new Port of Valparaíso terminal 2 (Chile) stood out.

As regards EBITDA, it is noted that 78.3% of the total was created by Concessions and that the sales margin was 33% as compared to 26.1% the previous year.

2013 in the markets

Throughout 2013, the economy was affected by the macroeconomic circumstances (decrease in interest types, improvements of the world risk premiums) and political events (elections in Germany and Italy; the conflict in North Korea; revolutions in Egypt, Syria and Turkey). All these factors resulted in volatility in the stock markets.

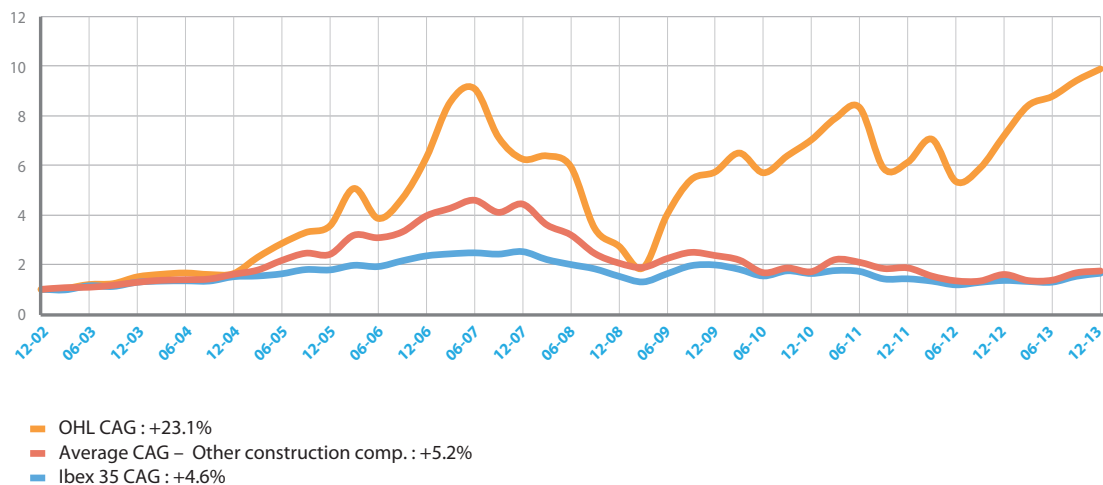
Global economic growth increased around +3.5% in the last quarter of 2013, confirming the improvement recorded in the previous quarter which led to the end of the recession in the Eurozone in the second half of the year. This improvement was the result of: the acceleration in GDP growth in the USA (1.9%), growth in Japan which started to show positive effects of the expansive monetary policy and the growth of emerging economies. All this became clearer at the end of the year with the FED's decision to start withdrawing liquidity stimulus packages. The Eurozone also contributed to the global economy's improvement. It started to grow moderately around the middle of 2013. However, the emerging economies encountered a more diverse situation with some of them, such as China's, which maintained relatively stable growth rates (+7.7%).

For its part, the last quarter data for Spain showed signs the economy is starting to recover. Some of these were: the increase in exports or the GDP growth of +0.1% which means the technical exit from the recession after nine consecutive quarters of drops.

Construction in Spain (according to SEOPAN data) improved compared to 2012 with increases of +33% in the volumes of open calls for tender in civil engineering after several years of decreases. Nevertheless, FUNCAS hoped investment in construction would moderate its fall to levels of -4.9% in 2014.

In this environment, OHL ended the year with a stock revaluation of +34%, exceeding +21% of the IBEX 35 and +13% of OHL in 2012.

Creation of value for the shareholder



As can be seen in the chart which shows fluctuations in OHL's share price since 2002 (when the Group's new strategy was defined), OHL's performance has been clearly better than similar companies and than its reference index. Therefore, OHL's compounded annual growth (CAG) for the period was +23.1%, compared to +5.2% average of other construction companies and +4.6% of the IBEX 35.

At the beginning of 2013, OHL's shares were listed at €21.95 each. During 2013, OHL revaluated +34.15% which entailed the share price increasing to €29.45. The IBEX 35 was revaluated +21.42%, ending 2013 at 9,916.7 points and the construction sector ended 2012 with a revaluation of +26.49%.

OHL's stock capitalization at the end of 2013 was €2,936.87 million and the share capital increased to €59,844,565, represented by 99,740,942 ordinary shares each nominally valued at €0.60. OHL's pay-out or dividend per share policy remained stable at 25% of the net recurring profit.

OHL had a treasury share at the end year which amounted to a total of 246,534 shares. In 2013, a total of 145,016,653 securities which translated to a daily average of 568,693 securities were traded. Moreover, the daily average of traded cash reached €15,521,786. OHL was listed in the stock market for 255 days.

► In 2013, OHL's share price was revaluated 34.15%, up to €29.445 per share and €2,936 million for capitalization.

► OHL's shares have been revalued since 2002 at an annual compound rate of 23.1% as compared to the average 5.2% of other construction companies and 4.6% of the IBEX 35.



OHL's stock data in the 2011-2013 period

	2013	% Variation 2013-2012	2012	% Variation 2012-2011	2011
Closing share price (euros)	29.45	34.1%	21.95	13.3%	19.38
Maximum share price (euros)	31.30	29.6%	24.15	-13.8%	28.00
Minimum share price (euros)	21.51	53.6%	14.00	-12.2%	15.94
Average share price (euros)	27.33	43.4%	19.06	-13.2%	21.95
Traded shares	145,016,653	-2.6%	148,853,751	-17.2%	179,685,765
Traded cash (euros)	3,958,055,447	39.5%	2,837,878,571	-28.0%	3,940,530,393
Traded days	255		256		257
Daily cash average (euros)	15,521,786	40.0%	11,085,463	-27.7%	15,332,803
Stock capitalization (euros)	2,936,872,037	34.1%	2,189,313,677	13.3%	1,932,979,456
Gross dividend distributed per share throughout the year (euros) (*)	0.6519	16.5%	0.5597	14.2%	0.4903
Net dividend distributed per share throughout the year (euros) (*)	0.5150	13.6%	0.4534	14.2%	0.3971
Number of final shares of the year	99,740,942		99,740,942		99,740,942

(*) The dividend distributed each year is deducted from the recurring net profit of the previous year.

If OHL's share price in the period 2011-2013 is analyzed, it should be noted that OHL's share was worth €29.45 at the end of this period (12/31/2013). The maximum share price was reached on 10/25/2013 with a value of €31.30 per share, while the minimum was in June 2012 when OHL was listed with shares worth €14.00 each.

The average share price of the value throughout the period was €22.83 per share, trading the value for 768 days.

The total shares traded in the period increased to 473,556,169 securities and an amount of total traded cash of €10,736,464,411. Moreover, the daily average of cash in the period was €13,979,711.

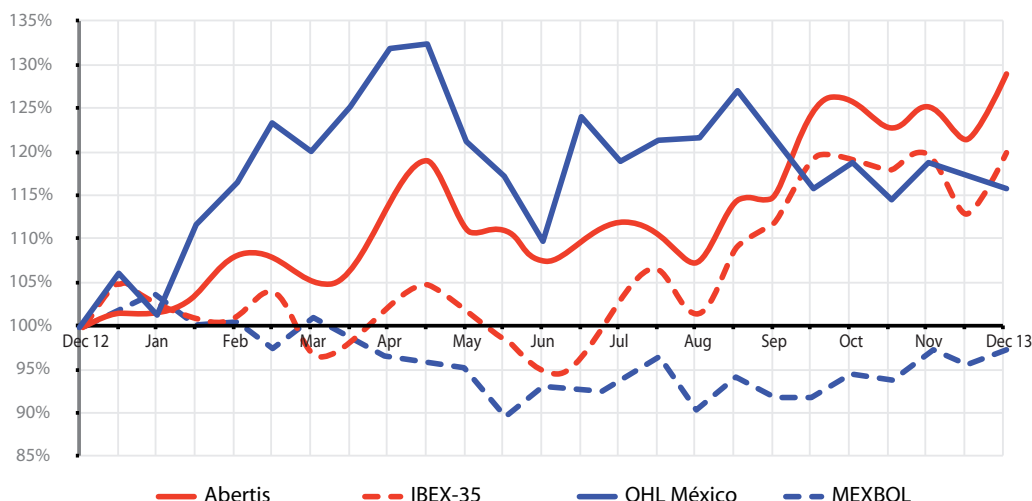
Fluctuation of the share price/listing of OHL México in 2013 was also very volatile. In June, OHL México successfully completed a capital increase (100% primary) by which 239,397,167 new shares were issued for a total amount of 6,942.5 million Mexican pesos (approximately €415 million). As a result of this, the OHL Group's holding is currently around 63.64% of OHL México's capital. With this operation, OHL México obtained funds to take care of pending payments of the investment derived from current concessions and to turn to calls for tender in new transportation infrastructure projects in Mexico.

OHL México ended the year with 33.43 Mexican pesos per share (+17.71% of revaluation in 2013) and a stock capitalization of 57.91 billion Mexican pesos.

As regards Abertis, OHL ended 2012 with a holding of 15% which increased during the first quarter of 2013 until reaching 18.9% of the company's share capital. This increase in the holding occurred after La Caixa (first shareholder of Abertis Infraestructuras) directly purchased 3% and other lesser purchases in the market. With this, OHL boosts its holding in Abertis and consolidates its position as industrial partner and second shareholder, underscoring its commitment to permanence.

Abertis Infraestructuras shares closed the year at an increase of +30.03%, at €16.15 per share.

Performance of share price of Abertis and OHL México in 2013



In 2013, the OHL Group renewed its presence in the stock index FTSE4Good-IBEX for the sixth consecutive year

The inclusion of OHL in this index reflects the Group's compliance with the strict criteria of ethical, social and environmental responsibilities set by FTSE4Good, as well as its consolidation as a company with socially responsible and sustainable business practices.

OHL was first listed on this prestigious, selective index in 2008, promoted this same year by the FTSE Group and the Spanish company BME (Bolsas y Mercados Españoles). OHL has become both one of the values of the responsible investment sector in the Spanish stock market and a listed company of reference for investors and asset managers who combine their financial objectives with an interest in ethics, social affairs, environmental policies and good governance in company management.

The FTSE4Good socially responsible stock index was created in 2001 by the FTSE Group and is jointly owned by The Financial Times and the London Stock Exchange. FTSE Group has become one of the leading entities in the creation and diffusion of indexes across international markets.



Presence on the FTSE4Good-IBEX recognizes the Group's commitment to corporate social responsibility (CSR), the environment, shareholder relations and human rights



OHL-CDP PARTNERSHIP 2013-2016

Carbon Disclosure Project (CDP) is an international, non-profit independent organization backed by 722 global financial entities with a volume of low management assets equal to \$87 billion.

Its objective is to transform how business is done to prevent climate change and protect natural resources. For this, they promote the benefit of communicating their environmental information through a unique global system to the companies. Then, they distribute this information to the investment, business and policy decision-making centers.

OHL has participated in CDP since 2009, and in 2011 and 2012 it was part of the Climate Disclosure Leadership Index (CDLI).



In 2013, OHL signed a partnership agreement with CDP for three years with which it hopes to share best practices and innovative ideas with sector experts and to have access to the organization's technical support.

Main financial operations in 2013

- In March, OHL Concessions (through its 100% subsidiary OHL Investments), carried out its first operation in the capital markets; an issue of bonds exchangeable for OHL México shares for an amount of €300 million which expire in 2018. In October, OHL Concessions extended this issue an additional €100 million in conditions identical to those of the original issue but at 102% which means that the fixed cash coupon of the additional section was at 3.5%. With this, the total issued amount increased to €400 million and the fixed cash coupon was at 3.88%. This also with a guarantee of 16.99% from OHL México, the bonds being exchangeable for OHL México shares equaling approximately 8.49% of its capital.
- In April, OHL recorded a Commercial Paper Program in the Irish Stock Exchange that allows it to issue short-term securities for a maximum amount of €300 million. This program provides flexibility and diversification to short-term sources of financing in the capital market as a new alternative to traditional banking market practices.
- In September, OHL Concessions entered into a Peso-denominated credit agreement for three years for a sum equivalent to €300 million and with 21.9% of OHL México, S.A. C.V. shares as security.

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>> **Main financial operations in 2013** (continue)

- **Increase of holding in Abertis:** OHL ended 2012 with a holding of 15% which increased during the first quarter of 2013 until reaching 18.9% of its share capital. This increase in the holding occurred after La Caixa (first shareholder of Abertis Infraestructuras) directly purchased 3% and other lesser purchases in the market. With this, OHL boosts its holding in Abertis and consolidates its position as industrial partner and second shareholder, underscoring its commitment to permanence.
- **In June, OHL México successfully completed a capital increase** (100% primary) by which 239,397,167 new shares were issued for a total amount of 6.94 billion Mexican pesos (approximately €415 million). As a result of this, the OHL Group's holding is currently around 63.64% of OHL México's capital. With this operation, OHL México obtained funds to take care of pending payments of the investment derived from current concessions and to turn to calls for tender in new transportation infrastructure projects in Mexico.
- **At the end of the year, OHL México announced the refinancing of Connex:** this new financing structure provides Connex with multiple improvements such as reducing the average financing cost, extending the average profile of expirations, release from banking risks, converting the asset in *Investment Grade* and it also results in Connex becoming a significant generator of growth for OHL México.

► **Contribution to wealth and social welfare****Job creation**

Net direct employment created by the OHL Group in 2013 increased its workforce to 23,795 employees at the end of year, an increase of 20% compared to 2012 (+18.2% in Spain and +21.1% overseas). Net created employment was 3,974 employees.

Distribution of personnel by destination

	2013	2012	% var 2012-2013
Workforce overseas	15,338	12,666	21.1%
Workforce in Spain	8,457	7,155	18.2%
TOTAL	23,795	19,821	20.0%

More than 56% of the Group's workforce were employed in the OHL Construction division, where employment increased the most in absolute terms compared to the previous year.

Distribution of personnel by divisions

	2013		2012		2011	
OHL Concessions	2,246	9.4%	2,640	13.3%	2,416	13.4%
OHL Construction	13,437	56.5%	10,797	54.5%	10,099	56.1%
OHL Industrial	902	3.8%	690	3.5%	589	3.3%
OHL Developments	1,744	7.3%	1,647	8.3%	1,603	8.9%
OHL Services*	5,295	22.3%	4,047	20.4%	3,297	18.3%
Corporate areas	171	0.7%				
TOTAL	23,795	100.0%	19,821	100.0%	18,004	100.0%

(*) In previous years, Ingesan and Novaire, companies which are part of OHL Servicios, were considered corporate areas for HR management purposes.



In the past two years, the OHL Group has significantly increased its employment, 20% in 2013 and 10.1% in 2012 compared to previous years. Likewise, there was also a sizeable increase in the workforce in Spain with increases of 18.2% in 2013 and 7.4% in 2012, mainly due to the increase in OHL Services' activity and, to a lesser degree, at OHL Industrial.

However, the number of workers at OHL Construction at the national level has been severely affected by the decrease in hiring which the company has been suffering in Spain as a result of the crisis in which the country has been immersed, in general and in the construction sector in particular.

As a result of this, in the first quarter of 2011, OHL's Management Committee put a specialized consultant in charge of a strategic advice study in order to optimize the use of human and technical resources throughout the construction activity under a global perspective and adapted to a new organization design of the new Construction business unit and the reorganization of the OHL Group's Corporate Services.

The action report to take on this reorganization process was approved by OHL's Board of Directors in order to ensure the company's future viability and stability. The main commitment was to define the new organizational structure, which resulted in the elimination of the area departments and delegations which existed at the time and the creation of two area departments, going from an organization structured in 16 delegations to 9 territorial departments.

This reorganization process, started at the end of 2011, included the adaptation of structure positions to current production mainly through eliminating a series of positions not included in the new organization. The last quarter of 2013 saw the successful conclusion of the restructuring and reorganization process in addition to the conclusion of the process for eliminating the positions mentioned in the approved action report.

By countries, the workforce increase in Peru, Chile, Colombia and Saudi Arabia, countries where OHL was currently working on large projects stood out. On the contrary, the Group's workforce in Argentina decreased as a result of the sale in November 2013 of the Argentine concession Ezeiza-Cañuelas Highway.



Despite the crisis, the Group increased its workforce in 2013 in Spain by more than 18% thanks to the contribution of OHL Services and OHL Industrial, activities shown in the photos.

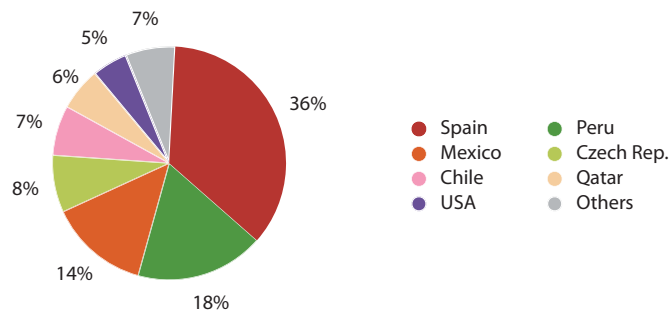
OHL Group personnel distribution by country as of 12/31/2013

	2013		2012		% var. 2013/2012
	Nº	%	Nº	%	
Spain	8,457	35.54%	7,155	36.10%	18.2%
Peru	4,284	18.00%	2,205	11.12%	94.3%
Mexico	3,423	14.39%	3,351	16.91%	2.1%
Czech Rep.	1,845	7.75%	1,804	9.10%	2.3%
Chile	1,687	7.09%	1,131	5.71%	49.2%
Qatar	1,505	6.32%	1,488	7.51%	1.1%
USA	1,211	5.09%	1,110	5.60%	9.1%
Slovak Rep.	254	1.07%	214	1.08%	18.7%
Algeria	211	0.89%	226	1.14%	-6.6%
Colombia	195	0.82%	8	0.04%	2337.5%
Saudi Arabia	181	0.76%	19	0.10%	852.6%
Turkey	161	0.68%	175	0.88%	-8.0%
Argentina	97	0.41%	654	3.30%	-85.2%
Others	284	1.19%	281	1.42%	1.1%
Bulgaria	70		95		
Canada	84		73		
Poland	81		65		
Australia	13		19		
Kuwait	13		13		
India*	7		7		
Romania	7		4		
Brazil	6		3		
Ecuador*	2		2		
Luxembourg*	1		0		
Total	23,795	100.00%	19,821	100.00%	

* Countries without activity of the Group in 2013 but where commercial or administrative tasks were undertaken

Staff by countries in 2013

Total: 23,795 employees





OHL Group personnel overseas by country as of 12/31/2013

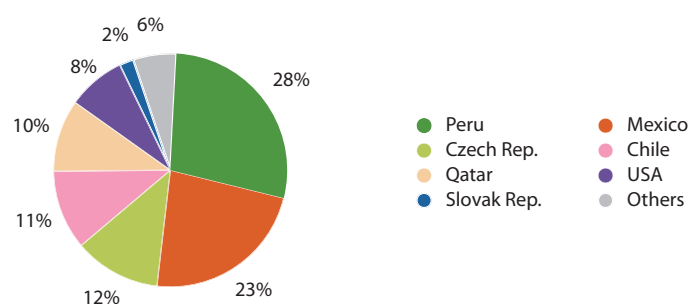
	Total employees		Expatriated personnel		Hiring in the country of origin	
	2013	2012	2013	2012	2013	2012
Saudi Arabia	181	19	21	10	160	9
Algeria	211	226	25	28	186	198
Argentina	97	654	4	0	93	654
Australia	13	19	1	1	12	18
Brazil	6	3	1	1	5	2
Bulgaria	70	95	0	0	70	95
Canada	84	73	34	30	50	43
Qatar	1,505	1,488	25	23	1,480	1,465
Chile	1,687	1,131	17	6	1,670	1,125
Colombia	195	8	10	1	185	7
Ecuador*	2	2	0	0	2	2
USA	1,211	1,110	21	13	1,190	1,097
India*	7	7	1	1	6	6
Kuwait	13	13	9	9	4	4
Luxembourg*	1	0	0	0	1	0
Mexico	3,423	3,351	21	22	3,402	3,329
Peru	4,284	2,205	25	16	4,259	2,189
Poland	81	65	0	0	81	65
Czech Republic	1,845	1,804	0	0	1,845	1,804
Slovak Republic	254	214	0	0	254	214
Romania	7	4	1	1	6	3
Turkey	161	175	25	14	136	161
Total	15,338	12,666	241	176	15,097	12,490

* Countries without activity of the Group in 2013 but where commercial or administrative tasks were undertaken

OHL Group staff in the country of origin (except Spain)

Total: 15,097 employees, 21% more than in 2012.

94.8% of overseas employment is local.





Peru and Mexico were the countries with the greater number of OHL employees overseas in 2013. In the photos, works on the Northern Toll Road in Peru and the Mexiquense Beltway Toll Road.

Regarding the quality of the Group's employment, it is worth noting that in 2013, 53.7% of the workforce was permanent personnel and 46.3% was temporary.

Distribution by period of time

	2013		% Var. 2013-2012	2012	
Permanent personnel	12,772	53.7%	12.1%	11,392	57.5%
Temporary personnel	11,023	46.3%	30.8%	8,429	42.5%
TOTAL	23,795	100.0%	20.0%	19,821	100.0%

The increase in direct employment at OHL in 2013 was also accompanied by a significant increase of 32.8% of induced employment, i.e., employment created by subcontracting companies that provided workers for the various divisions of the Group.

Direct induced employment created by the OHL Group

	Number of subcontracted companies		Number of direct induced jobs	
	2013	2012	2013	2012
Matrix				
OHL	701	932	3,155	3,865
Consolidated subsidiaries				
OHL Concessions	21	43	175	2,270
OHL Construction	769	591	11,897	4,460
OHL Industrial	160	109	2,563	2,666
OHL Developments	7	5	62	56
OHL Services*	266		359	
Corporate areas		121		392
OHL Group Total	1,924	1,801	18,211	13,709

(*) In previous years, Ingesan and Scova, companies which are part of OHL Services, were considered corporate areas for HR management purposes.



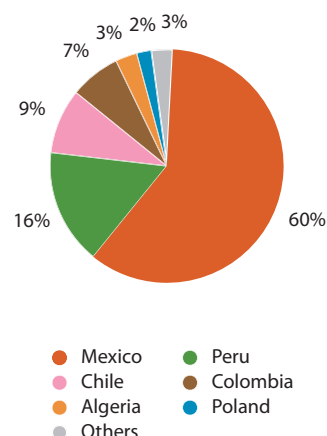
Breakdown of direct induced employment by country

Hired staff by countries

COUNTRY	2013	2012
Saudi Arabia	200	
Algeria	337	278
Australia	112	
Colombia	826	
Chile	1,085	410
Mexico	7,393	1,125
Peru	1,962	4,064
Poland	245	231
Czech Rep.	63	78
USA	27	65
Total	12,267	6,446

Staff hired by the OHL Group of the country of the origin (except Spain)

Total: 12,267, 90% more than in 2012



Investment in suppliers

OHL contributes to creating value in the communities where it also operates through purchases from and payments to its suppliers and subcontractors.

The Group expects this part of its management will go beyond strict fulfillment of its business commitments, resulting in purchase management acquiring social and environmental awareness and also favoring the progress of OHL's business activity.

The Group's supply chain is extensive and diverse which is what makes the challenge ambitious. OHL has decidedly worked on this since 2011 when its Responsible Procurement Policy was approved.

In 2013, the total volume of expense on suppliers was approximately €2,691 million. Of that total, 74% corresponded to supplies and 26% to expenses for third-party services.

OHL Construction accounted for approximately 85% of the total purchase volume in 2013.

All of the Group's divisions and corporate areas autonomously manage their purchases and determine their supply chain based on the specific needs of each activity sector.

However, the **Responsible Procurement Policy**, approved in 2011, is the common reference in performing this activity with special attention being paid to the social and environmental dimension of the supply chain. The Policy expands on the principles in OHL's **Code of Ethics** and establishes common criteria for responsible purchase management in the entire Group.



Profile of the OHL Group's suppliers

OHL Construction	OHL Industrial
<p>Suppliers that provide:</p> <ul style="list-style-type: none"> • Products: steel, concrete, aggregates, reinforcements, cement, fuels, explosives, sheet metal, wood, pretensing wire, asphalt, scaffolding, and protection, signage and surveillance equipment. • Subcontractors providing services: earthworks, work machinery maintenance, façade closures, heating installation, locksmithing, waterproofing, air conditioning or assembling framework and molds. 	<p>This division works with:</p> <ul style="list-style-type: none"> • Suppliers of boilermaking, mechanical, electric and instrumentation equipment. • It contracts civil engineering, mechanical assembly, electric installation and instrumentation, metal structure, insulation, boiler making, fire protection or topography services.
OHL Concessions	OHL Developments
<p>Suppliers and subcontractors of products and services for managing and maintaining Concessions. It also contracts professional services, safety, studies and projects, specialized software, publicity, electric supply or maintenance services.</p>	<p>Suppliers of services or supplies related to tourist activity and the hotel industry such as foodstuff, cleaning products, supplies, maintenance materials, and professional services.</p>
OHL Services	Organization and General Services Department
<p>The main services contracted are those of legal advice, consulting firms which advise on the Data Protection Law, car rental, office rental, computer maintenance, health monitoring, and nutrition-catering. Among the products cleaning materials, assistance equipment, medical supplies, fuel and printers are noted.</p>	<p>Suppliers mainly provide services in the areas of general filing, office functioning, vehicle fleets, office material and consumables, trips, telephony, website development and messaging.</p>

As a starting point, by means of the Responsible Procurement Policy, the Group communicates with its suppliers and contractors to let them know ethical behavior based on integrity and professional ethics which avoids conflicts of interest, extortion, bribery or any other kind of corruption and also excludes any practice of disloyal competence is expected of them. This expectation established regarding basic human and workers' rights, work in conditions of occupational health and safety for their employees and environment protection.

This Policy also aims to help all of the Group's purchase managers improve relationships with suppliers and subcontractors and encouraging the business success of both parties. The work focus proposed by this tool is aimed at preventing social, economic and environmental hazards and at building a relationship based on mutual respect and trust where dialog, the effective exchange of information and the development of innovation are important elements. The Procurement Policy was distributed throughout 2012 at all of the Group's companies and in 2013, efforts were made to communicate this initiative to all employees involved in purchase management, while guaranteeing that it was understood and applied.



Some figures from 2013

- The total volume of expense on suppliers was approximately €2,691 million.
- 74% corresponded to supplies and 26% to expenses for third-party services.
- OHL Construcción accounted for approximately 85% of the total purchase volume.
- Local purchases represented around 59% of the total.

► In 2013, during the first edition of OHL Construction's LIDERA! Awards, the prize to the "most innovative supplier" was granted to the manufacturer of the tunnel boring machine used in digging the tunnels below the Vistula River in Gdansk, Poland.

Within this general work philosophy with the supply chain, OHL also promotes purchases from local suppliers and contractors among its companies as a mean to encourage development of the business sector and job creation in the heart of communities with which it is related. In 2013, the volume of local purchases was approximately 59% of the total Group purchases. By division, OHL Services, OHL Industrial and OHL Developments are the lines with the highest purchase budget dedicated to local suppliers, due to the nature of their activity.

In all contracts which the OHL Group signs in Spain with suppliers and contractors, a clause which refers to complying with the 10 Principles of the United Nations Global Compact is included. Outside Spain, such measures are beginning to be applied in the different divisions. This is occurring specifically, in Poland, Turkey and Chile.



Servicios, Industrial and Desarrollos were the divisions which most hired local suppliers in 2013. In the photos, employees of Ingesan (OHL Services, Spain) and view of the Fairmont Mayakoba Hotel (OHL Developments, Mexico).



Guarantee equal opportunities between suppliers and contractors

To guarantee equal opportunities between the Group's suppliers, the majority of the companies request **at least three tenders** from different suppliers/subcontractors and gives all of the suppliers the same information to ensure each one starts with the same conditions to make their tender.

At OHL Construction, the Computerized Purchasing System (CPS) guarantees transparency of the purchase process and equal opportunities for all division suppliers. The purchase process stages facilitated by this corporate tool developed by the Machinery and Purchase Department are as follows:

- Drawing up the schedule for specific work purchase plans and the call for tenders.
- Receipt of proposals from suppliers (making communication with suppliers via web).
- Comparative analysis of the tenders received and automatic sending of any modification to the initial request.
- Drawing up the summary of the comparison of tenders to establish the target price and make the last negotiations.
- Pre-award by the work supervisor and drawing up the budget.
- Definitive award by the corresponding director.
- Drawing up the contractual documents.

This task was strengthened in 2013 with the incorporation of the new **communication window** of CPS, an application which permits fluid communication among the Machinery and Purchase Department, purchase managers and work supervisors. The division's supplier database also makes it possible to identify the approved suppliers included in OHL's census.

2013 also saw the development of a **multi-currency setting** which will operate in all groups that work with more than one currency (Saudi Arabia, Turkey, Peru, Chile and Poland).

OHL Construction's purchase management tools in 2013: the Computerized Purchasing System (CPS) and Enterprise Resource Planning (ERP) were implemented in Spain, Peru, Chile, Saudi Arabia, Turkey, the USA, Poland (CPS and the ERP approval module) and the Technical Office. The implementation and application of these tools ensures the purchase management's compliance with the Group's corporate policies and standards.

The Group also gives **training** on quality, environment and occupational risk prevention to its suppliers and subcontractors. In this regard, the on-site ORP training (*Tool Box Meetings*) stands out. In 2013, this entailed **around 300,000 hours** dedicated to its own and external employees.

More information in the **Training section** of the **Labor Practices** chapter.



Social and environmental purchases

An example of the application of CSR criteria to supply management is found at the Group's **Organization and General Services Department**. The Department's supply chain was formed in 2013 by 193 suppliers and billing for an amount of €46.8 million was recorded. Since 2009, this Department has applied social and environmental criteria to purchases and maintains the objective of attaining that 11% of the acquired products are sustainable by 2015.

In social terms, the Department aims for the application of these criteria to contribute to employing disabled people so contracting companies noted for this reason stand out. In 2013, 63.7% of the purchases of office material from the companies Guinovart, Sato, Electrificaciones y Montajes, Ecolaire, Chepro, Elsan and OHL Concesiones in Spain were made through the Grupo SIFU, a group of special employment centers where people with physical, psychological, mental or sensory disabilities work.

The environmental criteria applied by the Department is summarized in encouraging the consumption of products and equipment which respect the environment among OHL Group personnel. For this, preference is established for products with an ecological label and forest products (paper and others) from sustainable forest management. These measures affect suppliers of surveillance and safety, energy and fuel, office material and furnishings, energy efficiency in offices and vehicle services. In 2013, 9.8% of the purchases made were for products identified as environmentally respectful.

Last, energy consumption measures aimed at reducing consumption and using renewable energy were applied. The Department contracts renewable energy certified by the Comisión Nacional de la Energía (CNE) in Spain so the mix of supply used contains a percentage of renewable energy significantly greater than the national electrical system and so a 100% renewable energy supply is contracted at 32 supply points. Moreover, in 2013, the use of model T5 fluorescent tubes at the new office in Barcelona resulted in annual energy savings of 10,736 kW/h and a reduction in annual emissions of 2.78 T of CO₂ regarding the model T8 fluorescent tubes which were used at the old office; 9 hybrid vehicles were also added to the fleet. For 2014, it is planned to add another 10 hybrid vehicles and 2 vans with LPG fuel.

Another notable action in 2013 was the increase of purchases from Special Employment Centers in Spain, 15.6% as compared to 2012.

► Purchases from Special Employment Centers by the Group in Spain increased 15.6% as compared to 2012.



Responsible management of the supply chain

Notable practices

OHL Construction

- Addition of references to the **compliance with Responsible Procurement Policy principles**. The purchase standard includes compliance with these principles and their inclusion in the contracts when choosing suppliers, especially the most important ones. Moreover, inclusion of this document's acceptance is planned to be included in the approval.
- The new **Global Purchase Standard** published in 2012 is applicable to all companies and enterprises which form OHL Construction. Its dissemination and application have been worked on since its approval. At the same time, efforts are being made to draw up local standards. Currently, Spain's Purchase Standard is approved and being applied and the standards are being worked on for Chile, Peru, the USA, Poland and the Czech Republic (the latter is pending approval by the OHL ŽS Board).
- **Definition of the risk matrix** to analyze potential suppliers and contractors and consider aspects such as the use of local labor, source and quality of raw materials used, presence of labor unions and job stability, or the existence of quality and environmental controls. In 2013, this was performed in all countries where OHL evaluated a project to become familiar with all risks inherent to the country.
- The **common supplier approval system** with CSR requirements is in the process of being created. Currently there is an approved project being undertaken by EIT (OHL Group's systems company). This year, work groups were created to establish the applicable requirements and which will be applicable to the following disciplines: HR, CSR, ORP, Quality and Environment, R&D&i, etc. Once the software tool is developed, it will be introduced in all countries where the corporate tools have already been implemented.
Until the system has been developed and is running, the approval tools which already existed in Spain, Chile and Peru are being implemented temporarily. In 2013, it was implemented in Colombia, Turkey, Saudi Arabia and Poland.
- In the previously mentioned countries, valuable requirements which must be taken into account when certifying the supplier are: having the certificates of compliance with ISO 9001, ISO 14001, certified product, approval via our sample and audit at the supplier's facility, among others.
- Measures for monitoring and control related to health and safety, and the absence of child labor.
- At OHL ŽS, subsidiary of the Group in Eastern Europe, all suppliers confirm they have received, read and understood the Group's Responsible Procurement Policy.
- In the United States, compliance with the requirements of standard OSHA 18.000 (Occupational Safety and Health Administration) is required.
- Purchase of environmental materials within the LEED framework for undertaking projects (for example, FSC wood, recycled materials, non-toxic paint and adhesives, among others).

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OHL Industrial

- Communication of the existence of the Group's Code of Ethics and the Responsible Procurement Policy.
- Request for a **quality and environmental management plan**, in case of not having their own, adherence to OHL Industrial's, signing a document indicating it is understood.
- **On-site training on quality, the environment and occupational safety** for all the subcontractors' workers. Moreover, an indispensable condition required of subcontractors to contract with the division's companies is that they give adequate training on ORP to their workers.
- **Supervision through inspections and/or timely and occasional audits** on compliance with the quality, environmental, ORP and Human Rights requirements, when considered necessary for the risk of the operation.
- When the contractual relationship has ended **each supplier or subcontractor is evaluated** to determine whether to maintain, extend or remove the certification as an OHL Industrial supplier.

OHL Concessions

- Inclusion of **environmental criteria** in the selection of suppliers requiring that the supplier or subcontractor have certifications for appropriate environmental management, as well as **social certifications**.
- **Verification** that the contractors' personnel has the appropriate insurance and receives at least the salary and withheld income established by law to prevent hiring child labor. In some of the projects, more controls are put in place on-site to check that the personnel members working are those declared.
- Approval, monitoring and evaluation of suppliers in accordance with the quality management systems implemented at the concession or management companies.
- Encouragement of local hiring and strengthening the local supply chain.

OHL Developments

- The Mayakoba Tourism Development gives preference to suppliers that are certified or implement **good environmental and social practices**.
- Purchase of **environmentally friendly supplies** such as recycled paper or bleach-free paper, organic foodstuff, certified wood and biodegradable products for doing laundry, among others.
- **Annual price revision** of contracts according to increases in inflation to keep the agreed-on payment conditions from impeding the contracted companies from complying with their work or environmental standards or compromising their economic sustainability.
- **Monitoring** of proper compliance with the environmental care and quality management specifications.
- **Visits to suppliers** to monitor their compliance with the Responsible Procurement Policy.
- Requirement of and checking the obligation to pay Social Security for all workers to prevent the use of **child labor**.

OHL Services

- All suppliers of Ingesan sign a contract that includes a clause requiring compliance with the **Global Compact** and putting into practice the **Social Responsibility Standard SA 8000**, that the company is certified with. Through this clause, suppliers also commit to actively participate in following the requirement of this standard.
- The suppliers **receive training and practical guidelines** regarding environmental and occupational safety matters.
- Ingesan **informs it suppliers of the estimated volume of orders** which will be made in the next period so they may plan and internally organize themselves so as not to compromise their economic stability.
- The cleaning products used are **products certified as ecological** and recycled paper is used.



Social investment

OHL considers as social investment all of the Group's initiatives whose main objective is to contribute to the wealth and social welfare of the communities where the company permanently works. Social action includes projects which OHL drives or supports in favor of disadvantaged groups or groups at risk of exclusion. On the other hand, sponsorship and patronage activities correspond to the company's contribution to economic and social development, culture and sports.

Among OHL's most noted developments in this area in 2013 is the company's decision to apply the methodology of the **London Benchmarking Group (LBG)** in 2014 to identify the social impact achieved thanks to investments made in this area and to **formalize a specific internal procedure** to request and authorize sponsorship and patronage activities and social action.

The **London Benchmarking Group** develops an internationally recognized methodology which makes it possible to unify all investments and contributions for the society by following a homogenous measurement system used by other companies. In this way, the companies' social action is identified, classified and evaluated to facilitate better management of it and its alignment with strategies, objectives and corporate policies. Therefore it is easier to improve the efficiency and effectiveness of the initiatives or their management which facilitates making decisions on the allocation of future contributions, identifying those with greater impact.

For its part, the **procedure for requesting and authorizing** actions of sponsorship, patronage and social action has been implemented to optimize proper control of these initiatives, improving their analysis and monitoring.

This procedure which affects all of OHL Group's corporate areas, divisions and companies in all countries where it carries out its activities, makes possible to identify initiatives aligned with the company's activity which create social value and to better monitor the budget.

OHL's social action aims to maximize the Group's capacity to create positive impacts on the welfare and social progress of the communities where it carries out projects.

In 2013, a social investment was made for €3,291.3 million, a slightly lower amount than in 2012 (four million). 25% of these resources were destined to social action and 75% to sponsorship and patronage.

► In 2014, OHL will apply the London Benchmarking Group's methodology to determine the impacts of the Group's social investments.

Social action

In 2013, the OHL Group destined €827.5 thousand to social action.

The **Social Action Plan** establishes the OHL Group's action guidelines in this regard and promotes the implementation of social action plans by business lines and/or countries according to the criteria and approaches of the Social Action Plan:

- Alignment with the OHL Group's mission, vision and values.
- Active commitment to the community's primary needs and calling to permanence, supported in the action framework defined by the Millennium Development Goals.



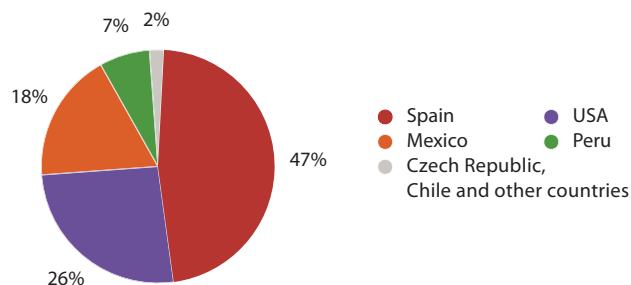
- Link of the business objectives to the community's social needs, seeking maximum value for all groups of interest.
- Involvement and commitment of senior management in the Social Action Plan.
- Active participation of the Group's employees.
- Respect the 10 Principles of the Global Compact.
- Precise definition of clear and measurable objectives, favoring partnerships with strategic partners who contribute to the success of planned social activities.

Corporate social activity, promoted by the General Corporate Management, is established by the Triennial Social Action Plan for Spain 2012-2015. Its main lines of action are:

- Improve the society's communication.
- Undertake projects for an employment program for people with disabilities and at risk of social exclusion and support the various divisions.
- Promotion of corporate volunteering.

The plan for an employment program for people with disabilities and at risk of social exclusion is one of the most important projects in the Triennial Social Action Plan and is aimed at creating opportunities for individuals with difficulties in accessing the job market. For more information, see the section Equal Opportunities in the chapter *Labor Practices*.

OHL Group's social action in 2013 by countries
Total: €827.5 thousand



The OHL Group's social action milestones in 2013

- **Integra Award** - this award was granted to the OHL Group by Fundación Integra for its commitment to providing employment opportunities for people at risk of social exclusion and for hiring more than 150 people.
- **Incorpora Award** from Fundación La Caixa in the medium-sized company category to the JV Limpisa Ingesan (of OHL Servicios) for the duration of contracts and the variability of jobs.
- First year of OHL Concessions' **Caminando y Educando** program in Mexico. More than 700 students from eight schools participated.
- First pilot experience of OHL Concessions' **Viva la Salud** program at the Northern Toll Road in Peru.
- First year of the **Diferentes** project in collaboration with Fundación Adecco.
- Creation of the **Mayakoba** – OHL Developments group of volunteers.
- Incorporation of the **Group** to LBG to improve information and management of OHL's contribution to the community.
- Ingesan, a company that belongs to OHL Servicios, joined the **Network of Companies for a Society Free from Gender-Based Violence** created in Spain.
- First awareness-raising campaign against gender-based violence at the OHL Group.
- €827.5 thousand: **Resources** allocated for social action in the OHL Group.

2014 Objectives

OHL Corporate Social Action Plan

- Creation of a **committee** in non-profit organizations.
- Reinforce dialog channels with the society through the presence of social networks.
- Launch of consultations with employees on social action.
- Implement the LBG methodology to measure social action.
- Specific objectives in the job placement and corporate volunteer plans.



Blood pressure test of a driver in the framework of the *Viva la Salud* project undertaken by the Norte Highway in Peru.



DIFERENTES



Activities during the Ability School Day.

Diferentes and Ability School Day: bringing diversity to the educational environment

In 2013, the Group - in collaboration with Fundación Adecco, continued the presentation of *Diferentes*, an illustrated guide on diversity and disability for children 4 to 8 years old to promote awareness and bring values which help integrate disabled people in society. In 2013, the guide was presented to kindergarten and primary teachers of the Colegio Monte Tabor de Madrid.

Within the framework of this project, OHL promoted the activities and conferences of *Ability School Day*, an initiative of Fundación Adecco. The activities and conferences were carried out by professional sports players with disabilities who used the adapted sport to share their life experiences and encourage the integration of disabled people in the education process.

The schools Sagrado Corazón with 45 students in 5th grade and 49 in 6th grade and Monte Tabor with the participation of 53 children in 3rd and 4th grade took part in this initiative in 2013. It will also be held in 2014.

OHL participated in the project to improve the quality of attention of health services in Chulucanas (Peru) developed by the Alianza por la Solidaridad

The objective of this project was to contribute to improve the quality of attention of sexual and reproductive health services in the district of Chulucanas by executing good practice plans and strengthening coordination between organized women and health personnel at the local level.

The project has included specific training, material preparation and radio programs to promote health and family violence services.

120 health workers (obstetricians, psychologists, doctors, nurses and nurse technicians) at the establishments of the Chulucanas Micro Network – Morropón Health Network and the Chulucanas Hospital de Apoyo as well as 20 women who are members of the monitoring committee for women's rights in Chulucanas directly benefitted from it.



Activity of the project for improving health services in Chulucanas (Peru).



Main social action projects undertaken in 2013

Objective	Benefitted group
Global	
5th Drawing Contest for Children of the OHL Group's Employees	Children of the OHL Group's employees
Spain	
Plan for employment program for people with disabilities and at risk of social exclusion in collaboration with foundations Integra, Adecco, Konecta and Síndrome de Down in Madrid. Hiring of 102 people (Madrid, Barcelona and Seville)	People with physical, sensory or psychological disabilities and groups at risk of social exclusion (drug addicts, ex-convicts, ex-prostitutes, victims of gender-based violence, etc.)
Various collaborations with the foundations FEMAREC, Cassiá Just, Integra, Konecta, Aprocor, PRODIS	People with physical, sensory or psychological disabilities
Project in collaboration with the NGO Desarrollo y Asistencia for promoting volunteering for leisure and family respite programs for young people with intellectual disabilities	Young people with intellectual disabilities and other at-risk groups
Support to the Fundación de la Cruz Roja Española	Disadvantaged groups of the society
Visits and sustainable cycling paths to the Metro Ligero Oeste facilities	Young people from schools in the Metro Ligero Oeste's sphere of influence
Metro Ligero Oeste road traffic and environmental education campaigns	Young people from schools in the Metro Ligero Oeste's sphere of influence
Donation of toys, clothing and food to the Rally Solidario	Low-income families in towns along the rally circuit in Marruecos
Economic or in-kind collaborations with Hermanitas de los Pobres, Fundación GMP, Asociación Autismo Sevilla, Solidarity night at the San Juan de Dios Healthcare Complex, Fundación G3T	Different groups
Diferentes project in collaboration with Fundación Adecco	147 primary students and teachers
Apadrinando el Talento project in collaboration with Fundación Príncipe de Gerona	Young graduates who are underprivileged or have a complex social situation
Donation of products for the solidarity dinner of Fundación Construyendo Futuro	Underprivileged young people
Participation in races, paddle tournaments and solidarity soccer tournaments in collaboration with various organizations such as FSDM, F. GMP and the Tengo Sed project, among others	Different groups of people with intellectual disabilities and other disadvantaged groups
Teatro de la Sonrisa in collaboration with foundations Konecta and Carmen Pardo Valcarce	14 young people with intellectual disabilities
Awareness-raising projects on the figure of the elderly in society (Novaire)	Elderly people

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Peru	
Project Mejorando la calidad en la atención de los servicios estatales de salud for women in Chulucanas-Puira in collaboration with Alianza por la Solidaridad	120 health workers among obstetricians, psychologists, doctors, nurses and nurse technicians of the establishments of the Chulucanas Micro Network – Morropón Health Network and the Chulucanas Hospital de Apoyo. 20 women who are members of the Chulucanas monitoring committee for women's rights
Ciudad-ando education project	300 students, 10 teachers and 600 parents
Viva la Salud project	513 users
Mexico	
Projects to support students from the Pelopidas school, Club Pachuca Little League and the La Colosio Christmas campaign	Children of Quintana Roo schools
Project to support the improvement of installations and donation of furniture for the Cristo Rey School	Children of Quintana Roo schools
Various campaigns to raise funds for victims of storms and donations in-kind to local social organizations	Disadvantaged groups
Different social action projects with children and other local groups	Quintana Roo underprivileged children and other groups
Abriendo Nuevos Caminos Organization	
Apadrina un Niño Indígena Program	300 children from marginalized communities (Mazahuas)
Fundación Michou y Mau	
Sólo por Ayudar Organization	
Caminando y Educando road traffic education project for school-age children	715 school-age children between 9 and 12 years old
Road safety - Responsible driver campaigns	Society in general. Highway users
Colombia	
Collaboration in projects to support disadvantaged children and families	Children around Medellín in at-risk situation
Chile	
Support to rural schools close to the Chacillas Reservoir	Disadvantaged groups
Works to improve disabled peoples' access to homes	Disabled people
Other support actions for the local community of the Chacillas Reservoir	Local community close to the Chacillas Reservoir
Czech Republic	
Collaboration with the Modry Hroch project to support children affected by traumas	Children affected by traumas
Collaboration with the Portus company to improve the quality of life of children with disabilities	Disabled children
Purchase of machinery to monitor newborns' breathing	Newborns

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Kuwait	
Participation in the RunQ8 race to raise funds to build a pediatric hospital	Children patients of the hospital
USA and Canada	
Collaboration with different organizations such as Fundación Baptista de Salud and Habitat for Humanity	Society in general
Collaboration with the Florida Black State Troopers	Students
Collaboration with the Alamo Area Council Boy Scouts (Texas)	Students
Collaboration with the 19th Annual Rodeo Roundup to raise funds for study scholarships	Students who are recipients of scholarships
Collaboration with Teatro Invertigo for the gala dinner against Parkinson's	People affected by Parkinson's
Collaboration with Miami Dade County to donate turkeys at Christmas	Disadvantaged families
Collaboration with Dockbuilder/Timberman Local Union to raise funds for study scholarships	Students who are recipients of scholarships
Collaboration with Outreach, organization for preventing drug and alcohol consumption	Society in general
Participation in the race against cancer, Ride to Conquer Cancer	People affected by cancer

It is also important to mention the **community support actions** carried out in 2013 by the investee company Controladora Vía Rápida Poetas with the construction of the highway **Poetas Expressway in Mexico City**. These interventions are contractual and include improving public spaces such as playgrounds, sports fields, urban equipment or conflictive crossings, the construction of perimeter walls and repairs of streets in towns around the work. Specifically, €16,630 were inverted in cultural actions, €8,943 in sports, €585,949 in socio-economic development initiatives and €226,547 in social action.

Last, regarding social investment and especially the social action carried out by the OHL Group, it is important to note the completion in 2013 of **OHL Concessions' CSR Master Plan 2011-2013** for contributing, from its own business activity, to the economic, social and environmental development of regions where the company operates. The Master Plan includes the following lines of work:

1. **Actively collaborate with the public administration and strategic partners** in order to strengthen the scope of actions and programs.
2. **Link, in all convenient cases, actions and projects** to enrich their offer and optimize resources.
3. **Focus efforts on five areas of action:** education, health, environment, sponsorship and patronage and human resources¹.

After these three years of development, it is possible to affirm that these priority lines of action have made it basically possible to respond to the demands of the main groups of interest and to maintain the CSR programs and actions within the production and service provision line.

¹ The exchange and sale operations for assets under concession in Brazil, Chile and Argentina interrupted follow-up on local programs for education and health in 2012 and for Human Resources in 2013.



An example of this are the **recognitions** received during the plan execution period such as the award granted to the Proyecto Escuela in Chile as the best CSR initiative in 2012; recognition of the quality, environment and occupational risk system in Peru, and the awards to Metro Ligero Oeste as the best European operator in 2013 and recognition of its education project two months later.

Looking toward the **future**, OHL Concessions is in the process of analyzing and evaluating the results obtained in the three-year period which, together with new challenges and company profile, will make it possible to incorporate the most appropriate improvements to objectives and strategies. Once the detailed analysis by country and sector is finished, it is expected to be able to present the new plan for the three-year period 2014-2016 in the first quarter of 2014.

In this section of the report, a summary is given with the main projects and achievements in the areas of education, health and sponsorship and patronage. In other chapters of this report, information is given on those related to the environment (Environment chapter) and the management of human resources and corporate volunteering (Labor Practices chapter).

Summary of results from OHL Concessions' CSR Master Plan 2011-2013

Road traffic, environmental and sustainable transportation education		
Objective: To reduce the indexes of road accidents at all highway concession companies and promote sustainable transport on the operating railroad lines		
Project	Country	Main achievements
Proyecto Escuela	Chile	<ul style="list-style-type: none"> • 29,574 students and 1,414 trained teachers. • Award to the best CSR program in 2012 granted by the Workers' Association of Chilean Concession Companies, COPSA.
Caminando y Educando	Mexico	<ul style="list-style-type: none"> • 715 participating students in pilot test (2012-2013 school year). • Starting the program at six more schools (2013-2014 school year).
Conductor responsable seguro llega	Mexico	
Ciudad-ando	Peru	<ul style="list-style-type: none"> • Participation of 300 students (between 13 and 16 years old) and 45 teachers in the first phase. • Planned edition of road traffic education and environment guides in the first quarter of 2014. • Expected start of pilot plan for April 2014 at 10 schools.
Conito en la ciudad	Argentina	<ul style="list-style-type: none"> • Participation of 7,000 school-age children. • Edition of educational material and games.
Visits to Metro Ligero Oeste depots and sustainable cycling paths	Spain	<ul style="list-style-type: none"> • Participation of 2,565 students. • Edition of 2,392 guides and notebooks for teachers and 2,593 guides and notebooks for students. • 60 MLO educational games. • Award for promoting public transportation and sustainable mobility granted by the Consorcio Regional de Transportes de Madrid (January 2014).
Projeto escola and Viva Meio Ambiente	Brazil	<ul style="list-style-type: none"> • Participation of 157,691 students and 8,114 teachers (federal highway network). • Participation of 42,997 students and 2,774 teachers (Viva Meio Ambiente)
Talks on road traffic and environmental education at nearby schools	Peru	<ul style="list-style-type: none"> • Participation of 54 teachers from schools Innova School in Nuevo Chimbote and San Bartola in the Santa District.
Programa de Apoyo Educativo	Peru	<ul style="list-style-type: none"> • Two guided visits (2013) and six talks. • Participation of 600 students accompanied by eight professors from the Universidad del Santa (UNS).

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Health		
Objective: Collaborate with public administrations on timely health campaigns and implement specific actions and programs for at-risk groups.		
Project	Country	Main achievements
Viva Saúde	Brazil	<ul style="list-style-type: none"> • 15 campaigns carried out. • Care to 6,396 drivers and mobilization of almost 200 professionals and technicians. • Pilot campaign at the Fernão Dias Highway: health care to 152 truck drivers and road safety awareness.
Viva la salud	Peru	<ul style="list-style-type: none"> • Care to 513 patients from different transportation companies using the road network.



Projects Caminando y Educando (Mexico - left) and Sustainable cycling paths, Metro Liger Oeste (Spain).

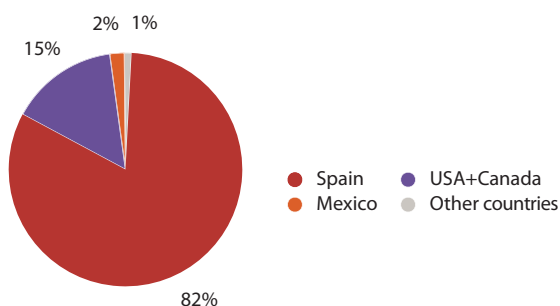
Sponsorship and patronage

In 2013, the OHL Group dedicated a total of €2.46 million (€3.39 million in 2012) to sponsorship and patronage, an investment traditionally distributed in three areas: promotion of culture, commitment to the community's development/ progress and the promotion of sports.

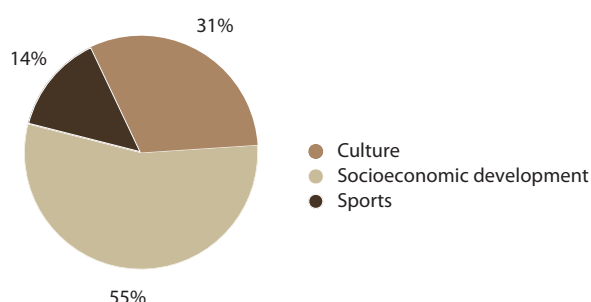
OHL Group's sponsorship and patronage in 2013

Total: €2.46 million

By countries



By area



In the area of **promoting culture**, OHL supports miscellaneous cultural initiatives and activities to facilitate access to the most disadvantaged and to bring their values and knowledge closer to society in general. In 2013, €765,059 were destined to culture support.

Support to the Madrid Teatro Real in Spain stands out among the most significant actions in 2013.



OHL Group, patrons of the Teatro Real

The Teatro Real renovation works, finished in 1997, entailed recovery for the culture of a space which came to be one of the most famous and elite European theaters.

The works, started in 1991, entailed a large-scale intervention at the historic coliseum and the company Huarte, currently merged with OHL, was put in charge. This company had already finished restoring furnishings in the 1950s, at that time reducing the effect of the destruction sadly suffered during the Civil War.

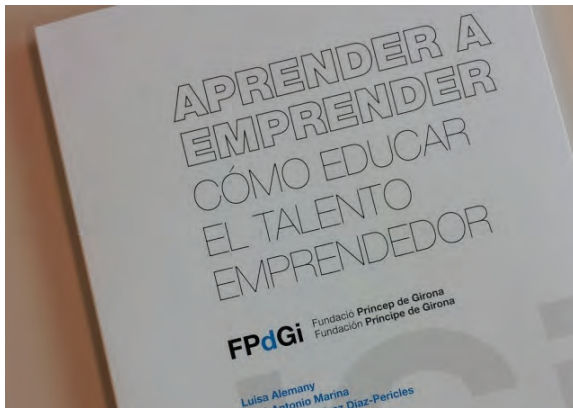
The works represented a unique and unrepeatable opportunity, allowing the building to recover its functional coherence and returning a key piece of its past to Madrid, furnishing it to have a long and beneficial future.

OHL's link to the Teatro Real, started with the project executed by the company, has been maintained over time. Currently, the Group is a patron of the cultural institution, considered one of Spain's most important which has also been placed among the main opera theaters at an international level.



Another line of action is the support to different initiatives which contribute to social and economic development, through spaces and actions for debate and reflection on both important related matters such as the economy and society as linked to innovation, sustainable development and training as well as through specific projects and initiatives. With the objective of supporting these initiatives and actions, €1.36 million was destined for social and economic progress and development in 2013.

Some initiatives to be noted are **Aprender a emprender: cómo educar el talento emprendedor**, of Fundación Príncipe de Girona or those promoted by Fundación Empieza por Educar (ExE).



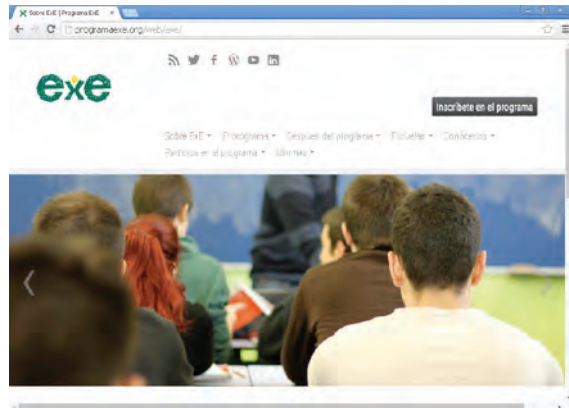
Aprender a emprender: cómo educar el talento emprendedor

OHL is part of the Board of Fundació Príncep de Girona (Spain) and sponsored this initiative in 2013.

Its main objective was to enhance the competence of learning entrepreneurship and its application in the classroom, creating a network of teachers who lead the program.

Lines of action:

- Training teacher teams:
 - A total of 200 education professionals participated with the expectation of directly impacting, through them, the 12,000 students in the different schools where they work.
 - The training was given in Barcelona, Madrid, Seville, Valencia and Santander.
 - The training program combined two important aspects: the teaching fundamentals of entrepreneurship and drawing up an initial project portfolio in which the educators may put the upcoming course into practice.
- Awareness-raising of the leadership teams.
- Creation of an external entrepreneurship project evaluation model.
- Conferences on entrepreneurship success initiatives.



Fundación Empieza por Educar (ExE)

OHL collaborates with the organization and is part of its Board. The foundation started around the middle of 2009 with the objective of contributing to improve education in Spain, preventing the high level of academic failure and honoring the role of teachers in the society.

It currently has 53 participants in its program, 28 in the first graduating class who finished their two years of the program in June 2013 and 25 in the second who are in their first year of the program.

In total, during this academic year, the participants were from 27 schools in Madrid and Barcelona, impacting around 3,000 students.



The promotion of sports and the values they represent are one of OHL's most important lines of sponsorship, allocating €337 thousand to sports activities in 2013.

Moreover, as is common, sports activities of the Group's employees were sponsored and supported. The most noteworthy action in this area has been sponsoring the Spanish representation in ice sports at Sochi in 2014, formed in 2013.

OHL sponsored ice sports at 2014 Sochi

OHL and the Federación Española de Deportes de Hielo (FEDH) signed an agreement in 2013 by which the Group helped to develop ice sports in 2014, especially, at the 2014 Sochi Winter Olympics held between February 7 and 23.

The agreement, signed by Luis García-Linares, the Group's general corporate director and president of OHL Services, and by the FEDH president, Maria Teresa Samaranch, entails OHL's sponsorship of the specialties of ice-skating and skeleton.

Javier Rodríguez from Madrid finished in fourth position in the artistic skating final of the 2014 Sochi Games.



In the front, Luis García-Linares and María Teresa Samaranch on either side of Miguel Cardenal, Secretary of State for Sports. In the back, the Spanish ice sports Olympic team.

2014 Objectives

OHL Corporate Sponsorship and Patronage

- Implement LBG methodology to measure sponsorship and patronage.
- Increase of action control with the request and authorization procedure.

Last, it is also important to note what applying OHL Concessions' CSR Master Plan 2011-2013 has meant in the area of sponsorship and patronage for the OHL Group. During 2011-2013, more than 50 initiatives to promote historic, cultural and monumental heritage, support groups at risk of social exclusion, participate in developing academic and sector forums and encourage sports were supported. All these were aimed at strengthening cultural life and social integration in communities in the managed transportation infrastructures' sphere of influence.



Sponsorship and patronage

OHL Concessions' CSR Master Plan 2011-2013

Area	Number of Activities	%
Cultural heritage	18	35%
Academic sector forums and colloquies	13	25%
Groups at risk of exclusion	12	23%
Sports	6	12%
Environment	3	6%
Total	52	100%

Noted sponsorship and patronage projects of OHL Concessions from 2011-2013

Mexico

Apadrina un niño indígena

Content. The Apadrina un Niño Indígena program started in May 2008 as proposed by the Mexican Government's Secretary of Social Development. OHL México joined this initiative to contribute to the educational and nutritional development of one of the most disadvantaged population sectors within its sphere of influence - the Mazahua child population.

The general objective of the program is to decrease the conditions of inequality between the indigenous Mexican population by support which improves its quality of life, nutritional situation and which enables its sponsored children to stay in school. From 2011, the economic contribution increased to attend to 200 more children, totaling 300 Mazahua children. The donations are used for food baskets, tools and school uniforms. The OHL México team gives the sponsored children a monthly allowance in-kind and monitors their school performance.

Impact. The 2013 school year ended with 300 sponsored children. 74 children graduated. The majority had been sponsored by OHL México since 2008. They have shown their intention to continue studying for their bachelor's degree.

The book *Entre agricultores y pescadores*

Content. The book *Entre agricultores y pescadores* is derived from the project for partially and archeologically rescuing the La Virgen site, started in the second quarter of 2012 after its finding during the duplication works for a section of shoulder of Road Network No. 4 in Peru. The edition and publication of a book on its findings was requested from the consulting company responsible for recovering the traces. This was drawn up in 2013 and will soon be published.

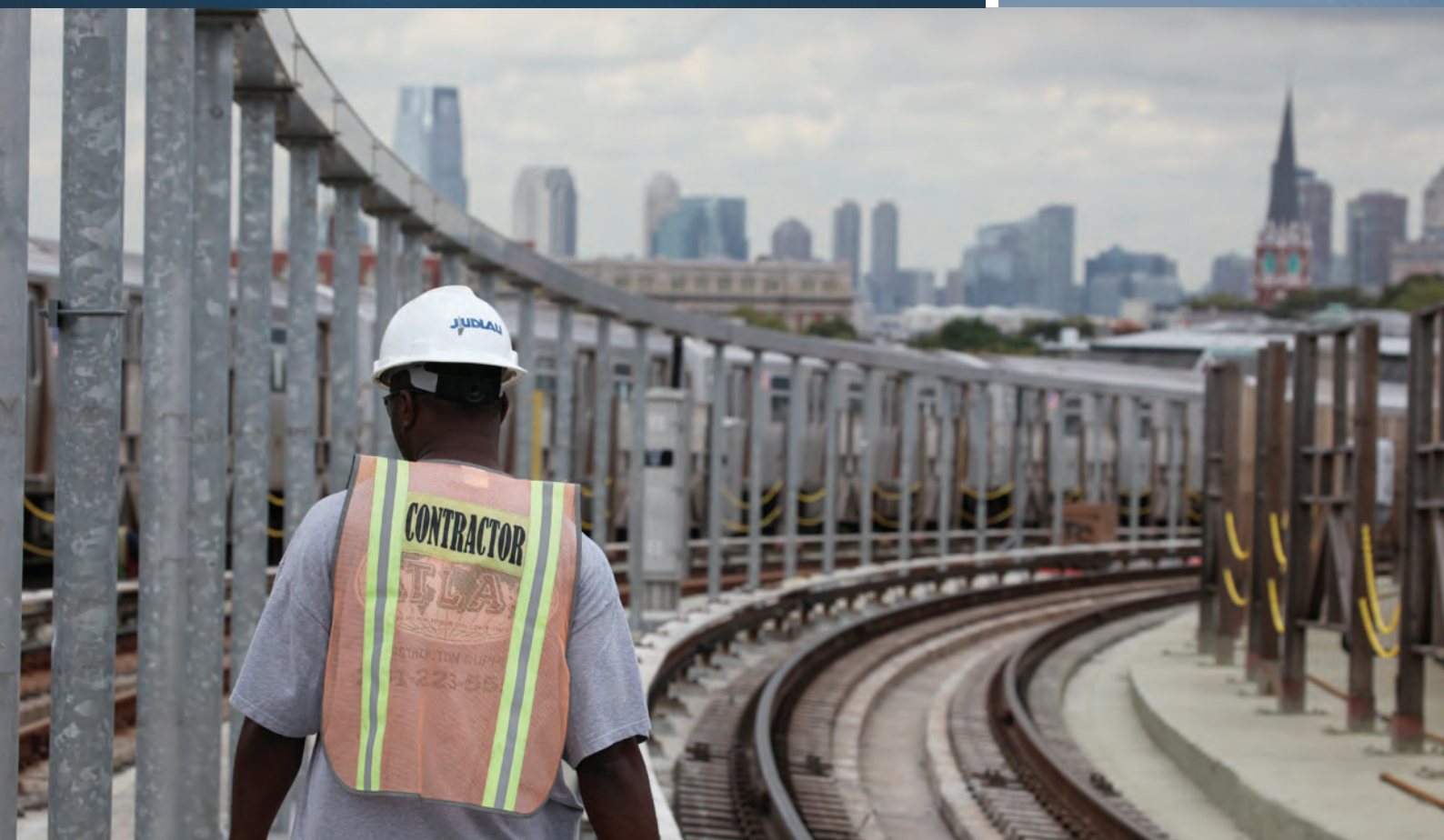
Impact. The undertaken rescue's value and, therefore, the value of the book which documents is in the information on the daily life of farmers and fishers who lived in the area and which made it possible to better comprehensively understand these ancient inhabitants, domestic architecture, burials, animal remains, food remnants, tools and utensils of the Casma culture.

Labor practices

A4

64% of OHL's workforce works outside Spain. In the image, an employee of the subsidiary Judlau in New York during the works on the Culver line of the New York subway.

The OHL Group is formed by more than 23,000 employees, present in 27 countries. The effort, dedication and spirit of excellence of our great team are what make the achievement of goals the Group sets for itself possible year after year.



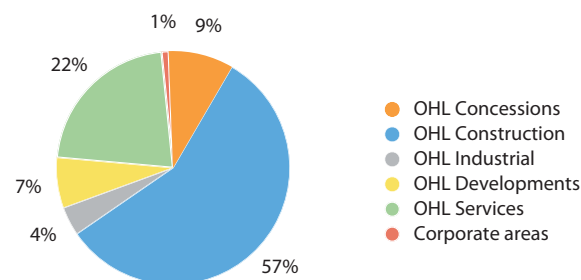


At the same time, the company seeks to establish a work relationship with each worker based on the utmost respect for labor rights, ethics and integrity. The Group's ambition in this field is to establish itself as a good place for people to work and evolve both individually and professionally anywhere in the world. OHL's strong commitment to occupational risk prevention or the opportunity to access adequate professional training in any country are, as seen in this chapter, some of OHL's priorities to reach this goal.

Distribution of employment by divisions in 2013

	2013		% 13/12	2012	
OHL Concessions	2,246	9.4%	-14.9%	2,640	13.3%
OHL Construction	13,437	56.5%	24.4%	10,797	54.5%
OHL Industrial	902	3.8%	30.7%	690	3.5%
OHL Developments	1,744	7.3%	5.9%	1,647	8.3%
OHL Services (*)	5,295	22.3%	35.1%	4,047	20.4%
Corporate areas	171	0.7%			
TOTAL	23,795	100.0%	20.0%	19,821	100.0%

(*) In 2012, the companies that constituted the new division of OHL Services were labeled as corporate areas by HR management.



Team

At the end of 2013, the OHL Group's team was formed by 23,795 people distributed in 27 countries, which is an increase of 20% as compared to 2012. Of these individuals, 64.5% were found outside Spain, the country where the Group's headquarters is located. This is a proportion that continues the company's path of globalization in the last few years and that has helped OHL become a global, multicultural and diverse company.

Employee distribution according to destination

	2013		2012	
National	8,457	35.5%	7,155	36.1%
International	15,338	64.5%	12,666	63.9%
Total	23,795	100.0%	19,821	100.0%

The countries where most jobs were created were Peru, Spain and Chile. See the [Job Creation](#) section in the [Value Creation](#) chapter for more information.



Along with Spain (8,457), Peru (4,284) and Mexico (3,423), the countries with the greatest presence of OHL employees were the Czech Republic, Chile, Qatar, and the USA, all of which had more than 1,000 workers. For its part, the division of OHL Construction was the one that carried the most weight within the Group's global team with 56.5% of the employees in 2013, followed by OHL Services with 22.3%.

The professionals form a young team, with an average seniority of 5 years in the company and quite varied academic profiles which are a result of the wide range of business activities carried out by the Group.

Employee age and seniority

	2013	2012
Average age	40 years	40 years
Average seniority	5 years	5 years

In the relationship with its team, OHL maintains scrupulous respect for the rights that configure of the work relationship between the company and the worker. The Group seeks a relationship based on ethics, integrity and goodwill to progress together toward new and greater challenges.

In this sense, independent of the activity or the country in which it operates, OHL respects the freedom of association and the right to collective negotiation, complying with the commitments acquired upon signing the United Nations Global Compact in 2004.

Employee distribution by qualification

	2013	% 13/12	2012	
Executives and upper-level degree holders	2,873	12.1%	7.0%	2,686
Mid-level degree holders	2,029	8.5%	-0.7%	2,044
Non-qualified technicians	3,145	13.2%	38.2%	2,275
Administrative	1,260	5.3%	-19.6%	1,568
Remaining personnel	14,488	60.9%	28.8%	11,248
Total	23,795	100.0%	20.0%	19,821

► Gross rotation rate for 2013

Number of hiring (coming into the Group) – n° of layoffs (leaving the Group) / number of workers within the Group in December 2012

15.3%
OHL Group total

► 70% of the workers with labor conditions regulated by the collective agreement in 2013

► Around 84% of the Group's overseas executives are natives of the same country where the companies operate

At OHL, the collective agreements of each sector, company or work centers establish the principal types of agreements with workers as being that of social dialog and collective negotiation.

The total percentage of employees within the Group with regulated labor conditions dictated by collective agreement in 2013 was 70%. The respective percentage in Spain was 100%.

[See table "Group employees covered by collective agreement"]



New performance evaluation system in OHL Construction



During the first few months of 2014, OHL Construction's Human Resources Department has introduced the **Performance Evaluation System**, which is a project that was developed in 2013. Identified as "maximum interest" and led by OHL Construcción's chairman/CEO, the first phase of the project is aimed at executives and managers of the Group in Spain, the United States, Canada and Latin America.

The performance evaluation is a systematic and periodical process that makes possible to quantitatively and qualitatively estimate the performance level and behaviors of each professional in their respective jobs.

The new model is structured based on global performance factors and professional competencies.

First, the **global performance factors** aid in evaluating what people have achieved in their work, measuring factors such as the achievement of objectives, exercise of the function and technical and management specializations. In each case, quantitative objectives are detailed according to each professional profile.

The **professional competencies** such as the set of measurable and observable behaviors which are key to reaching excellent performance on the job are also evaluated. In the second semester of 2013 a work team formed by OHL Construction executives was established. This group defined eight competencies related to people management, communication, teamwork, orientation toward results, analysis and conflict resolution, among others.

The result will reflect the strengths and areas of improvement of each person that was evaluated and shall end with a **personal improvement plan**, based on a joint evaluation between the evaluator and the evaluatee that will specify a group of actions and initiatives to improve the employee's professional development.

One of the most relevant achievements accomplished by the company in this area is the **International Union Framework Agreement** that OHL signed in 2012 with the Federación Sindical Internacional de Construcción y Madera (International Union Federation of Construction and Lumber) regarding international labor relations. Once applied to OHL's construction activity, it establishes the Group's commitment to respect and promote principles related to labor union freedom and the right to collective negotiation, the prohibition of employment discrimination and child labor, as well as to protection of worker's health and safety and their training.

In 2013, 62.4% of the Group's workers had life and accident insurance coverage [See table "Employees of the Group with life and accident insurance coverage in 2013"].

The **Programa de Ayuda al Empleado** continued to be the main source of support the reconciliation of work and personal life of employees.

The Programa de Apoyo al Empleado (PAE) is applied in Spain and consists of providing access to an external adviser who gives each employee the information and help for handling activities of daily life, legal problems and practical and personal matters, while still guaranteeing the users' confidentiality. The program is available in work centers with more than 50 workers, and also includes an assistance plan to address possible psychological and work matters as well. The users can use it by phone or in person.



- OHL collaborates with different universities in Europe and America to provide professional development and attract talent.

Other measures for reconciling professional and personal life are flexible hours, the allocation of vacations (up to three), reduction of the work day (contemplated when employees have family responsibilities, care of minors or other circumstances of care to family in the first degree) and daycare checks for workers that have children under three years.

OHL desires to be a place where employees want to continue working and progress professionally. The **training**, the **social benefits** and the facilities for **reconciliation** between professional and personal life, as well as the protection of **equal opportunities** and the support given to employees in their **social commitment** contribute to the former objective.

Occupational absenteeism in 2013

Country	% absenteeism	
	Men	Women
ALGERIA	0.3	1.3
ARGENTINA	0.0	0.0
AUSTRALIA	0.1	0.1
BRAZIL	0.0	1.0
BULGARIA	13.6	28.7
CANADA	3.0	0.0
CHILE	0.0	0.0
SPAIN	2.3	8.9
USA	14.0	0.0
MEXICO	0.0	0.0
PERU	0.0	0.0
POLAND	0.2	0.1
QATAR	5.9	5.9
CZECH REPUBLIC	0.0	0.0
SLOVAK REPUBLIC	5.1	0.0

(*) Calculation method: no. of hours of absenteeism / no. of hours worked.

Absenteeism = temporary disability, strikes, absences, paid and non-paid leaves.

Recruitment of the best talent

The OHL Group maintains a team in constant evolution and growth thanks to the company's solid business track record in recent years. It is essential to attract people with talent in order to sustain this positive trend. One of the measures that OHL takes to achieve this is to collaborate with different universities, offering different professional development routes for recent graduates.

As an example of the initiative toward the recruitment of the best talent it is necessary to highlight the **OHL School of Construction**, a school of construction belonging to OHL which resides in the School of Engineering and Information Technology of Florida International University (FIU) that was established 2012. In 2013, this school has expanded its intervention area through new initiatives of collaboration with Spanish universities and scholarships that include a period of training at OHL's works in Spain.



The internship program for students can be extended for up to three years. Each period will last ten weeks and will take place during the summer months. The training will mainly be given at the Group's headquarters in Madrid and will include a visit to the characteristic works in the execution stage for the participating students.

Another important initiative is the **plan to hire qualified young people in Spain**. In 2013 more than 60 collaboration agreements with professional schools, business schools and universities were maintained, granting internships to qualified young people within the Group's companies. This work experience will be undoubtedly useful to them and in combination with the theoretical training they have acquired in recent years, will prepare them to incorporate themselves in the current job market.

Lastly, the Group's Chairman, Juan-Miguel Villar Mir, has once again given the **annual awards** with the names of the students from the **Escuela Técnica Superior de Ingenieros de Caminos, Canales y Puertos** de Madrid during the academic act of giving the diplomas to the 203rd graduating class of this school of the Polytechnic University last year. The awards were given to the best academic student in the Chair for Organization and Business Administration (sponsored with €6,000) and the best job in the Chair of General Construction Procedures (sponsored with €3,000). This last award was given to a group of students that performed the study titled *Works for recirculating the Segura River's flows in the urban section of the city of Murcia*.

Equal opportunities

In the OHL Group, the **base salaries** are connected to the professional categories and are identical for all people, independent of gender, nationality or any other personal characteristics. However, effective equality of opportunities requires active monitoring by any company regarding the spaces of coexistence and corporative development that are more vulnerable to the appearance of distinctions without any rational basis.

29.8% of the Group's team was formed by women in 2013. This represented an increase of 23.9% as compared to 2012 (1,366 more employees). The bulk of the feminine representation is in the categories of non-qualified technicians, upper-level degree holders and remaining personnel without any noted qualification.

Employee distribution by professional group, age and gender

	Total		Up to 30		Between 30 and 45		Between 46 and 55		Older than 56	
	M	F	M	F	M	F	M	F	M	F
Executives	340	34	3	1	110	16	141	14	86	3
Upper-level degree holders	1,829	670	257	162	1,033	421	366	70	173	17
Mid-level degree holders	1,609	420	493	153	742	233	265	27	109	7
Non-qualified technicians	2,332	813	518	222	1,107	366	484	189	223	36
Administrative	600	660	110	147	246	315	151	133	93	65
Remaining personnel	10,004	4,484	2,430	506	4,794	1,459	1,898	1,407	882	1,112
Total Group	16,714	7,081	3,811	1,191	8,032	2,810	3,305	1,840	1,566	1,240



Since 2011 there is a **harassment protocol** which has been distributed to all employees of the companies and branches of the OHL Group through the Human Resources business lines managers.

There were no complaints of harassment in 2013.

OHL Construction's Equality Plan in Spain

Governing principles of the plan:

- Equality of treatment between men and women.
- No direct discrimination due to gender.
- No indirect discrimination due to gender.
- Prohibition of sexual harassment.
- Prohibition of harassment due to gender.
- Indemnity regarding retaliations.

Areas of action:

- Equal opportunity culture and policies.
- Impact on society and CSR.
- Communication, image and language.
- Gender representation.
- Selection, training and promotion.
- Remuneration structure and policy.
- Health and risk prevention.
- Reconciliation of work and family life.
- Harassment and discrimination.
- Follow-up and evaluation.

Also, in March 2013 an **extension of the Equality Plan of OHL Construction Spain** was signed. It will be in force until December 2015. In this way, continuity was given to the Plan's same principles and actions of area with the objective of adding the improvements and activities considered necessary over the course of the period.

On the other hand, the **Equality Plan of Ingesan**, a company of OHL Services specialized in cleaning, technical maintenance and social-healthcare remains in force. Approved in 2012, the plan establishes the same governing principles of OHL Construction's Equality Plan with the following objectives:



Ingesan, a company of OHL Services, joined the Network of Companies for a Society Free from Gender-Based Violence in July 2013 through a collaboration agreement with the Spanish Government's Ministry of Health, Social Services and Equality to help raise awareness of gender-based violence and job placement of the victims.

During the last year, the company hired more than 80 people belonging to this group.



Objectives of OHL Services' Equality Plan

1. Favor the incorporation of men and women in those departments, profiles or positions in which they are the least represented.
2. Train and sensitize employees, placing special emphasis on the group of executives and service managers.
3. Develop the concept of equal opportunities in the processes related to people management.
4. Sensitize the sector's companies.
5. Favor reconciliation of the personal and professional life of the work force.
6. Prevent and correct any behavior or action that could entail signs of gender-based sexual harassment or gender-based discrimination.
7. Guarantee the adequate follow-up of the equality situation and measurement of the management/effectiveness of the adopted measures.
8. Guarantee the function of the Equality Committee.

Regarding the **training and awareness-raising** on this aspect, the courses the Group gives its employees on ethics and human rights include commitment to equality of opportunities while putting special emphasis on equality between women and men among their content. There is more information about these courses in the chapters titled **Integrity and Transparency** and **Policies and Strategies, within the social and environmental scope** of this report.

Moreover, during the past year, as support for the fight against violence exerted against women, an awareness-raising campaign was carried out for the employees of the OHL Group in Spain to celebrate the International Day for the Elimination of Violence against Women, while distributing buttons with the slogan of this year's campaign **There is a way out** on them so that they could voluntarily show their commitment to the cause and their solidarity with women who suffer abuse.

2014 Objectives

OHL's job placement plan for individuals with disability and at risk of social exclusion.

- The hiring of **30 people** with disabilities and/or at risk of social exclusion. (Barcelona, Madrid and Seville).
- Collaboration with Fundación Integra, Fundación Adecco and Fundación Síndrome de Down de Madrid to search for and select candidates with special needs in Spain.
- Support plan for the areas of Human Resources in the different divisions for hiring disabled individuals according to the objectives marked for 3 years.
- Awareness-raising sessions to Human Resources managers (1-2 sessions per year).
- Undertaking the Diferentes project.



► In 2013, the OHL Group hired **97** people with disabilities and/or at risk of social exclusion in Spain.

Working in favor of equal opportunities also includes the efforts for the **social and work inclusion of people with disabilities and at risk of exclusion**. The job placement plan for individuals with disabilities and at risk of social exclusion of the Group, in force since 2006, establishes the company's commitments to this area for Spain.

In 2013, the OHL Group hired **97 people with disabilities and/or at risk of social exclusion in Spain**, in comparison to the 27 people that were previously incorporated in 2012. In this way, when the year ended, 2.5% of workers in the Group's companies' workforces in Spain with more than 50 workers belonged to those groups. This was an increase of 0.17% as compared to 2012.

The support and collaboration of the Integra, Adecco and Síndrome de Down de Madrid foundations in the search for and selection of candidates with special needs has been fundamental to exceed the initial objective proposed in Spain.

In the same way, certain companies within the OHL Group have made purchases from the Special Employment Center (SEC) and have donated to foundations connected with disabled people in order to meet the requirements of the Law on Social Integration of the Disabled (LISID). This represents an increase of approximately 15.6% of the purchases of the SECs in 2013 as compared to 2012. These resources, along with the hiring of people with disabilities, has allowed us to exceed 2% of the workforce with disabilities and/or at risk for social exclusion in comparison to the total of that particular workforce in Spain.

Outside Spain, and because of the lack of the specific legislations for the protection of this group in many cases, the Group's objective is that, once 2014 ends, 1% of the workforce of OHL's companies in countries where there is no specific regulation and in which OHL has a commitment to stability (case in point Mexico, the United States, Canada, Chile, Argentina and Peru) should be individuals with disabilities.

In 2013, as a starting point to reach this objective, an evaluation was taken of the total people with disabilities that formed part of the Group's workforce. The result was that more than 90 people with disabilities directly worked at some of the Group's companies at the end of the year.

Besides hiring, raising awareness on this subject is a necessary contribution to achieve true equality of opportunities. The OHL Group can highlight two projects in this area: **Diferentes** and its participation in the program **Apadrinando el Talento**.

In 2012, OHL launched the project **Diferentes** in collaboration with Fundación Adecco. This project is dedicated to raising social awareness of disabilities and diversity for children of the employees and other students. For more information about this initiative consult the section *Social Investment* (chapter *Value Creation*) of this report.

OHL Volunteers also participated in **Apadrinando el Talento**, an initiative of the Fundación Príncipe de Girona (Spain), who's objective is to promote the access to employment of young people who are underprivileged or in vulnerable situations. The project is described in detail in the **section on Corporate Volunteering** which is in this same chapter.

As a result of these efforts and commitments to the job placement of people at risk of exclusion, the OHL Group and one of its companies, Ingesan (OHL Services), received awards in 2013 in Spain.

Recognition for job placement of people at risk of exclusion

In November, the Group received the **Integra award**, which was awarded in Madrid during the framework of the conference *Integración laboral y RSE: valores que transforman*, organized by Fundación Integra. The social purpose of this entity, which the Group sponsors, is to encourage job placement of individuals at risk of social exclusion and with distinct capabilities through the intermediation between private, public and social entities and companies.



OHL, a participant in this conference and one of the four companies that was awarded in this edition, was represented by Luis Garcia-Linares, Chief Corporate Officer and President of the OHL Services division. He was the one responsible for receiving the aforementioned award that recognizes the work carried out by the Group in favor of job placement of disadvantaged groups with an incorporation in its workforce of 150 people for the past twelve years.

For its part, the La Caixa Foundation organizes the **Incorpora awards** whose purpose is to recognize the best actions of companies concerning the employment of people at risk of social exclusion or already socially excluded. The foundation granted the JV Limpisa Ingesan the 2013 award in the category of medium-sized companies. There is more information about this award in the [chapter of this report dedicated to OHL Services](#).

Last, Fundación Integra awarded Alfonso Navarro, a human resources technician of Ingesan (OHL Services) in Seville (Spain), with the **March 2014 Human Resources Special Mention**, for his personal participation in favor of job placement of people at risk of exclusion. Ingesan's commitment with Fundación Integra consists of being able to count on its proposed candidates in the selection processes to cover the vacancies in the workforce.

► Health and safety

Guaranteeing that the work activity of its own employees and subcontractors is carried out in a safe and healthy way and minimizing the risk of accidents as much as possible are priority commitments for OHL.

In this area, the Group's goal continues to be "zero work accidents", always maintaining a commitment based on constant improvement as exemplified in the significant achievements currently obtained.

In 2013, steps were taken to develop an **Integrated System for Occupational Risk Prevention, Quality and the Environment** to improve its implementation in other companies of the Group.

► In 2013 there was a decrease of **10.13%** in the accident rate as compared to the previous year. This variation refers to the entire Group, including its divisions.



► **93%** of the Group's activities in Spain were undertaken by a prevention system that is certified according to OSHAS 18000.

Health and safety committees

The Group has health and safety committees in all countries where it is present and active. Their objectives are as follows:

- Guarantee the participation and permanent communication between prevention supervisors, delegates and technicians; union leaders and the executives and managers of the different work centers in the Group's divisions.
- Control preventive monitoring and activity coordination and have the participation of the representatives of their own workers and subcontractors.

These committees are formed by: Corporate, the Group's division departments, inter-centers (by areas and regions of each country), work centers, concessionaries and subsidiaries.

The Statement on Occupational Risk Prevention, Quality and the Environment was also signed in 2013 by the Group's Chairman and circulated through the corporate intranet and at different work centers. For their part, the different divisions approved and published each division's policies on occupational risks, quality and the environment.

The previously implemented systems are still being used while the new integrated system is being developed.

Business certified by a health and safety system in 2013

Percentage of certified business according to OSHAS 18000 on Health and Safety (total %)	OHL Concessions	OHL Construction	OHL Industrial	OHL Services	Group Total
All of the Group's activity	27%	33%	100%	77%	37%
The Group's activity in Spain	87%	100%	100%	77%	93%

Joint Prevention Service

Since 1998, the Group has had its own **Joint Prevention Service (SPM)**, a group which has resulted in implementing commitments and forms of prevention in the other countries where the company operates and that currently place OHL in a leadership position as regards ORP.

The SPM, under the Group's Corporate Human Resources Department, is responsible for establishing the priorities and objectives concerning occupational risk prevention on a corporate level with the Health and Safety Committee's approval. It also manages the Group's joint companies in Spain.



In 2013 two companies in Spain were included in the SPM: COMIN of OHL Industrial, and Terminal de Contenedores de Tenerife (TCT) of OHL Concessions, so that by the end of the exercise, this body had 24 companies of the OHL Group, and many other temporary unions between companies.

The management system applied by the SPM is exclusively for preventing occupational risks in Spain. This country's legislation requires prevention technicians' exclusive dedication to activity, being applied differently in other countries. Outside Spain, ORP management is carried out with other systems due to the need for joint cooperation for prevention between companies of the same business group is not legislated: quality, environment, R&D&i, etc., complying with the established norms in each country and based on the actions carried out in each specific case.

In Europe the unification of ORP and environment management systems with different technicians so the integration of standards ISO 14000 and OSHAS 18001 may create interesting synergies is increasingly common.

Currently, the Joint ORP Service covers three specialties in Spain: Occupational Safety, Industrial Hygiene, Ergonomics and Work Psycho-sociology, being the fourth specialty (Health Monitoring) which is coordinated with external companies with expertise in the area of occupational risk prevention. In other countries, mutual entities performed this specific function in an equivalent manner.

The Group guarantees the checkups, examinations and other medical actions necessary for workers who leave Spain and go to overseas work centers.

The following may be mentioned as regards the SPM's main actions in the past year:

- Undertaking internal prevention audits in Spain As a result, no "non-conformities" were issued even though observations were made and opportunities for improvement were identified and subsequently addressed.
- Undertaking audits according to OSHAS 18001 for Group's joint companies by the company TÜVRheinland. The "non- conformities" identified were clarified in the pertinent meetings and necessary corrective actions were established to eliminate them.
- Drawing up the health and safety plans for all works awarded to OHL Construction (Spain) as well as other awards in the divisions of Concesiones and Industrial outside Spain that have required it.
- Draft of ORP improvements and the health and safety studies for bids made that require them.
- Collaboration with the Group's legal counsel department on all health and safety files that have required it.
- Evaluation of legal compliance at work centers and investigation of the less serious accidents that have occurred.
- Continuous training and information at the work centers.



► The accident rate of OHL Construction in Spain is less than Seopan's.

OHL: 2013 Milestones in Occupational Risk Prevention

Joint prevention service

- Reduction of work accidents:
 - The accident rate at OHL Construction Spain has been lower than SEOPAN's and is at the average of the construction sector, using the index of accidents as a reference.
 - The accident rate at OHL Industrial has been way below the 50% of the index of activity in the industrial sector, and with values close to 5% of the same.
- Implementation of actions in ergonomics and applied psychosociology in accordance with the guidelines of the European Union's general work instructions, especially in handling equipment, maintaining trains at Concessions, comprehensive maintenance and cleaning buildings as well as care and service for the elderly at care centers.
- Substantial increase in preventive awareness for safely performing the work tasks, especially as a result of generalizing the informative talks on prevention (*Tool Box Meetings*) before beginning each task.

OHL Construction

- Renewal of OSHA 18001 certificates in Chile.
- Renewal of the Integrated Management System with TÜV in Mexico.
- Revision of the Integrated Management System (Rev. 01) for Safety, Quality and the Environment approved by the division's general director and the Group's chief corporate officer.
- The integrated Latin America Safety, Quality and Environment audit scheduled for 2013 was passed in January 2014. This included the renewal of certificates in Chile, Peru and Argentina and the inclusion of the certification of subsidiaries in Uruguay, Ecuador, Colombia, Venezuela and Brazil.
- Australia and Canada were certified with the tri-standard Integrated Management System in February 2014.
- Design of a management system within the PMP environment with EVERIS. Still being executed, the objective is to obtain a global certification for all divisions.
- In Chile, the reduction of the additional quotation rate of 7.000.000 Chilean pesos (approximately \$100.000) that the company pays each month as a result of the reduction in accident rates as well as the accreditations that were presented which in turn denotes that risk prevention is a priority.

OHL Concessions

- Recognition by the Centro de Desarrollo Industrial (CDI) of the Sociedad Nacional de Industrias de Perú (SNI) of the occupational health and safety system of Opecar, a Peruvian subsidiary of OHL Concessions that carries out the tasks of road safety, conservation and operation along the 356 km of the Norte Highway.



ORP Training in 2013

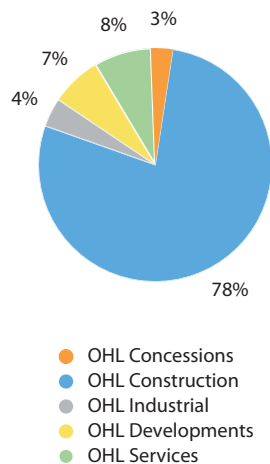
The training on occupational risk prevention and the strengthening of a culture based on the promotion of occupational health and safety is a crucial aspect for achieving the “zero accidents” goal. OHL works year after year so that all personnel of the Group may acquire new knowledge in this area and so they may update and reinforce its already obtained knowledge. In 2013, a total of 95,477 of the Group’s professionals received ORP training.

Distribution of ORP training hours in 2013 by divisions

- 95,477 participants in training activities

- 108,842 total hours

- 96,500 contact hours
- 11,612 distance hours
- 730 hours *on-line*



In addition to the ORP training and as its complement, the Group provides preventive information with classroom hours at the work centers. This information is for all people who will carry out activities which entail some kind of occupational hazard at each center.

Those responsible for imparting these informative talks are ORP technicians assigned to each work center in some cases and SPM technicians of the Group in other cases. In 2013, their duration was between 15 and 60 minutes and they focused on explaining the safe work processes and procedures to be implemented. The presence of the work supervisor and manager are key in all cases. All operators (their own and subcontractors) involved in the process or processes to be executed participate.

These talks, internationally known as *Tool Box Meetings* also include monthly, specific training by topics and on emergencies and first aid. The information delivered verbally is complemented by the hand out of printed documentation (charts/tables, diagrams, etc.) to facilitate taking into account the safe work guidelines.

► In all works of the Construction, Industrial and Services divisions, ORP training sessions have been held. In 2013, these exceeded 21,000 training actions and, 290,000 hours for more than 400,000 participants which were both OHL employees and external workers.



Key indicators

Overall, compared accident rates by divisions Evolution 2012-2013

Division	Frequency Rate			Severity Rate			Accident Rate		
	2012	2013	Variation	2012	2013	Variation	2012	2013	Variation
OHL Concesions	28.02	24.17	-13.74	0.65	0.60	-7.69	6,271.48	5,584.23	-10.96
OHL Construction	7.47	4.75	-36.41	0.24	0.20	-16.67	1,483.68	1,109.95	-25.19
OHL Industrial	1.92	3.38	76.04	0.08	0.04	-50.00	340.14	614.44	80.64
OHL Services	44.66	48.36	8.28	1.28	1.34	4.69	5,795.94	6,193.44	6.86
Total	17.45	14.17	-18.80	0.52	0.43	-17.31	3,224.92	2,898.33	-10.13

$$\text{Frequency index (I.F.)} = \frac{\text{No. of accidents}}{\text{No. of hours worked}} \times 10^6$$

$$\text{Severity index (I.G.)} = \frac{\text{No. of lost workdays}}{\text{No. of hours worked}} \times 10^3$$

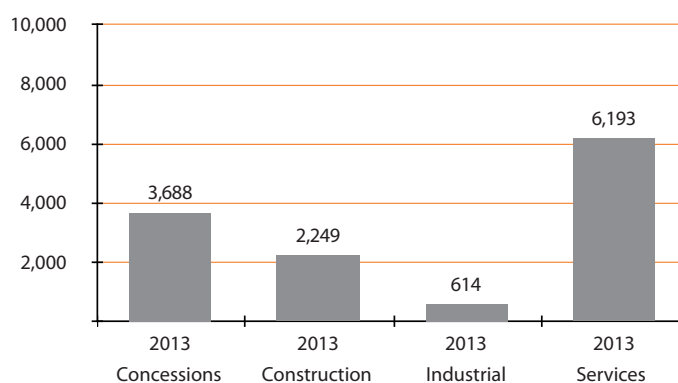
$$\text{Incident index (I.I.)} = \frac{\text{No. of accidents}}{\text{No. of workers}} \times 10^5$$

In 2013 there was a decrease of 10.13% in the Group's accident rate as compared to the year before. This included all divisions.

Accident rates compared by divisions in Spain Evolution 2012-2013

	Concessions (Spain)			Construction (Spain)			Industrial			Services		
	2012	2013	%Var.	2012	2013	%Var.	2012	2013	%Var.	2012	2013	%Var.
Accident Rate	4,338	3,688	(14.98)	2,616	2,249	(14.03)	340	614	80.59	5,796	6,193	6.85
Frequency Rate	26.06	22.06	(15.35)	16.11	14.20	(11.86)	1.92	3.38	76.04	44.66	48.36	8.29
Severity Rate	0.27	0.40	(48.15)	0.49	0.47	(4.08)	0.08	0.04	(50.00)	1.28	1.34	4.69

Work accident indexes by activity sectors OHL Group Spain in 2013

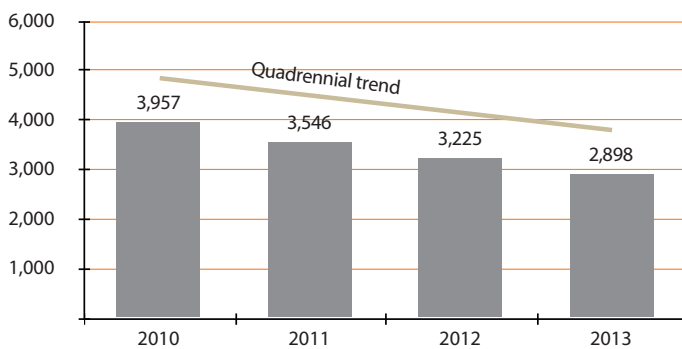




In the table and chart is noted that the divisions of Concessions and Construction recorded a downward trend in relation to the previous year (14.98% and 14.03% less) while OHL Industrial recorded an increase of 80.59% caused by the accidents of the company COMIN which was recently incorporated.

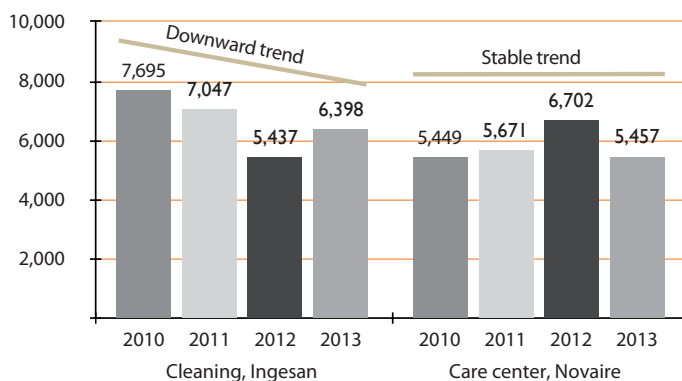
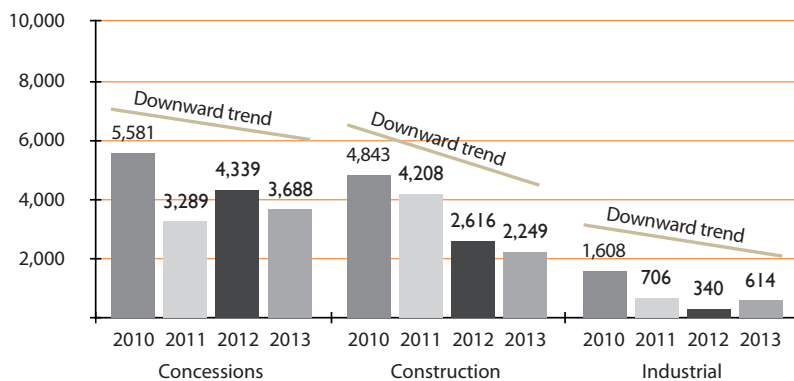
In terms of Services' activity, the accident rate increased 17.66% in the area of cleaning and maintenance and decreased approximately 16.56% in care centers.

Quadrennial evaluation of work accidents in the OHL Group Evolution 2010-2013



Continuous improvement of the OHL Group's accident rates was maintained with a quadrennial downward trend in its accident rate in Spain. In 2013, "0 fatal accidents" were also recorded in all of its divisions.

Rate of work accidents of OHL in Spain compared by divisions 2010-2013





Key health monitoring indicators in the OHL Group in Spain

	2013
Initial checkup	553
Regular checkup	4,117
Previous checkup	21
Specific checkup	9
Repeat checkup	23
Special check	19
Pregnant women checkup	67
Total checkups	4,809

ORP objectives for 2014

The Group's objective for 2014 is to decrease the accident rates of OHL Concessions, OHL Industrial, OHL Construction and OHL Services by 10% for Spain.

Joint prevention service

- The Group's objective for 2014 is to decrease the accident rates of OHL Concessions, OHL Industrial, OHL Construction and OHL Services by 10% for Spain.
- Continue with the certification project of the integrated multisite and tri-standard management system which is comprised of the quality management (ISO 9001), environment (OHL 14001) and occupational health and safety (OHSAS 18001) systems for all countries where OHL is present. There is more information in the [Quality section](#) of the [Innovation and Excellence](#) chapter of this report.

OHL Construction

- Continue with the progress made in designing a management system within the scope of PMP® (Project Management Professional) in order to obtain a global certification for the entire Construction division in the areas of safety, quality and the environment.

OHL Concessions

- With the purpose of strengthening the OHL Concessions team regarding occupational risk prevention, a training plan will be developed which includes, among other activities, finishing two university master's degrees which cover the four specialties (safety, hygiene, ergonomics, and psycho-sociology) as well as the qualification and accreditation of both as ORP and OSHAS 18001 auditors.
- Broadening the scope of the certificate of the Mexican operator Opcom in OSHAS 18001.



► Training

Professional training is a very relevant chapter in managing OHL's human resources and is a fundamental value of its corporate culture. The company knows the efforts in this regard directly have an impact on the productivity and quality of its services, the recruitment and retention of better talent and strengthen its employees' employability and professional and personal fulfillment.

The training activities scheduled every year are the result of an assessment made by the Training Service based on the indications received from the Group's management, those responsible for the divisions' production and, in general, from the Group's employees.

The objectives defined for 2013 were generally met. The main milestones were:

- All of the Group's employees throughout the world were given on-line courses about the OHL Group's Code of Ethics and Human Rights (in English, Spanish, French and Czech). A total of 7,731 students participated in the two assemblies, which adds up to a total of 77,310 learning hours.

Following this important achievement, both courses were permanently included in the training catalogs for future years. This means it will be added to the regular training and will be mandatory to all people who become part of OHL.

It is expected both courses will be given in Polish for 2014.

- The acquisition of the culture and work philosophy of the PMP certificate (**Professional Project Management**) by the technical professionals of the entire Group continued to be a priority in 2013. Several project direction and management courses (classroom and on-line training) were given so that the technicians can be certified at the PMI (Project Management Institute, Pennsylvania, United States). In the first quarter of 2014, around 25 OHL professionals that received training in 2013 will take the required certification tests.
- Another of the Group's priorities is training on **sustainable building according to the LEED standard** (Leadership in Energy and Environmental Design). Throughout 2013, several courses were taught on this subject in order to make progress in this specific training ahead of certification of the Group's professionals by the U.S. Green Building Council in its different levels.
- A significant effort was made in 2013 for the **ORP training** in all of the works OHL executes internationally and the preparation of **audiovisual courses** on ORP to facilitate such formation.

The result of this effort was the inclusion of several training courses on occupational risk prevention in the OHL Group's 2014 Catalog of Training Activities which have been adapted to the legislation in countries where OHL permanently works and have an impact on the specific prevention guidelines, risks and problems in the main works being executed in each place.

Training 2013: the consolidation of a model

- The number of participants was 173,056. [almost 2.01% more than the previous year and a new record in the Group's history]
- The on-line training hours are already 33.23% of the total hours [as compared to 16% in 2012]



- The OHL International School of Languages was started and established in 2013 for training in different languages for the Group's professionals which brought about a unification of this type of training in many countries where the Group operates.
- Lastly, during 2013 the Welcome to the OHL Group and Corporate Social Responsibility courses were completely reworked. These are available in English, French, Czech and Spanish. These two courses will be mandatory in 2014. Everyone has to take the Corporate Social Responsibility course and new employees have to take the Welcome course.

Like a line of transversal action, work continued toward obtaining **efficient internalization of the training received during that time**. Managed by the Corporate Training Service,, approximately 4,000 courses were given *on-line* within the five continents. Specifically, the United States and Canada, Mexico, Ecuador, Colombia, Peru, Chile, Argentina, Brazil, Poland, the Czech Republic, Romania, Turkey, Algeria, Saudi Arabia, Qatar, Kuwait, India and Australia.

The lines of action described are priorities of OHL's training strategy which will be more detailed in 2014. Also, the following objectives were set for this year:

- Drawing up and approval of the **Training Standards and Procedure**, applicable in all divisions of the OHL Group and in all countries where it is present.
- Extension of the training on the Code of Ethics and Human Rights to the suppliers of the OHL Group companies around the world.
- Giving *on-line* courses on Corporate Social Responsibility to all employees of the Group around the world.

2013 training in numbers

Training plan for 2013 worldwide in all divisions

Number of companies of origin of employees	370
Percentage of training carried out to managers and specialists	24.2%
Percentage of training carried out to administrative staff	14.9%
Percentage of training carried out to qualified workers and operators	61.0%
Percentage of classroom-based training	62.4%
Percentage of distance learning	4.4%
Percentage of online training	33.2%
Number of training hours per employee participant	2.65
Resources allocated by the hours of attending staff time	9,846,926
Resources allocated by the hours of training staff	3,712,401
Grants received for training	612,044



2013 Global training in all OHL divisions

Knowledge area	Participants	Classroom hours	Distance learning hours	on line hours	Total hours
Integration in the Group	10,493	33,814	8	104,481	138,303
OHL Construction classroom	23	410	0	451	861
Office automation	394	1,121	102	4,802	6,025
Technical IT	813	6,357	1	1,592	7,950
Occupational prevention	88,297	88,549	11,612	730	100,891
Machinery/prevention	7,180	7,951	0	0	7,951
Administrative management	978	2,691	18	752	3,461
Human resources	1,532	2,328	990	750	4,068
Financial/economic management	659	4,390	405	7,400	12,195
Production/planning	3,983	27,517	345	16,603	44,465
Skills	11,949	26,455	589	352	27,396
Legislation/contracting	434	2,856	235	4,057	7,148
Executive development programs	1,545	10,294	1,170	681	12,145
Languages	6,059	32,084	50	4,789	36,923
Quality	8,264	29,595	1,233	1,112	31,940
Environment	19,330	1,911	1,183	1,068	4,162
Other courses	11,123	7,509	2,049	2,584	12,142
TOTAL	173,056	285,831	19,990	152,204	458,025

The areas of knowledge with the most weight in terms of dedicated hours were: Integration in the Group (Code of Ethics and Human Rights courses), Occupational Risk Prevention, Production and Planning and Languages.



The on-line and classroom courses virtually bring together the majority of OHL's training activities. In the images, an employee is studying a course on the Code of Ethics on-line and a classroom course on the Metro Ligerio Oeste.



2013, Global comparison (participants/hours) by divisions

Knowledge area	CONSTRUCTION		CONCESSIONS		DEVELOPMENTS		INDUSTRIAL		SERVICES		TOTALS	
	Partic.	Hours	Partic.	Hours	Partic.	Hours	Partic.	Hours	Partic.	Hours	Partic.	Hours
Integration in the Group	5,226	52,226	2,787	59,339	1,172	13,657	966	9,656	342	3,425	10,493	138,303
OHL Construction Classroom	23	861	0	0	0	0	0	0	0	0	23	861
Office automation	176	3,525	26	612	102	412	89	1,446	1	30	394	6,025
Theoretical information	512	4,675	4	103	227	1,100	69	2,042	1	30	813	7,950
Occupational prevention	84,322	78,075	374	3,331	2,841	6,326	145	4,105	615	9,053	88,297	100,891
Machinery/prevention	6,785	7,098	8	8	387	845	0	0	0	0	7,180	7,951
Administrative management	826	2,475	9	488	126	376	1	18	16	104	978	3,461
Human resources	906	1,102	99	92	495	1,722	3	42	29	1,110	1,532	4,068
Financial/economic management	169	7,607	16	2,400	425	1,110	41	656	8	422	659	12,195
Production/planning	3,743	39,904	12	549	146	425	71	3,124	11	463	3,983	44,465
Skills	464	1,951	10	148	11,422	24,144	30	376	23	777	11,949	27,396
Legislation/contracting	402	5,909	3	341	13	183	15	670	1	45	434	7,148
Executive development programs	1,011	6,345	5	230	528	4,889	0	0	1	681	1,545	12,145
Languages	649	19,471	17	1,791	5,306	7,361	76	7,360	11	940	6,059	36,923
Quality	4,885	14,263	674	2,181	2,601	13,948	0	0	104	1,549	8,264	31,940
Environment	18,732	1,870	8	96	486	647	0	0	104	1,549	19,330	4,162
Other resources	10,094	2,481	15	981	389	1,091	6	112	619	7,477	11,123	12,142
TOTAL	138,925	249,838	4,067	72,690	26,666	78,236	1,512	29,607	1,886	27,655	173,056	458,025

In terms of the type of training, it is important to note the important increase of the weight of the *on-line* procedure. Even though the classroom course continues to be the most used option (62.41% of the total hours), *e-learning* already represents 33.23% of the learning hours which has tripled as compared to the previous year.

The continual improvement of the courses' contents, quality of the tutors and coordinators, and most especially the interest and dedication shown by the students, as well as the support from their superiors, are behind the growing importance of *on-line* training in the Group.



Participants and training hours at OHL in 2013 by divisions

	No. of participants	% of the total	Hours	% of the total	Average hours per participant
Construction	138,925	80.28	249,838	54.55	1.80
Concessions	4,067	2.35	72,690	15.87	17.87
Developments	26,666	15.41	78,236	17.08	2.93
Industrial	1,512	0.87	29,607	6.46	19.58
Services	1,886	1.09	27,655	6.04	14.66
TOTAL	173,056	100.00	458,025	100.00	2.65

Sharing knowledge: TECNO, a technological magazine of the OHL Group

The quarterly magazine Tecno, one of the publications drawn up by the OHL Group's General Corporate Management, brings together information on the most emblematic works carried out by the Group and the technological advances and developments used therein from technical reports. It also includes the sustainability criteria OHL applies to its projects.

Among the reports published throughout 2013, the following stand out: the dedication of the Mayakoba tourist complex in Mexico; the Mezzanotte Solar photovoltaic plant in Lecce, Italy; the conveyance system for water from the Tajo Segura aqueduct for supply to the Plains of Manchega; the rehabilitation of the Culver subway line's viaduct in New York; and, inside Spain, the Búrdalo dam in Extremadura. In addition, the pages set aside for OHL ZS's 60th anniversary, ecological restoration, the research laboratory, studies of bituminous mixtures and the quality control of subsidiary Elsan or to the A Grela (A Coruña) funeral home which is the first work with these characteristics taken on by OHL.

A special mention should be made to the monograph dedicated to R&D&i that manifests the importance of this factor for OHL and involves the entire Group as a basic pillar of its strategy. Detailed information on the leading edge R&D&i developments in the field of transportation infrastructure use derived from the initiatives which came out of the concessionary experience (FOTsis) can be found in this number. References to technologies that are currently a worldwide novelty and which have obtained distinguished awards such as the Cubípodo, an artificial breakwater element to form protective layers of port seawalls and without forgetting the use of advanced technology for the pre-treatment and internal logistics of the biomass used at the San Juan del Puerto (Huelva) plant can be added to these.





Tools for managing internal knowledge

The implementation of TICs in the OHL Group's business processes is part of its strategy as one of the main pillars when establishing organized growth and development. The incorporation of the management system in each new company is key for all employees to be able to access the operating procedures and corporate culture.

OHL has different information technology tools for managing information that facilitate internal communication and the exchange of knowledge and experiences. These tools save costs and time for the company and also guarantee security of the relevant information.

The most important tool is the **Experience Database (EDB)**, an accessible space on the intranet that brings together and makes information and documents about works and construction processes of the Group's companies available to the employees. This database is essential for the employees' job performance. The EDB currently gathers data from more than 850 significant works; 396 descriptive reports; 355 construction reports; 1,230 photos; 51 videos; 113 articles; 85 standard-setting texts and 242 construction procedures and technical notes.

As a complement to the EDB, the Processes and Methods Service compiles technical standards for roads, steel, concrete, road surfaces, railroad-related matters, etc. Due to the large amount of content, this data is compiled on DVDs or CDs and is distributed among the Group's employees.

By also accessing the intranet, the employees have a **space for document management** that makes it possible for work groups to coordinate regardless of the location of their components. Due to this space it is possible to store and manage the documents, establish permits, control the document versions and allow the use or immediately consultation of these; all of which follow the necessary security conditions.

Additionally, to manage R&D&i projects, collaborative spaces have been designed that take advantage of technology to achieve greater integration and participation of people which saves on communication costs. In turn, this simplifies the procedures and increases reliability.

OHL's **request for internal services** which is available on the intranet allows requests to be made regardless of the physical location of people and with absolute control over the entire process. This tool merges tasks related to requests for trips, vacations, permits, advance payments, IT equipment, training actions and other general services.

On the other hand, when new companies are incorporated into the Group, complex human, operating and technical integration processes are started. OHL has tools that facilitate this stage of adaptation: our **own management system** that makes the optimization and adaptation to organizational work structure possible; **video conference equipment** that provides a greater immediacy of contact and simultaneously reduces costs; a **corporate intranet** as a source of information and as a driver for the integration of employees; or **e-mail accounts** which are integrated in the intranet to allow their remote access.

The TICs play an essential role in establishing and managing job positions. Computer system users have a **Service Desk (CAU)** available to them that offers different levels of support and the possibility of remote intervention when the user's location and access to the Internet so allows.



► Corporate volunteering

The OHL Group considers that volunteering is one of the best ways to develop a corporate culture based on values, since it not only contributes to this objective but also allows for the construction of a space to connect and exchange with employees beyond work. At the same time, it creates social value for the communities that surround the company's activity.

Employees are the absolute protagonists in the corporate volunteer activities and the OHL Group exclusively acts as promoter. For this reason, and inasmuch as the drive of the company's Human Resources Department is responded to, this is considered a part of the Group's labor practices. It is also one of the pillars of OHL Group's Social Action Framework Plan and of the corresponding triennial plan for Spain from where the creation of volunteer groups in the different divisions is coordinated and supported.

► Employees who are the protagonists of corporate volunteering. The Group exclusively acts as promoter.

Specifically, the activities undertaken by the groups of the **Volunteers of the OHL Group** arise from the ideas, suggestions and proposals of the actual volunteers. The company facilitates a budget to them in addition to the means of internal communication so all employees can be informed of the campaigns and the necessary support to be able to undertake the initiatives.

The first project with these characteristics was undertaken in Spain in June 2007 with the "I Torneo de Fútbol por la Igualdad" which sought to promote the social integration of people with intellectual disabilities by playing soccer.

Since then, different groups have been formed in Madrid, Barcelona and Mayakoba (Mexico). Additionally, the employees participated in solidarity activities even if there was not an established group at the time as is the case of the United States, Canada and Colombia.

Objectives for OHL's corporate volunteering for 2014

- Undertaking of 12 corporate volunteer activities in Spain throughout the year.
- Consolidation of OHL's group of volunteers in the United States.
- Start of tasks for creating new volunteer groups in the Czech Republic or Peru.
- Consolidation of the OHL Volunteer bulletin and start of the tasks to launch it in English and its circulation to employees in the United States, Canada and Australia.
- Implementation of the project to improve the corporate volunteering measurement indicators which must be in line with the Group's adherence to LBG's methodology.
- Survey about volunteering in Spain.

The group in Madrid started to function in 2007, while the one in Barcelona has been functioning since 2008. Each group is formed by employees of different companies of the OHL Group, as well as family members and friends.



The main news in 2013 was the creation of the **Mayakoba – OHL Developments group of volunteers**. Its goal is to support different activities aimed at improving the quality of life of communities near Mayakoba while also taking into account its great cultural richness and important historical legacy, as well as the significant influence of tourism in the area. More information can be found about this group in the [chapter of this report dedicated to OHL Developments](#).

The kinds of activities undertaken by OHL's volunteer groups are as follows:

- Solidarity campaigns undertaken upon proposal of the actual groups.
- Face-to-face corporate volunteer activities, some of which are one-time and others which are held each year.
- In-kind donations of furnishings, information technology equipment, construction materials, etc.
- Donation of time and knowledge or *expertise* of the employees.

In 2013 a total of **14 volunteer activities** were undertaken in Spain, two more than in 2012, exceeding the set objective for 2013 (10 activities). The increase of OHL Industrial employee participation was noted in these activities.

Specifically, nine corporate volunteering campaigns and activities for all of the Group's employees in Madrid and Barcelona and four specific volunteer activities for Metro Ligero Oeste, OHL Industrial, Machinery Park and Ingosan (Spain) were undertaken. This last company, which is part of OHL Services, took the first steps to organize volunteer activities in Catalonia and Andalucía in 2013.

Also, six executives participated in the corporate volunteer program **Apadrinando el Talento** of the Fundación Príncipe de Gerona (Spain). The purpose of this project is to increase the employability of young people with higher-education degree that have studied with a subsidized, compensatory or special mobility within the last five years which guarantees equal opportunities in access to the job market.



Images of the volunteer initiatives Bosque de las Capacidades, left, and the Mercadillo Solidario.



The work methodology consists of assigning a mentor to each young person. This mentor is an active professional with a similar academic profile, whose task is to help the young person discover potential and abilities while at the same time identifying areas for improvement in order to face job search with greater possibilities of success. This was the task of the six OHL executives that participated in the project.

For the purpose of favoring the undertaking of corporate volunteer activities in the OHL Group, tools and channels for communication between the company and volunteers and within the community of employees interested in volunteering were facilitated.

As in previous years, **satisfaction surveys** were handed out for each activity and suggestions and proposals were collected. The level of satisfaction is very high as shown in the obtained results. For example, 93% of the employees participating in Ingesan's "Aula Ambiental" activity showed they were completely satisfied. This percentage increases to 94% in the case of employees participating in the Camino de Santiago activity or 100% among the employees that were involved in the solidarity garden.

Also, 2013 was the year in which the new OHL Volunteers website and the OHL Volunteers informative newsletter were launched.

The website www.voluntariosohl.com gathers information on the campaigns that have been carried out, a photograph directory, videos, news, blog, chat room and activity calendar. Users can also access the private area of the website by first registering.

Internet presence of OHL volunteers

- The website for OHL Volunteers has 72 registered users that have options such as an event calendar, document downloads or forum participation available to them.
- In 2013, the website received 1,622 different visits with a total of 2,312 visits (70% of which are new ones).
- 430 followers on Facebook.
- 53 followers on Twitter.
- 470 total visits to the blog.
- The Volunteer newsletter is sent to 2,295 people of the Group in Spain, as well as the collaborating associations and groups of volunteers in Mexico, Peru and the United States.





The new volunteer groups starting in countries where OHL has a stable presence will start to have their own space on this website.

The OHL Volunteers newsletter contains information about social action and volunteering and is published every four months. In 2013, it was published in June and December.

OHL Volunteers also maintains an active presence on the Internet through a blog and with Facebook profiles (www.facebook.com/voluntarios.ohl) and Twitter (@VoluntariosOHL). OHL Volunteers already has 430 followers on Facebook, 30% more than in 2012.

Finally, the project for improving the corporate volunteering visual material in 2013 continued with the creation of a video bank to enhance the communication of OHL Volunteers.

Corporate Volunteering in Spain Main initiatives 2013

Initiative	Collaborating Entity	Objective of the activity and beneficiaries
V Visit to the Azuqueca de Henares Machinery Park	San Isidro Care Center, Fundación Desarrollo y Asistencia	21 young people and adults at risk of social exclusion at the San Isidro Care Center.
VI Torneo de Fútbol por la Igualdad	Special Olympics and Fundación Adecco	The tournament brought together all OHL Group employees and their families with young people who have intellectual disabilities to take part in a leisure-sports day. The event included children's activities, a solidarity raffle, live music, etc. in which more than 100 people participated.
Ingesan Environmental Corporate Volunteering Day	F. Adecco and the Valenzana Occupational Center	80 volunteers from Ingesan and 41 people with intellectual disabilities took part in different environmental workshops and a meal with the objective of favoring mutual knowledge and supporting the abilities and skills of disabled people.
Recycling of personal and company cell phones	Red Cross	In collaboration with the company Revita, the funds obtained from recycling of these cell phones is destined to the Red Cross.
La Fam no fa Vacances Campaign	Caritas, the Santa Maria de Sants Parish	Food drive organized by the four Catalonia food banks. The OHL Barcelona volunteers obtained a total of 2,303.12 kg of fresh and preserved foods for more than 200 disadvantaged families, guaranteeing the provision of food for the entire summer. The Asociación de Familias Adoptantes de China (AFAC) also took part. This association gave a donation of €1,100 which were also used to buy foodstuff. OHL gave a donation of €2,500.
Food drive at Christmas	Caritas, Missionaries of Charity (Madrid) and the El Salvador Convent soup kitchen (Jerez)	Food drive for various soup kitchens by the employees of the Parks and Gardens Conservation Service, Elsan in Jerez de la Frontera and in Madrid by the employees of several offices. In total more than 2,150 kg of food were collected. OHL donated €2,150.
III Bosque de las Capacidades	Badalona Capaç, F. Finestelles, F. Adecco and Fundación Más Árboles	Twenty people with intellectual disabilities, accompanied by aids, and more than 30 OHL volunteers and their family members took part in an event in favor of reforestation that ended with a snack. The purpose of the event was to encourage disabled people to develop job abilities and attitudes, put these acquired social uses in practice and increase the field of social relationships while collaborating with the area's environmental sustainability.

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III Camino a la Integración	Fundación Adecco and Fundación Síndrome de Down de Madrid	Twenty-two volunteers of the OHL group shared in the Camino de Santiago with young people with intellectual disabilities during the last two stages of the road: Predouzo-Lavacolla and Lavacolla-Santiago de Compostela. The objective was to support them in this effort and share the experience with them. Volunteers from Madrid, Catalonia and Andalucía participated.
VII Mercadillo Solidario	Amigos de Orissa, Asociación Talisman and Fundación Vicente Ferrer	Two solidarity market days were held in two of the offices of OHL in Madrid, at which it was possible to purchase handmade crafts, textiles and fashion jewelry, among others. €3,645.60 was raised. This was allocated to projects which aim to protect indigenous women who are victims of social exclusion and abuse, as well as toward the development of initiatives for young people with intellectual disabilities.
V Metro Ligero Oeste Huerto Solidario	Fundación Adecco	Two work days in the garden sharing tasks with people with intellectual disabilities to raise awareness of the employees and favor their social and work integration. Workers from MLO and other companies in the OHL Group were able to participate for the first time.
Apadrinando el Talento program - Professionals committed to young people who want to create their future	Fundación Príncipe de Girona	The objective is to increase the employability of young people with university education or those who have completed a higher cycle of professional training, but that do not have a family and social network that can help them start their journey toward the world of work. OHL added itself to this initiative with 6 executives that participated as mentors of the program.
Teatro de la Sonrisa	Fundación Pardo Valcarce and Fundación Konecta	Fourteen young people with intellectual disabilities participated in a theater workshop and as a result performed "Teatro de la Sonrisa". 30 OHL volunteers collaborated as costume, makeup and technical aids. They also participated in the workshop's closing ceremony. The aim of the initiative was to generate trust and safety and to promote creative responses among the young people while offering the volunteers an integration experience for them and their families.



Thirty OHL volunteers collaborated in the performance of *Teatro de la Sonrisa* in which fourteen young disabled people starred.



Main corporate volunteering initiatives in Mayakoba (Mexico) for 2013

Initiative	Collaborating Entity	Objective of the activity and beneficiaries
Mayakoba Soccer League		Solidarity initiatives such as the collection of foodstuff and supplies for communities affected by the hurricanes in Mexico were undertaken during the tournament.
Mes Rosa Campaign	Fundación Grupo Desafío	The objective of this campaign was to become aware of, encourage and support social actions to prevent and fight against cancer in women. Through its participants, the Mayakoba Soccer League obtained a donation that was given to the Fundación Grupo Desafío.
Rosa Breakfast	Fundación Grupo Desafío	With the purpose of supporting the "Mes Rosa Campaign", a solidarity breakfast was organized to collect funds destined to underprivileged women diagnosed with breast cancer. A total of three OHL Volunteers participated.
Alliance with the Pelopidas de la Salle School		Alliance to support the school in different social projects that are being undertaken. The objective is to improve the quality of life of underprivileged children and give them a free, worthy and comprehensive education. Beneficiaries: more than 500 students and 40 professors of the school. 15 OHL Volunteers participated.
El Juguetón Christmas Campaign		Campaign to collect new and used toys in good condition to give to the Mayan children who are most in need. The beneficiaries of the initiative were vulnerable Mayan communities and the most disadvantaged children.
Christmas Dinner	GES	The objective of the dinner was to support this youth group in its Christmas rescue campaign through a fundraising dinner which allows them to continue with their literacy campaigns and urban-artistic workshops for the most needy in the Quintana Roo community. 4 OHL Volunteers participated.



Toy drive campaign in Mayakoba, Mexico.

Main corporate volunteering initiatives in other countries for 2013

Initiative	Collaborating Entity	Objective of the activity and beneficiaries
Different activities with the local community close to the Chacillas Reservoir (Chile)		4 OHL Volunteers participated.
Volunteer activities in Medellin (Colombia)	Fundación Hogares Claret	Different activities to support disadvantaged children. 7 OHL Volunteers participated.
Race against Cancer (Canada)	Fundación Hogares Claret	15 OHL Volunteers participated.



Contribution of the OHL Concessions CSR Framework Plan to employee well-being and corporate volunteering

In 2013 application of the OHL Concessions CSR Framework Plan was completed. This was a triennial schedule that included a specific line of activity related to the division's employees in its lines of action.

The objectives in the plan sought to offer safety, stability, quality of life, training and opportunities for improvement to all employees, as well as to encourage corporate volunteering. These are the projects that marked the company's effort to meet these objectives during these three years.

In **Argentina**, OHL Concessions focused on developing programs to strengthen corporate volunteering, mainly in the educational area and on the improvement of the work climate through the project **Mes del Niño in August** at Ausur and the sponsorship of its marathon and fishing sports teams.

In **Brazil**, a new management strategy was defined by the Human Resources manager in 2011 and 2012, posing this strategy:

1. The integration of workers in the benefits of programs developed by the company for local communities, initiatives that, in the education area, were established in the projects **Ação criança** and in health in the project **Viva saúde na SIPAT**.
2. The program **Voluntarios** which pooled and organized multiple corporate volunteering initiatives.
3. The work incorporation of disabled people by the program **Parapro**.

In **Peru** the start of operations for the Norte Highway resulted in the development of an initiative aimed at integrating and improving safety, health and quality life of the operator team. In 2012 and 2013, the program **Mejorando tu casa** incorporated reforms in the homes of a total of 24 workers. **Almorzando con tu familia** brought together the Opecar general manager and leadership with the family of a worker to socialize the company's commitments, share experiences and to formulate improvement proposals. A total of 24 lunches were held.



Anexes A4



Staff covered by life and accident insurance in 2013

	Staff covered by life and accident insurance	Total employees by country	% Staff covered / Total employees
Spain	8,457	8,457	100.0
Saudi Arabia	--	181	0.0
Algeria	18	211	8.5
Argentina	97	97	100.0
Australia	13	13	100.0
Brazil	6	6	100.0
Bulgaria	62	70	88.6
Canada	83	84	98.8
Chile	1,023	1,687	60.6
Colombia	4	195	2.0
Ecuador	1	2	50.0
USA	923	1,211	76.2
India	1	7	14.3
Kuwait	13	13	100.0
Luxembourg	--	1	0.0
Mexico	3,423	3,423	100.0
Peru	4,284	4,284	100.0
Poland	--	81	0.0
Qatar	--	1,505	0.0
Czech Republic	922	1,845	50.0
Slovak Republic	--	254	0.0
Romania	1	7	14.3
Turkey	--	161	0.0
Group Total	19,331	23,795	81.2

Staff covered by collective agreement*

	No. of staff covered by collective agreement	Total employees	% No. of employees / Total employees
Spain	8,457	8,457	100.0
Peru	3,900	4,284	91.0
Mexico	1,760	3,423	51.4
Czech Republic	1,798	1,845	97.5
Chile	276	1,687	16.4
Qatar	-	1,505	0.0
USA	294	1,211	24.3
Slovak Republic	75	254	29.5
Algeria	-	211	0.0
Total	16,560	22,877	72.4

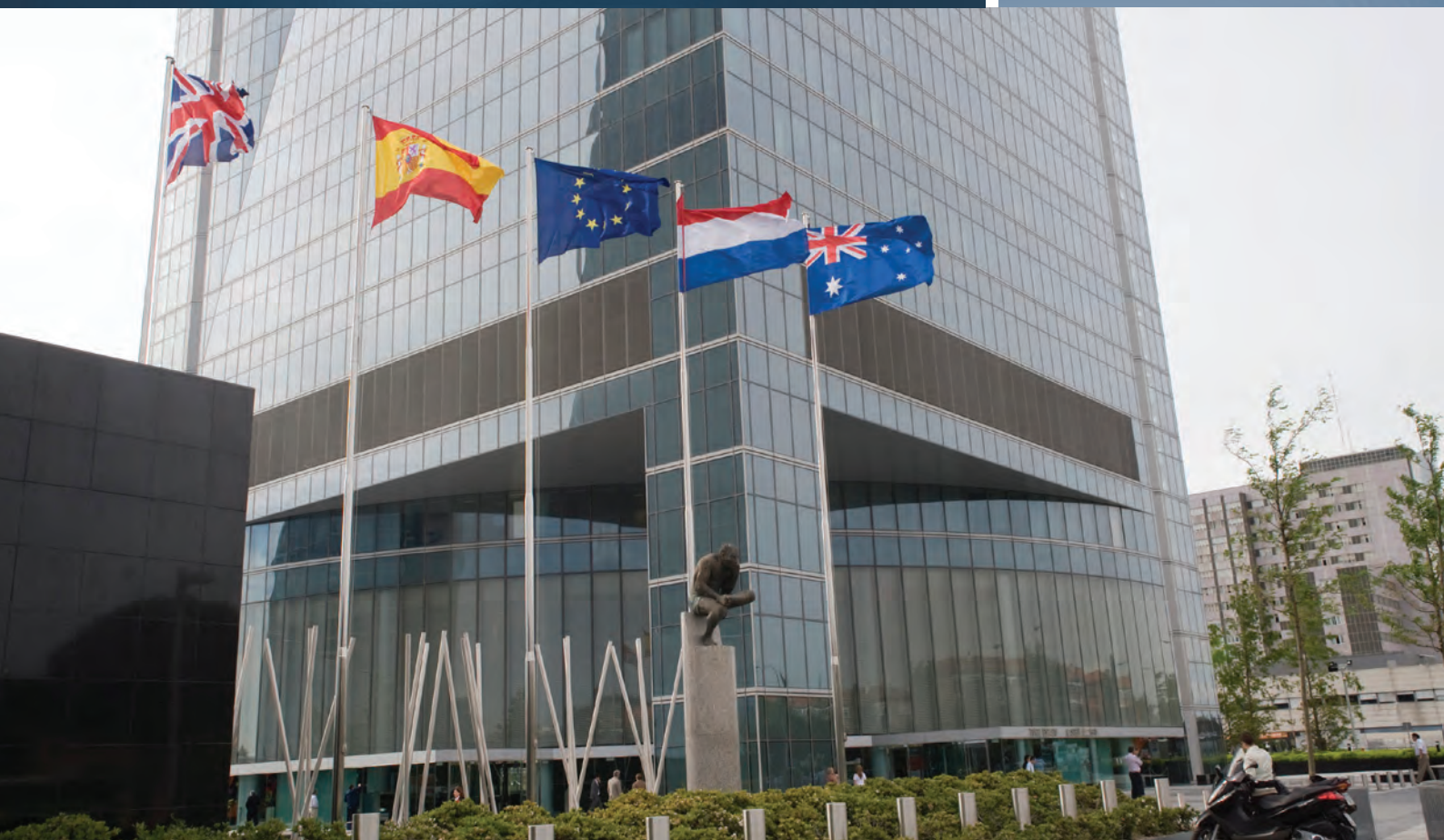
(*) Countries where there is a sufficiently representative number of employees.

Environment

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Torre Espacio, headquarters of the OHL Group, has become Spain's first office building to secure the BREEAM sustainability certificate rated "Excellent" in the section that assesses aspects of the building's construction and installations.

The OHL Group understands and espouses the need to become involved in more efficient management of existing resources to achieve a positive business development model for sustainable and efficient development as regards competitiveness and excellence.





The fundamental principles and features of its position in this matter are determined by the commitments that OHL has acquired voluntarily in its Occupational Risk Prevention, Environment and Quality Declaration, reviewed by the Chairman of the OHL Group, the Environmental Sustainability Commitment approved by the Corporate General Director, the specific Policies on Occupational Risk Prevention, Environment and Quality for all specific divisions, the **Commitment to Fight Climate Change** and the **Global Compact** and the **United Nations Millennium Development Goals**.

As a result, environmental management and the protection of nature are key aspects of the OHL Group's CSR policy and are carried out through the specific measures included in the Environmental and Energy Master Plan 2011-2015. This chapter details the actions performed in developing this plan in 2013 and the performance of its environmental management as well as other relevant issues for the company related to environmental management.

► Environment and Energy Master Plan

The Environmental and Energy Master Plan 2011-2015 is the management tool that defines and embodies the fulfillment of the OHL Group's environmental commitments in its daily management. 2013 was the third year of its implementation and it is therefore at the midpoint of its development, with 87% of its projects either already well underway or completed.

The Environmental and Energy Master Plan 2011-2015 addresses, as principal intervention areas, the low-carbon economy, the water footprint, and the conservation of ecosystems. It also includes projects to improve the basic elements of environmental management such as environmental policies and commitments, internal management standards and employee training to respond to changes and new challenges.

In 2013 the **Occupational Risk Prevention, Environment and Quality Declaration** was revised and ratified by the Group's Chairman. In addition, the new **Commitment to Environmental Sustainability**, was approved, which sets forth the details of the specific directives concerning biodiversity, water awareness, climate change and energy efficiency. These commitments were taken on by each of the operational divisions in their respective Occupational Risk Prevention, Environmental and Quality policies. Response is thus given to the requirements of the new markets in which the Group operates.

In 2014 the review work on environmental commitments and the regulatory body of the OHL Group will continue.

The Quality and the Environment Committee is the highest decision-making body on environmental issues in the OHL Group, the Quality and the Environment Corporate Service assumes the overall coordination of the management and the Quality and the Environment Services of the divisions assume the quality and environmental management associated with their activities and commitments.

► The Environmental and Energy Master Plan 2011-2015 addresses, as principal intervention areas, the low-carbon economy, the water footprint, and the conservation of ecosystems.

► The Occupational Risk Prevention, Environment and Quality Declaration was revised and ratified in 2013 by the Group's Chairman. In addition, the new Environmental Sustainability Commitment was approved.



Environmental and Energy Master Plan 2011-2015

Progress made in 2013	2014 Objectives
Priority operational projects	
Low-carbon economy (more information in the specific section of this report)	
Greenhouse Gas (GHG) Emissions Report Calculation of the emissions scope 1, 2 and 3 partially. Continuity of the expansion project of the Greenhouse Gas (GHG) Emissions Report by obtaining emission data from strategic purchases (suppliers and subcontractors), incorporating it to the SC3 scope.	<ul style="list-style-type: none"> • Review of the OHL Group's Protocol on emissions monitoring. • Improve the management of scope 3 emissions (supply chain).
External verification of emissions The GHG emissions of the OHL Group are included in the Group's Sustainability Report, which has been verified according to ISAE 3000, by an external accredited verifier.	<ul style="list-style-type: none"> • Verification of GHG emissions according to UNE 14064.
Energy management system Certification of the first energy management system according to ISO 50001 in OHL Servicios - Ingesan (Spain).	<ul style="list-style-type: none"> • Application of the management system to new contracts and maintaining the external certificate.
Audits and energy studies Partial implementation of the measures identified in the energy audit at the headquarters at Arturo Soria, Madrid, Spain (6,615 m ² , 392 persons).	<ul style="list-style-type: none"> • Adoption of the overall objective of reduced GHG emissions in the long term.
Plan to reduce GHG emissions Continued work on the development and approval of an overall objective to reduce GHG emissions in the long term.	<ul style="list-style-type: none"> • Adoption of the overall objective of reduced GHG emissions in the long term.
Sustainable Offices (Organization and General Services Department) Implementation of the project to the international arena. Project led to the selection of offices by predetermined criteria for sustainability. In 2013 the proposed relocation of the headquarters in Chile began by applying sustainable methodology for the selection. This is a surface area of 700 m ² for rent in a LEED Silver building. After the fitting, relocation is planned for June 2014.	<ul style="list-style-type: none"> • Continued implementation of international offices of the sustainable office project.
Management of Installations. Energy Efficiency (Organization and General Services Department) Reduction in energy consumption in the headquarters in Spain by 11.2% compared to 2012 (2013: 0.309 GJ/m ² ; 2012: 0.348 GJ/m ²) and 14.6% since 2011 (2011: 0.362 GJ/m ²). Collaboration with 10 energy suppliers, 2 of them are green energy source certified. After studying the bill, it is ascertained that 33% of the electricity consumed in General Services in Spain is green production certified.	<ul style="list-style-type: none"> • Continue to improve energy efficiency in office centers of the OHL Group.

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Progress made in 2013	2014 Objectives
Mobility Plan (Organization and General Services Department) Reduction in the number of vehicles by 76 units, representing a reduction of 7kg of CO ₂ /km traveled. Compared to 2012, in Spain the number of kilometers traveled by plane is down by 0.4% and 46.8% for rental vehicles, which has led to a 1.3% increase in kilometers traveled by train. In 2013 the number of kilometers traveled reduced by 1.5% and there was a total of 448 videoconferences, which, together with the reduced use of vehicles with greater GHG emissions, has reduced the tons of CO ₂ emitted through travel in Spain by 3.5%.	<ul style="list-style-type: none"> Continue to improve energy efficiency in travel and promote the use of communication technologies.
Solar energy utilization OHL Concessions maintains its solar energy production at over 640,000 kWh	<ul style="list-style-type: none"> Continue promoting clean energy.
GHG Emissions Offsetting Project 1,588.6 t of CO ₂ offset in 2013, in Amazon Conservation projects in Madre de Dios in Peru and Scolelte: reforestation in Chiapas, Mexico.	<ul style="list-style-type: none"> Perform voluntary offsetting of emissions to reduce the OHL Group's emissions. Align the GHG Emissions Offsetting Project to the needs of the divisions.
Evaluation by shareholders Participation in CDP Climate Change Program. High score in the assessment by analysts. 90 B in CDP Climate Change.	<ul style="list-style-type: none"> Continue to participate in the Carbon Disclosure Project (Climate Change Program) and improve the rating.
Conservation of ecosystems	
Conservation of ecosystems Start of work on developing technical guides for conserving ecosystems when carrying out construction activity (water, erosion, flora and fauna).	<ul style="list-style-type: none"> Continuing the technical work and preparation of case studies on work.
Complementary operational projects	
Water footprint Development of the analysis of risks and opportunities associated with the water footprint and participation in the CDP Water Program questionnaire.	<ul style="list-style-type: none"> Continuing CDP Water Program participation.
Waste Continuing the Waste Minimization Plan of the divisions. Continuing the reduction objective of inert waste in OHL Construction. In 2013 in Spain a volume of 6.6 million m ³ of earth has been reused and there has been a 2,200 m ³ reduction in the production of debris.	<ul style="list-style-type: none"> Continuing reduction objectives.
Strategic cross-cutting projects	
Policy Review <ul style="list-style-type: none"> Approved the Occupational Risk Prevention, Environment and Quality Declaration. Approved the Environmental Sustainability Commitment. Approved and disseminated the Occupational Risk Prevention, Environmental and Quality Policies in all divisions. 	<ul style="list-style-type: none"> Continuing the review of environmental commitments and the regulatory framework.

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Progress made in 2013	2014 Objectives
<p>Plan for implementation of the Environmental Management System (EMS) Adaptation, implementation and certification in different activities and countries. The indicator of the business volume certified in ISO 14001 is 44% in 2013 and with systematic environmental monitoring amounts to 94%.</p> <ul style="list-style-type: none"> • OHL Construction: Implemented in Canada, Argentina and Chile. • OHL Industrial. System implemented and certified in the U.S., Brazil and Mexico. • OHL Services. Certified in ISO 50001. 	<ul style="list-style-type: none"> • Continue with the adaptation, implementation and certification of the Environmental Management System (EMS) in different activities and countries. • OHL Services, Ingesan subsidiary, obtaining EMAS registration.
<p>Performing environmental training. Review of the P10 Training Procedure. Expanded its reach internationally and to all divisions. Training of 31 technicians on LEED (recognized by the USGBC) and 149 in Project Management (recognized by PMI). Review of initial basic environmental training and beginning of the review of environment training activities to adapt them to the divisions and geographic areas.</p>	<ul style="list-style-type: none"> • Continue with the review of environment training activities to adapt them to the divisions and geographic areas. • Continue with training on sustainable building, LEED certification and integrated project management.
<p>External communication project Participation in the Investor, Supply Chain and Water Program CDP initiative programs. Participating as speakers at events held in Madrid (Spain) and Istanbul (Turkey) promoted by CDP. Support at the presentation of the “Sustainable investment: exploring opportunities for resource efficiency and economic growth” CDP event in Warsaw (Poland).</p>	<ul style="list-style-type: none"> • Continue with the participation in the Investor, Supply Chain and Water Program CDP initiative programs. • Continue with the OHL Group informative environmental communication to other stakeholders. • Improve the website’s environmental content.
Complementary cross-cutting projects	
<p>Monitoring external mandatory requirements Participation in public participation processes in Spain in the review and approval of regulations associated with waste and carbon footprint, in an environment of business associations (SEOPAN and ENCORD). Extended database of environmental legal requirements where the Group operates: Latin America, Canada and Australia.</p>	<ul style="list-style-type: none"> • Continuing collaboration with lawmakers in approving environmental regulations. • Continued expansion of the database of applicable environmental legal requirements. • Collaborate with the Risk and Compliance Departments in terms of policy on: Environmental Responsibility (in Spain) and the Equator Principles throughout the Group.
<p>Monitoring environmental legal requirements Environmental responsibility - environmental hazards identification. Developing risk identification in the construction tenders phase in collaboration with the Risks Department. Prepared a risk analysis associated with the Water Footprint aspect. Reviewed the risk analysis associated with the Carbon Footprint aspect.</p>	<ul style="list-style-type: none"> • Continue the risk identification process in the construction tenders phase in collaboration with the Risks Department. • Monitoring the risk analysis associated with the Water Footprint aspect and the Carbon Footprint aspect.

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Progress made in 2013	2014 Objectives
Management of the supply chain The green shopping project of the Organization and General Services Department is fully operational. In 2013, this Department prepared a catalog of 737 products, 41.4% of which are classified as more environmentally-friendly. Compared to the 2012 catalog, 104 products have been discontinued as they did not meet environmental requirements. During 2013 a total of 101,526 products were purchased, 61,323 of which were environmentally friendly, representing 60.4% of purchases made. In OHL Construction the review of the criteria for supplier evaluation was completed, generating a new purchasing standard with approval and evaluation requirements by country. The criteria listed in the ISO 14001 standard have been included.	<ul style="list-style-type: none"> • Continue and strengthen the activities of 2013. • Scope 3 GHG emissions project with strategic suppliers.
Knowledge management Under development. OHL Link project which includes a platform to share information, solutions and good environmental practices.	<ul style="list-style-type: none"> • Widespread use of platform that will make it possible to share information, solutions and good environmental practices.
Partnerships with institutions Signed partnership agreement with CDP for 3 years (2013-2016). Signed new voluntary agreement with Madrid City Council. Development of a Mobility Plan. Collaboration with the ENCORD Platform in developing ENCORD Waste Measurement Guidelines.	<ul style="list-style-type: none"> • Continue to expand partnerships with other international organizations in environmental protection.
Incentives Revised Environmental Award rules, in terms of diversification and internationalization.	<ul style="list-style-type: none"> • Planned to hold awards in 2014.

Further information:

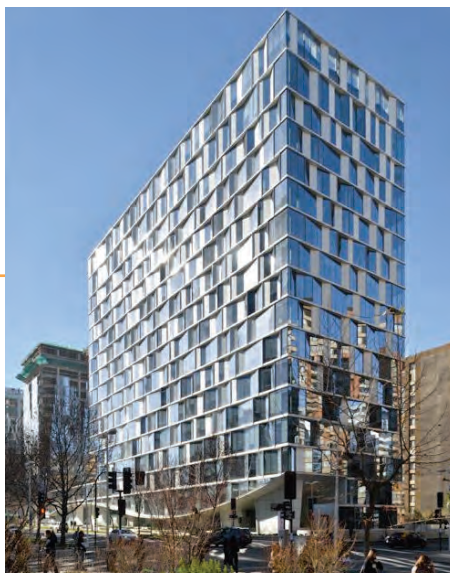
[OHL Group corporate policies](#)
[Environmental and Energy Master Plan 2011-2015](#)
[Sustainable construction in OHL. LEED accreditation](#)

The OHL Group is committed to sustainable construction through compliance with standards such as LEED or BREEAM certification.

OHL USA, part of the OHL Construction division, known for its commitment to LEED (Leadership in Energy & Environmental Design) methodology and certification.

This certification is an international benchmark for the design, construction and operation of “green” energy-efficient buildings. The United States Green Building Council (USGBC) establishes the methodology and provides the necessary tools to assess and control the environmental impact of buildings. Establishes seven categories: sustainable sites, water efficiency, energy efficiency, materials and resources, indoor environmental quality and regional priorities.

The Group selects buildings with LEED or BREEAM accreditations to install their headquarters worldwide, such as the Torre Espacio Building in Madrid Spain or the Deloitte Building in Santiago de Chile.



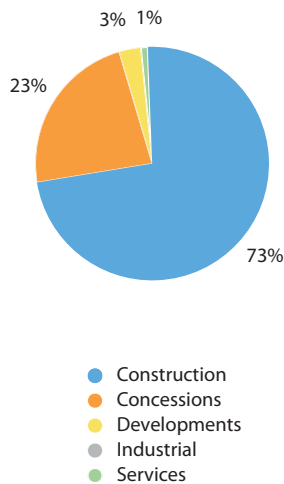
Deloitte Building in Santiago, OHL base in Chile.

Environmental management

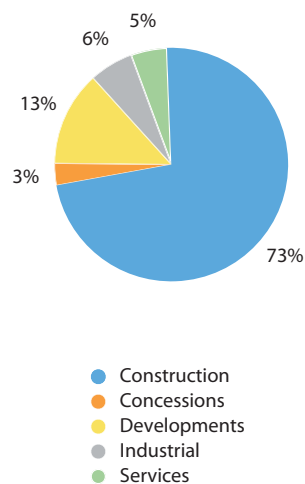
Significant environmental aspects in the Group	
OHL CONCESSIONS <ul style="list-style-type: none"> • Power consumption. • Waste generation (vegetable and non-hazardous). • Atmospheric emission of noise. • Urban waste generation (indirect aspect produced by infrastructure users). • Emissions of greenhouse gases (GHG) (indirect aspect produced by infrastructure users). 	OHL CONSTRUCTION <ul style="list-style-type: none"> • Emissions of greenhouse gases (GHG). • Power consumption. • Waste generation (inert and hazardous). • Emission of dust and particles to the atmosphere. • Emission of noise and vibrations to the atmosphere.
OHL INDUSTRIAL <ul style="list-style-type: none"> • Emissions of greenhouse gases (GHG). • Generation of hazardous waste. • Generation of vegetable waste. • Emission of noise and vibrations to the atmosphere. 	OHL DEVELOPMENTS <ul style="list-style-type: none"> • Impact on flora and fauna. • Impact on biodiversity and ecosystems (beaches, mangrove forests and tundra). • Water consumption. • Generation of municipal waste.
OHL SERVICES <ul style="list-style-type: none"> • Generation of hazardous waste (cleaning products and batteries). • Generation of waste similar to urban waste (plastics). • Power consumption. 	CORPORATE MANAGEMENT <ul style="list-style-type: none"> • Emissions of greenhouse gases (GHG). • Power consumption. • Water consumption and consumption of forest products (paper). • Generation of non-hazardous waste (paper).

In 2013 the Group invested €6.33 million to the chapter of **environmental expenditure** (environmental management from daily operations), up from €4.39 million in 2012 number. That figure includes €3.21 million (51%) for pollution prevention and environmental management and €3.12 million (49%) for waste management and remediation activities.

Distribution of environmental expenditure by division 2013



Environmental investment by division 2013



Minimizing the cost of waste management

Technical studies and best available technologies allow improved environmental management and cost savings. A notable example has been the technical work carried out by OHL Industrial that has succeeded in reducing the costs of waste management in the Termosolar Arenales Center project by 95.96%, which led to savings in the project of €82,437.80. The study, initiated by the environmental team, entailed the discontinuation of 90.4 tons of waste (big bags of salt), classified as hazardous waste by the regulations by default.

Such a high increase in spending is a result of conducting relevant projects in the Czech Republic, Canada and Australia in the OHL Construction Division.

The **environmental investment** of the OHL Group in 2013 amounted to €3.94 million, with OHL Construction being the division with a greater volume of investment (€2.84 million).

OHL Construction in Poland invested nearly €2 million in 2013 to treat sludge from the TBM of the connection work between the airport and the port of Gdansk. With a maximum work flow of 2,400 m³/h, it separates the excavated material from the bentonite mud so it can be reused.

These resources were used to enable environmental measures contained in the Environmental and Energy Master Plan 2011-2015. Highlights, within internal environmental management in 2013, include the area of the low-carbon economy and energy efficiency.



In 2013 OHL worked extensively on analyzing environmental risks and opportunities as a continuation of the work begun in previous years. Since 2009, the Group has conducted an analysis of risks and opportunities associated with climate change, which was complemented in 2013 with an analysis of its water footprint. In 2014 the preliminary work will be reviewed and the analysis will be extended to other relevant environmental aspects in coordination with Risks Management.

Moreover, the development of the Environmental Risk Assessment Process in bidding for OHL Construction continued in 2013 in collaboration with Risk Management, with the improvement of the initial methodology proposed in 2011. Work will continue in 2014.

Compliance with environmental legal requirements is a commitment of the Group in all countries where it operates, as well as the application of best practices in less developed countries with the regulatory framework for environmental protection. In 2013 the OHL Group made great efforts to expand the database of environmental legal requirements by broadening its scope to all countries in Latin America with activity.

In 2014, it is planned to continue monitoring requirements in all locations of the Group, with special emphasis on the rules relating to Environmental Responsibility, Energy Efficiency in buildings and the Equator Principles throughout the Group.

The Group also monitors and actively collaborates in public participation processes for the review and approval of regulations associated with waste and carbon footprint, in an environment of business associations. For example, SEOPAN (Spain) and ENCORD (Europe).

Main identified risks associated with climate change

CC-R-01. Regulatory risks:

- Regulatory scenarios associated with GHG emissions (emission rights) and limits on air pollution.
- Obligation to report emissions.
- Taxes and regulation of fossil fuels.
- Standardization and regulation on energy efficiency of products and labeling.

CC-R-02. Physical risks: hurricanes and typhoons and changes in rainfall patterns.

CC-R-03. Reputational risks.

Main identified risks associated with water footprint

HH-R-01. Physical risks: reduction in water quality, flooding, water shortages, change in rainfall patterns.

HH-R-02. Regulatory risks: water restrictions by governments.

HH-R-03. Reputational risks.

On environmental training directed at employees, the 2013 Catalog of Training Activities of the OHL Group Training Service provided 13 courses on environmental matters, in which a total of 19,330 students participated corresponding to 4,162 training hours.

In the area of **knowledge management**, the Group continued to work on the new internal communication tool that will replace the current intranet. This is a more powerful platform, allowing the quality and the environmental specialists across the Group to exchange information, technical solutions, best practices and environmental and quality initiatives, as well as access a library of documents related to the environment.

► In 2013 over 19,000 people participated in environmental training activities in the Group, with a total of 4,162 hours of training being taught.

In the area of **communication** of the environmental performance of OHL in 2013, the Group was involved in the Investor, Supply Chain and Water Program CDP initiative and in FTSE4GOOD and Madrid Excelente reporting the environmental information requested.

It has also been involved in the events held in Madrid (Spain) and Istanbul (Turkey) promoted by CDP on the low-carbon economy and has shown their support in presenting CDP Sustainable Investment events: exploring opportunities for resource efficiency and economic growth in Warsaw (Poland) and at the Launch of the 2013 Latin America CDP Report event held simultaneously in Santiago de Chile (Chile), Bogota (Colombia) Mexico City (Mexico) and Lima (Peru).

Environmental restoration and recovery are traditional activities in the OHL Group, providing a highly-specialized team in defense against erosion and afforestation.

Highlights of awards in 2013 are the Lago Machado ecosystem rehabilitation project for €56 million, the exploitation, upkeep and maintenance of several dams in Madrid or the damage repair project or project in the Ésera and Garona river basins.



Rehabilitation of the ecosystem of lake Machado, in Los Angeles, California.

The Emergency Actions project at the fire in the Mountain range of Donceles (Spain) implemented in 2013 has turned it into a nature reserve (LIC [Place of Community Interest] Mountain range of Alcaraz and Segura and the canyons of the Segura and Mundo river and ZEPA [Area of Special Protection for Birds]). This comprised the defense work against erosion (through faggots and earthworks) and defense against pests in an area of 5,500 ha to correct the damage caused by a major forest fire in 2012.

A new feature in 2013 in terms of partnerships with institutions includes the Partnership with CDP for 3 years (2013-2016) and the Sustainable Mobility Voluntary Agreement with Madrid City Council.



Strengthening internal environmental commitment: Environment Award of the OHL Group

For the internal promotion of environmental commitment and the search for the best solutions in this field within the business activity, OHL will launch the Environment Award in 2014.

This initiative aims to recognize and reward the most important environmental initiatives in the OHL Group, while promoting internal communication so they can be replicated. Another objective of the Award shall be to communicate and disseminate the most important environmental actions to OHL stakeholders.

Although all environmental initiatives will be considered, each year a particular environmental aspect shall be appraised such as the reduction of energy consumption, reduced emissions of greenhouse gases (GHG) or the replacement of energy sources by clean energy.

Implementation and Certification of the Environmental Management System

Regarding the implementation of the Environmental Management System in various activities and countries, in 2013 OHL Concessions worked on implementing the system in Mexico and Peru, a project still in progress at the time of preparing this report, as well as the creation of an integrated proprietary management system adapted to each type of concession.

2013 Certifications	
ISO 9001	46
ISO 14001	32
EMAS	1
ISO 50001	1
LEED	17
RainForest Alliance	1
Madrid Excelente	1

In 2013 OHL Construction implemented the Quality and the Environment System in all Latin American countries (Peru, Ecuador, Venezuela and Uruguay) and Australia and the Environment system in Canada. The division maintains ongoing specific projects in this area such as the integration of quality and the environment plans in the Project Management environment that are being developed in Australia, Spain, Turkey, Kuwait, UAE and Canada; and obtaining an overall tri-standard integrated management global certification (ORP, quality and the environment jointly) in the different geographical areas where OHL operates (e.g. Latin America, Canada and Australia).



External environmental certification in OHL

Progress made in 2013	2014 Objectives
OHL Concessions	
Preparation for tri-standard and multisite certificate in all locations in Spain, Mexico and Peru.	<ul style="list-style-type: none"> OPCOM Certification in ISO 14001. OPECAR Certification in ISO 14001 and OHSAS 18001, with extension of the scope to all activity, "transit, revenues, ordinary maintenance and customer care". Continuation of the 2013 objective; development of a multisite tri-standard certificate in OHL Concesiones and subsidiaries.
OHL Construction	
Certificate Canada (quality), Argentina and Chile.	<ul style="list-style-type: none"> In Latin America (Chile, Peru, Colombia, Ecuador, Argentina, Uruguay, Venezuela and Brazil) multisite tri-standard certificate. In Canada, tri-standard certified. In Australia, tri-standard certified. Global tri-standard certificate managed from Spain for all Area Departments.
OHL Industrial	
Multisite dual-standard certified in all locations (including commercial offices) of Spain, Mexico, USA and Brazil and sub-certified (multisite scheme) on behalf of seven companies in the division.	<ul style="list-style-type: none"> Expanding scope of Ecolaire, issuing sub-certificates on behalf of OHLI Oil& Gas, OHLI Peru, OHLI Chile.
OHL Services	
ISO 50001 certification of its energy management system.	<ul style="list-style-type: none"> Obtaining the EMAS certificate for Ingesan.
Organization and General Services Department	
Maintenance of the Quality and the Environmental Certificate.	<ul style="list-style-type: none"> Obtaining the multisite tri-standard certificate.

The business volume certified in ISO 14001 of the OHL Group increased from 52% in 2012 to 45% in 2013. The total sales of the OHL Group's environmental monitoring rose 10% (from 83% to 93%), for the effort of the divisions in systematizing environmental control.

	OHL Concessions		OHL Construction		OHL Industrial		OHL Services		OHL Developments		OHL Group Total	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
ISO 14001-certified business volume (% of total)	31%	37%	52%	42% ⁽¹⁾	86%	89%	76%	77% ⁽²⁾	0% ⁽³⁾	0%	52%	45%
Business volume with systematic environmental monitoring (% of total)	29%	100%	90%	93%	93%	91%	76%	77%	100%	100%	83%	93%

Note 1. Due to a greater concentration of sales in large-scale projects with their own quality and environmental management system, which are not included in the certification process.

Note 2. Novaire without environmental monitoring or ISO 14001 certification.

Note 3. OHL Developments applies a specific standard to certify its environmental management. RAINFOREST ALLIANCE.

Further information:

[Certified companies 2013](#)
[GRI indicators](#)



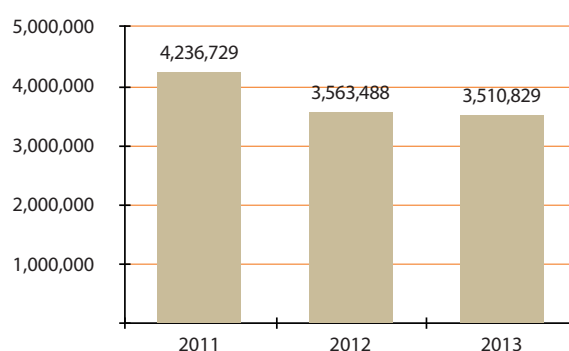
► Environmental performance in 2013

For 2013, it has managed to moderately reduce direct energy consumption and continues to expand the amount of self-generated solar power. Moreover, the increased activity in certain countries and the incorporation of new geographic areas do reflect some increase in indirect energy consumption, water consumption and waste management. To analyze the values of this year, it is preferable to compare with 2012, since the figures changed significantly between 2011 and 2012 due to the exit of the Environment Division from the OHL Group (reducing major consumption characterized by sewage and desalination plants).

Energy Consumption

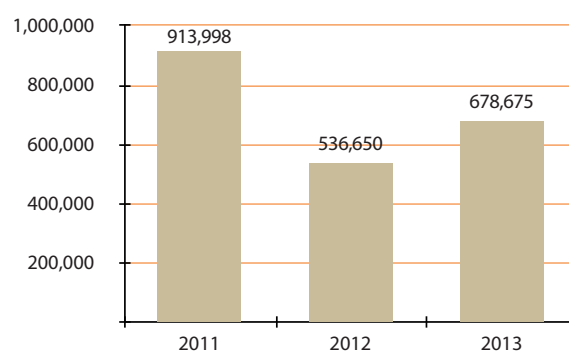
Consumption of **direct energy** slightly reduced in 2013, being 1% below the previous year. The general trend is still downward. For the OHL Industrial division an increase in consumption is observed through an increase in activity in Latin American countries. The OHL Developments division remains constant while OHL Concessions and others in the Group have reduced their consumption by offsetting the total.

Direct energy consumption (Gj)



Consumption of **indirect energy** increased compared to 2012, but remains below the values for previous years. By division, the activity of OHL Construction has increased its consumption in Kuwait, Saudi Arabia and Poland. OHL Concessions continues to decrease and accumulates a 19% reduction compared to the previous year (22,892 GJ). OHL Developments maintained and OHL Industrial increased its amount, linked to increased activity in Spain. Parallelism with direct consumption is observed by division.

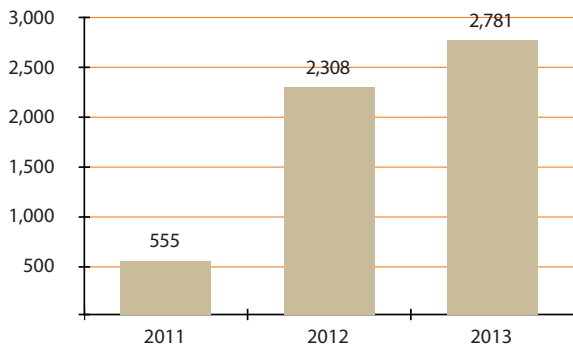
Indirect energy consumption (Gj)





Self-generated and consumed **solar energy** is rising, the figure for 2013 is 21% higher than in 2012, reflecting the efforts of the OHL Group in promoting clean energy, especially in the OHL Concessions division and in the OHL Services division. The 2012 value was revised in 2013.

Self-generated and consumed solar energy (Gj)

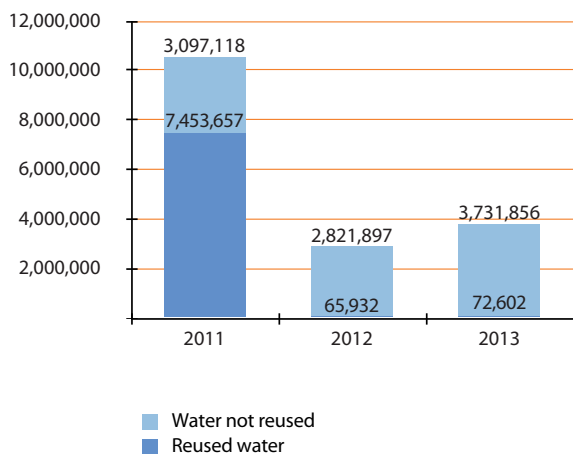


Water consumption

Water consumption increased by 32% compared to 2012, due to construction activity in Turkey.

The other divisions maintained water consumption with no significant changes except OHL Concessions, whose consumption fell by 4% (2013: 139,400m³) for the completion of the construction phase and commencement of operation of its concessions in Mexico.

Water consumption (m³)



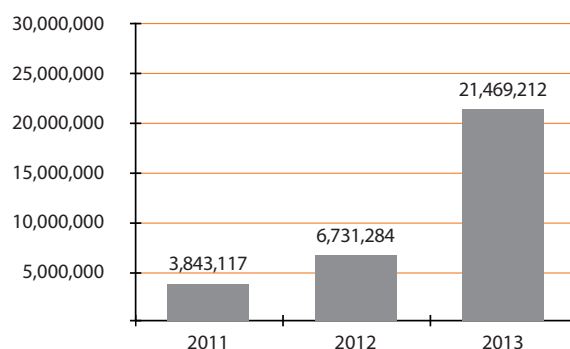
Waste Management

Waste Management experienced a significant rise due to increased coverage by reported business figure and increased activity in the OHL Construction division, producing 95% of the residues of the OHL Group in 2013, 96% of which are classified as construction and demolition waste (soil and debris).



This division has doubled the volume of waste managed following the commencement of activity in Poland and Saudi Arabia and increased activity in the U.S. and Spain.

Waste management (t)



Further information:

[GRI indicators](#)

► Low-carbon economy

Aware of the importance of the fight against climate change, in 2007 the OHL Group established its **Commitment to Combat Climate Change**, which focuses on developing a business strategy to create value with the minimum possible impact of its activities on the atmosphere.

The OHL Group's Environmental and Energy Master Plan 2011-2015 includes developing this specific commitment in its *Low-carbon economy* section. Reducing the carbon footprint is further associated with increased energy efficiency and reduced resource consumption and costs. In 2013 significant progress has been made in developing projects. 85% of the low-carbon economy projects were in development and 7% are considered completed or mature in their performance.

Some of the most prominent projects associated with this important environmental issue for the OHL Group are: the Greenhouse Gas Emissions Report and its verification, the Reduction plan, the Compensation plan, the energy management system certification according to ISO 50001, management of installations with sustainability criteria and collaboration with CDP, among others.

Improving the **GHG Emissions Report** is a priority for the Group and it has therefore initiated a process of reviewing the Protocol of Monitoring the OHL Group's GHG emissions to adapt it to current verification needs and extend the management of scope 3 emissions (supply chain).

In the second quarter of 2013, a first estimate of emissions from the supply chain has been conducted in order to expand the scope of the GHG Emissions Report. The analysis was carried out through an input-output tool based on statistics by country, which consider the interaction of all economic sectors. This methodology provides an overview of the company's supply chain and its associated emissions. In 2014 this project will be continued, using the results obtained to prioritize suppliers that will be part of a joint project for measuring and reducing emissions.



The calculation of emissions is included in the Group's Sustainability Report, which was externally verified in 2013 according to ISAE 3000. In 2014 the verification will be maintained and the verification shall be analyzed with more specific standards such as ISAE 3410 or ISO 14064-1.

The work started in 2012 for the development and approval of an overall objective of reducing GHG emissions in the long term continued in 2013. However, the project is going to continue with a new approach and planning that will result in a **Plan to reduce GHG emissions**. This document, which will be complementary to the Environmental and Energy Master Plan 2011-2015, will contain the Group's general objective and partial objectives of the divisions and departments as well as all the projects already in development. This approach responds to the new requirements of the regulations in Spain (expected to be approved in 2014) and the CDP initiative, both identified as relevant stakeholders.

This delay has not hindered the development of the various projects and reduction actions undertaken in the divisions and departments.

OHL Construction has made investments on energy efficiency improvements in 2013 worth €838,178. Prominent examples include the performances of ŽPSV in the Czech Republic and that of Community Asphalt in the U.S.

ŽPSV has carried out the Decentralization of the technological steam production and heating system project in the Uherský Ostroh plant replacing the central boiler for a system that distributes natural gas directly to the place of consumption. There, through certain devices, the gas becomes steam or heat. In this way the heating is better regulated, preventing the generation of the residual heat necessary to transport heat from the boiler to the consumption points. This investment will result in significant savings in energy consumption and reducing emissions.

Some examples of scope 3 emissions where efforts will focus in 2014 are as follows:

- Emissions of the supply chain - suppliers.
- Emissions from the manufacture and transport of purchased products.
- Emissions from transporting and managing generated waste.
- Emissions from business travel.
- Emissions from transporting workers to the workplace.

Ingesan, facilities management subsidiary of OHL Services, has been certified by Bureau Veritas for its Energy Management System, according to the ISO 50001 standard. It therefore becomes the first company in the OHL Group to obtain such certification.



Luis García-Linares, Corporate General Director of the OHL Group and Chairman of OHL Servicios, received the certification from Bureau Veritas.

The energy objectives for 2013 include the implementation of a plan to generate energy-efficient ideas and decrease energy consumption by 5% through use of computers in 2013-2014.



At its Vero Beach plant, Community Asphalt has replaced liquid fuel with natural gas by making appropriate changes to the facilities. This energy transformation of the plant improves the combustion process and reduces GHG emissions.

OHL Concessions extends its initiatives in solar energy use and improving energy efficiency of its installations and services. In 2013 the Terminales Marítimas del Sureste concessionaire invested over €74,000 in actions related to improving insulation and closure, improving the energy efficiency of equipment with fuel consumption (Installation of FUEL SAVING SYSTEM) and lighting (with the replacement of units by others that have lower consumption and equal or better performance).

OHL Industrial has undertaken two initiatives associated with the use of materials with better performance and less pollution to the atmosphere for its 50-MW Solar Thermal Plant project in the town of Morón de la Frontera (Seville). These initiatives are associated with preference in purchasing the following products:

- RZ1 Cables (high security (Rz1), easily surpassing all requirements of current regulations, high fire resistance and low emission of opaque or toxic fumes (dioxin emissions into the atmosphere) and an excellent ability for the fire not to spread. The budget amounts to approximately 900,000 euros.
- Gas extinguishing agent Novec. This is an extinguishing gas that is safe for people and the environment since it does not have any greenhouse effect and does not damage the ozone layer. The long useful life that characterizes it and the lack of generation of residues are additional benefits to using this gas. Novec is included and recognized in the main regulations on fire protection systems with the use of gaseous agents: NFPA 2001:2008, EN 15004:2008 and ISO 14520:2006. The initiative has an associated monetary amount of €20,000.

Mayakoba Corridor Hotel Operator (OHL Developments) has conducted an energy saving project in its services of the Fairmont Mayakoba Hotel, replacing TV screens and LED technology for energy-saving bulbs in 401 rooms. An investment of over €522,000 has been made.

The Organization and General Services Department has continued its **Mobility Plan**, **Efficient Air conditioning** and **Sustainable Offices projects**. These are three very important projects, as they face the great problem of diffuse emissions, and are in an advanced stage of maturity.

The **Mobility Plan** aims to improve energy efficiency and reduce GHG emissions derived from the OHL Group's mobility (business travel and staff travel). Composed of several actions, in 2013 the following goals have been achieved:

- The average number of vehicles in the leased fleet in 2013 was 801 vehicles (8.6% lower than in 2012). This reduction in fleet has led to a 6.8% reduction of the indicator of t CO₂ emissions/km of the fleet of leased vehicles in Spain, which in 2013 fell to 0.091 t CO₂/km traveled (2012: 0.098 t CO₂/km traveled).

- With respect to 2012, in Spain the kilometers traveled by plane decreased by 0.4% and those of rental vehicles by 57.5%, with train journeys increasing by 1.3%. In 2013 the number of kilometers traveled reduced by 1.5% and there was a total of 448 videoconferences, which, together with the reduced use of vehicles with greater GHG emissions, has reduced the tons of CO₂ emitted through travel in Spain by 3.5%.

Moreover, the **Efficient air conditioning** project reduced energy consumption in headquarters in Spain by 11.2% per m² occupied compared to 2012 (2013: 0.309 GJ/m²).

The **Sustainable Offices** project is aimed at the selection of offices according to sustainability criteria. Some examples of the criteria used are proximity to mass transport, age of the electrical installations and energy efficiency, type of insulation, mechanisms to reduce water consumption, etc. In 2014 we will work on applying this measure to the international offices.

Novaire, OHL Services division, has developed, as part of its **Energy Efficiency** project, investments totaling more than 209,000 euros, where the most prominent project has been the PV project in several residential centers.



Novaire has avoided the emission of 31.58 t CO₂ with its Energy Efficiency project.

These are flat roof installations, in which self-supporting brackets have been installed to attach the REC 235 polycrystalline PV modules. This action led to the self-generation of 131,208 kWh, saving 31.58 t CO₂ in emissions and an estimated cost savings of 15,000 euros.

Also noteworthy are other activities to optimize energy sources according to use, for example by limiting the use of propane gas for activities such as cooking, ironing and drying, or the replacement of high-efficiency equipment (air to water heat pump) for installing domestic hot water.

OHL Concessions continues with its **Solar energy utilization** project, with solar energy production exceeding 640,000 kWh.

Highlights of the Ingesan awards (OHL Services Division) include its new business areas such as the energy efficiency service with full warranty and maintenance of the installations of the Ávila Assistance Complex, with a completion period of ten years and a budget of 5.7 million euros. This contract includes the maintenance service for electrical and mechanical installations in addition to improvements on energy-consuming parts of the facilities so as to optimize the energy efficiency of the complex as a whole. Following the measures implemented on the basis of new technologies and facility refurbishment, the savings attained will reach 10% for thermal energy, 15% for electricity, and 5% on water consumption.

This is the first project of its kind launched by the Regional Health Management of Castilla and Leon, and is included within the overall Action Plan for Saving and Energy Efficiency 2011-2020 of the Ministry of Industry, Trade and Tourism and aligned with European standards Directive 2012/27/UE on energy efficiency and the EU 20-20-20 targets for 2020 (20% increase in energy efficiency, 20% reduction of GHG emissions and 20% increase of energy generation from renewable sources).

Torre Espacio, Spain's first BREEAM sustainability certified office building to be rated Excellent

In December 2013 Torre Espacio, headquarters in Madrid of the OHL Group, became Spain's first office building to secure the BREEAM® ES In Use sustainability certificate rated "Excellent" in the section that assesses aspects of the building's construction and installations.

The building has been certified after passing an evaluation process broken down into nine categories: energy, health and wellbeing, transport, water, materials, waste management, pollution and land use and ecology.

Created in England more than twenty years ago, BREEAM® (Building Research Establishment Environmental Assessment Methodology) is the method of evaluation and certification of sustainable buildings that are most technically-advanced and a global leader with over 245,000 buildings certified in 50 countries since its inception in 1990.

BREEAM® ES In Use is a method that can be applied to all kinds and uses of non-domestic buildings that have been operating for at least two years.



Main sustainability characteristics of Torre Espacio

- Energy Class A.
- Optimal distribution of cooling through cold roof in occupied spaces.
- Additional efficiency provided by the free-cooling hydraulic system.
- Tracking and monitoring energy consumption through more than 300 network analyzers.
- All bathrooms are equipped with low-consumption sanitary ware.
- System to reuse water from the car wash.
- Separation and proper management of each and every one of the waste fractions, with complete management.
- Bicycle parking.
- Recharging stations for electric vehicles.
- Car share service through the building's intranet.
- Users can control the main parameters of thermal comfort and brightness of their workspace.

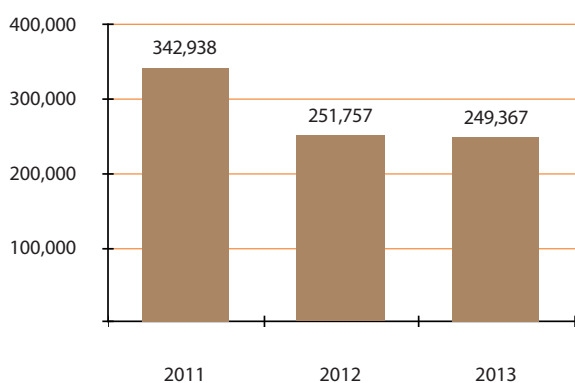


OHL Group's Environmental performance

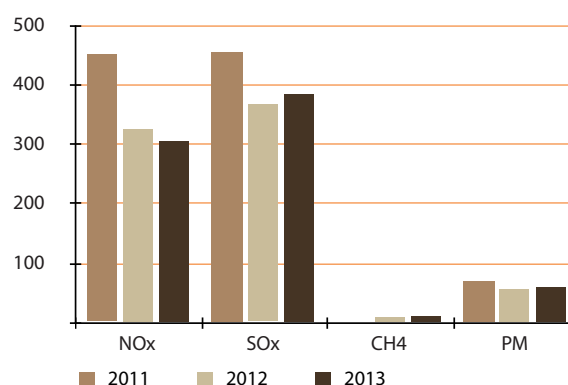
CO₂ emissions in 2013

Direct emissions of CO₂, as well as other pollutants, have moderately reduced in 2013. Indirect emissions of CO₂ of scope 2, exceed the figures obtained during 2012 due to an increase in OHL Construction in Kuwait, Saudi Arabia and Poland; however, values that are lower than the figures for 2011 and previous years are maintained. Scope 3 category emissions are similar to 2012 (slightly above 3%), which have been offset by an increase in the local purchase of materials (lower transportation emissions).

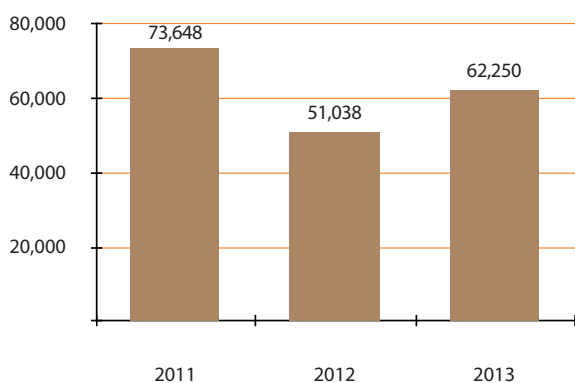
Direct CO₂ emissions (t)



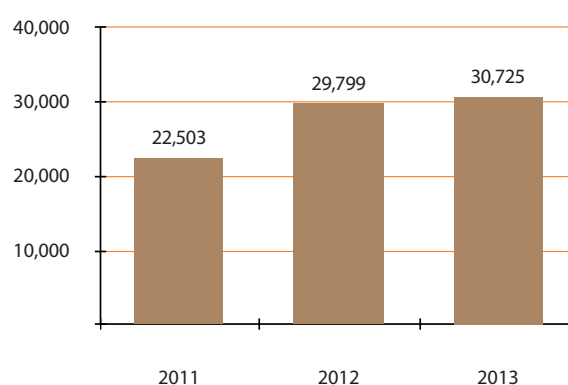
Direct emissions of other contaminants (t)



Indirect CO₂ emissions (t)



Indirect CO₂ emissions (t) Scope 3



Scope 1: emissions from direct consumption of fossil fuels.

Scope 2: emissions from consumption of electricity and other energy (heat, steam, etc.)

Scope 3: emissions from T&D losses from purchased electricity, business travel, the movement of goods and workers traveling to the workplace.

In addition to measures to reduce emissions, OHL has a program to **offset emissions** generated. During 2013 the 2012 carbon footprint from the Group's activities was neutralized by entry into the **Voluntary Carbon Market (VCM)**. To do this, OHL voluntarily participated in two emission offsetting projects, in Mexico and Peru, with the help of the **CeroCO₂** initiative, a project of the Fundación Ecología y Desarrollo organization (ECODES).



► By participating in CeroCO₂, the Group offset a total of 1,588.6 tons of CO₂ in 2013.

It is planned to align the GHG Emissions Offsetting Program to the needs of the divisions, seeking synergies with production areas.

The projects selected in 2013 for offsetting are carried out in developing countries, where it is also possible to address the dual objective of combating climate change and poverty.

By supporting these projects, OHL not only intends to help mitigate climate change, but also to socio-economic development and improving the living conditions of the local communities where they are carried out and generate additional environmental benefits such as protecting biodiversity and water resources.

Specifically, the Amazon Conservation project in Madre de Dios in Peru seeks to greatly reduce deforestation in the Amazon rainforest caused by agricultural, livestock and timber extraction activities. The project especially works in the increased surveillance of the forest and in the provision of benefits to local communities, and has been validated twice by two of the most prestigious standards in the Voluntary Carbon Market: VCS- Verified Carbon Standard and CCBS- Climate Community and Biodiversity Standard.

Meanwhile, the Scolel Te project: reforestation project in Chiapas, Mexico seeks to combat climate change and reduce deforestation by introducing agroforestry systems and the recovery and management of indigenous community forest areas. Through these actions, the project positively impacts the social, economic and environmental level such as soil protection, biodiversity and water sources.

Through the financial support for these two projects, the Group has been able to make a total of 1,588.6 tons of CO₂.

CO₂ emissions offsetting: projects supported by OHL in 2013



Amazon conservation in Madre de Dios (Peru) Highlights

- The jungle where the project is located is very important in terms of biodiversity conservation as it is the habitat of four species of endangered trees and eleven species of animals.
- The project will contribute to the sustainable development of rural producers and indigenous communities (Yine and Mashco Piro Tribes) living in the area by funding organic production projects.

Scolec Te: reforestation in Chiapas (Mexico)

Highlights

- This is the longest-running project in the voluntary carbon market worldwide.
- Support for 89 communities and 2,450 families involving over 1,000 producers from different ethnic groups (Tzeltal, Tzotzil, Chol, Lacandon and Tojolabale, among others).
- Protection and preservation of over 7,500 acres of forests and jungles.
- More than 420,000 tons of offset CO₂.
- Local training, community and regional technicians.
- Increased household and community income.
- The Plan Vivo System guarantees permanence and flexibility and facilitates reproducing the model with small producers.
- Strengthening local skills and raising awareness of the need to conserve the environment and protect biodiversity.



In 2013 OHL also made progress in fulfilling the commitments made by the Group as a member of the **Pro Clima Forum**, an initiative by Madrid City Council (Spain) for the fight against air pollution through exchanging experiences, disseminating innovative activities and promoting new initiatives in this regard.

Specifically, OHL made progress on all three work lines shared with the Forum: procurement of sustainable forest products, energy efficiency and sustainable mobility.

The voluntary agreement on sustainable procurement of forest products in the category of office paper consumption in Spain and led by the Organization and General Services Department has been far exceeded with all the paper with FSC or PEFC guarantee. Other activities carried out in 2013 are the information and awareness-raising campaigns, and the purchase of energy efficient equipment in all operating divisions.

Last but not least in the line of work on the low-carbon economy is the signing in 2013 of a **partnership agreement between the OHL Group and CDP**. The Group will donate 35% of the budget for actions related to the Low-Carbon Economy in 2014 to the development of this agreement.

The OHL Group has participated voluntarily and publicly in the CDP initiative in the Climate Change program since 2009, the Supply Chain program since 2011 and the Water program since 2012.



OHL's score in the Climate Change program has been high since the beginning of the assessment. (84B in 2011, 94B in 2012, 90B in 2013 out of a maximum of 100A) and OHL has been included in the Climate Disclosure Leadership Index - CDLI (2011 and 2012) twice, which shows its level of commitment to the goals of this organization.

With the agreement signed in 2013, OHL aims to advance in its commitment to promote a low-carbon economy, sharing best practices and innovative ideas with sector experts and using CDP technical support to improve its own performance in the fight against climate change.

CDP Iberia 125 Climate Change Report 2013

OHL, third among the construction companies in the Ibex 35

On November 26, 2013 the results of the CDP Iberia 125 Climate Change Report 2013 were published analyzing the climate change strategies of the 125 largest listed companies in Spain and Portugal. 85 of these are Spanish and all are included in the IBEX 35.

In this edition OHL obtained a score of 90B.

Regarding *Disclosure*, the level of detail and understanding of the report is rated. The score obtained by OHL (90) reflects, among other things, that the company recognizes the integration of climate change into its business strategy as a priority. Nevertheless, in 2013 the rating declined slightly compared to 2012 (94) due to the incorporation of increasingly-restrictive requirements associated with the supply chain.

Regarding *Performance*, the actions undertaken in climate change are evaluated. Scale from E to A (highest level). In this respect the OHL scoring (B) has remained constant over previous years where good results have been obtained (2012: B; 2011: B). CDP therefore recognizes that the integration of climate change is among OHL's strategic priorities, but it is encouraged to extend them to reach the highest rating.

These results place OHL **tenth** in the ranking of Spanish companies in the **industrial sector**, where the construction sector is included, OHL is ranked **fourth** and improves its position (third position) only considering the **companies in the construction sector of the Ibex 35**.

OHL's position in the **global ranking** of industrial companies that answered CDP in 2013 is **forty-fourth** (44th) out of a total of 150 companies. If only the **Engineering and Construction companies** are considered, it is ranked **fourteenth** (14th) out of 39 companies.



GRI Indicators Environment



GRI INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS		TYPE	CONSTRUCTION	CONCESSIONS	INDUSTRIA
EN1	Materials used, by weight or volume.	C			
	External soil and rock (m³)		432,884	0	
	Reused rock and soil (m³)		135,367	75,167	
	Aggregates (recycled) (m³)		145,047	0	
	Normal aggregates (t)		784,753	0	
	Metals (t)		72,889	0	
	Concrete (m³)		898,906	0	
	Ceramics (m²)		33,332	0	
	Bituminous mixtures (kg)		378,147,537	3,459,240	
	Organic oils and greases (kg)		208	0	
	Industrial oils and greases (kg)		113,215	0	
	Chemical products (reactive) (t)		3	0	
	Plastic and its derivatives (kg)		0	0	
	Paper (kg)		179,313	33,719	
	Prefabricated materials (m³)		0	0	
	Cement (kg)		39,806,200	0	
	Wood (kg)		0	0	
	Glass (kg)		0	33,000	
	Certified forest products (t)		38	0	
	Organochlorinated paint (kg)		0	607	
	Non-organochlorinated paint (kg)		4,340	58,175	
	Chemical products (primer) (kg)		4,616	0	
	Chemical products (solvent) (kg)		3,439	0	
	Chemical products (tar cleaner) (l)		0	0	
	Chemical products (additives) (kg)		0	0	
	Chemical products (explosives) (kg)		52,200	0	
	Industrial gas consumed: oxygen (kg)		596	0	
	Industrial gas consumed: acetylene (kg)		198	0	
	Industrial gas consumed: protar (kg)		37	0	
	Salt (kg)		0	631,100	
	Health care supplies (kg)		0	0	
	Fabric (kg)		0	0	
	TOTAL (t)		4,949,899	139,516	
	PRODUCTS PURCHASED DIRECTLY (t)		4,949,542	139,483	
	NON-RENEWABLE PRODUCTS/MATERIALS (t)		4,949,681	138,852	
EN2	Percentage of materials used that are valued materials.	C			
	TOTAL		693,672	135,965	
	PERCENTAGE		14.0%	97.5%	

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L	DEVELOPMENTS	SERVICES	TOTAL	TOTAL (tons)
0	0	0	432,884	779,191
0	14	0	210,548	378,986
0	0	0	145,047	377,122
0	0	0	784,753	784,753
0	0	0	72,889	72,889
0	0	0	898,906	2,247,265
0	0	0	33,332	26,666
0	0	0	381,606,777	381,607
0	0	0	208	0.2
0	0	0	113,215	113
0	0	0	3	3
0	0	0	0	0
3,874	10,217	21,966	297,629	298
0	0	0	0	0
0	0	0	39,806,200	39,806
0	0	0	0	0
0	0	0	33,000	33.0
0	14	0	85	84.6
0	0	0	607	0.6
0	0	0	62,515	62.5
0	0	0	4,616	4.6
0	0	0	3,439	3.4
0	0	0	0	0
0	0	0	0	0
0	0	0	52,200	52
0	0	0	596	0.6
0	0	0	198	0.2
0	0	0	37	0.0
0	0	0	631,100	631
0	0	1,193,258	1,193,258	1,193
0	0	8,557	8,557	8.6
4	49	1,224	5,090,774	5,090,774
0	39	1,202	5,090,266	5,090,226
0	25	0	5,088,558	5,088,558
0	25	0	829,662	
0.0%	51.0%	0.0%	16.3%	

V
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GRI INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS	TYPE	CONSTRUCTION	CONCESSIONS	INDUSTRIAL
EN3 Direct consumption of energy broken down by primary sources.	C			
PURCHASED				
GASOIL (liters)		63,750,863	1,260,248	1,260,248
PURCHASED: Gasoil (GJ)		2,302,681	45,520	45,520
GASOLINE (liters)		5,229,181	1,138,028	1,138,028
PURCHASED: Gasoline (GJ)		171,423	37,307	37,307
NATURAL GAS (m³)		1,270,768	55,568	55,568
PURCHASED: Natural Gas (GJ)		42,698	1,867	1,867
PROPANE (liters)		30,681,908	146,023	146,023
PURCHASED: Propane (GJ)		737,237	3,509	3,509
GLP (kg)		0	6	6
PURCHASED: GLP (GJ)		0	0	0
LIGNITE (kg)		385,000	0	0
PURCHASED: Lignite (GJ)		10,857	0	0
PRODUCED AND CONSUMED				
PRODUCED AND CONSUMED: VEGETABLE WASTE (kWh)		0	0	0
PRODUCED AND CONSUMED: Vegetable Waste (GJ)		0	0	0
PRODUCED AND CONSUMED: SELF-GENERATED SOLAR (kWh)		333	641,047	641,047
PRODUCED AND CONSUMED: Solar (GJ)		1.20	2,308	2,308
PRODUCED AND SOLD		0	0	0
DIRECT ENERGY CONSUMED (GJ)		3,264,897	90,511	90,511
DIRECT ENERGY CONSUMED RENEWABLE SOURCES (GJ)		1.20	2,308	2,308
DIRECT ENERGY CONSUMED NON-RENEWABLE SOURCES (GJ)		3,264,896	88,203	88,203
EN4 Indirect energy consumption broken down by primary sources.	C			
ELECTRICITY CONSUMPTION (GJ)		256,587	100,394	100,394
INDIRECT ENERGY NON-RENEWABLE (ELECTRICITY) (%)		70%	73%	73%
INDIRECT ENERGY RENEWABLE (ELECTRICITY) (%)		30%	27%	27%
INDIRECT ENERGY (GJ)		301,170	118,351	118,351
EN5 Energy savings due to conservation and improvement in efficiency.	A	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report
EN6 Initiatives to provide products and services that are efficient in the consumption of energy or based on renewable energy, and a reduction in energy consumption as a result of these initiatives.	A	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report
EN7 Initiatives to reduce indirect energy consumption and reductions achieved by these initiatives.	A	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report
EN8 Total water collected by sources.	C	See following breakdown	See following breakdown	See following breakdown
PUBLIC SUPPLY VOLUME (m³)		791,990	60,835	60,835
GROUND WATER VOLUME (m³)		366,855	46,329	46,329
SURFACE WATER VOLUME (m³)		736,817	27,184	27,184
RAIN WATER VOLUME (m³)		0	0	0
WASTE WATER VOLUME (m³)		0	0	0
REUSED WATER VOLUME (m³)		67,566	4,999	4,999
TOTAL (m³)		1,963,229	139,347	139,347
EN9 Water sources significantly affected by water catchment.	A	All of these activities are authorized by the administration, guaranteeing that water catchment does not influence ecological flow or the population's consumption needs	All of these activities are authorized by the administration, guaranteeing that water catchment does not influence ecological flow or the population's consumption needs	The water consumption is supply only



	DEVELOPMENTS	SERVICES	TOTAL	TOTAL (tons)
213,758	207,538	3,943	66,436,350	
43,841	7,496	142	2,399,681	
1,168	129,531	0	6,497,908	
38	4,246	0	213,014	
0	0	375,188	1,701,524	
0	0	12,606	57,171	
0	0	0	30,827,931	
0	0	0	740,746	
0	1,772,388	0	1,772,394	
0	83,834	0	83,834	
0	0	0	385,000	
0	0	0	10,857	
0	762,222	0	762,222	
0	2,744	0	2,744	
0	0	131,208	772,588	
0	0	472	2,781	
0	0	0	0	
43,879	98,321	13,221	3,510,829	
0	2,744	472	5,525	
43,879	95,577	12,749	3,505,304	
32,213	164,795	15,559	569,547	
84%	70%	70%	75%	
16%	30%	30%	25%	
37,330	203,793	18,031	678,675	
omy section ability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	
omy section ability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	
omy section ability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	
	See following breakdown	See following breakdown	See following breakdown	
2,899	0	112,552	968,276	25%
42,809	1,541,101	0	1,997,094	52%
2,484	0	0	766,485	20%
0	0	0	0	0%
0	0	0	0	0%
37	0	0	72,602	2%
48,229	1,541,101	112,552	3,804,458	100%
from public	All of these activities are authorized by the administration, guaranteeing that water catchment does not influence ecological flow or the population's consumption needs	All of these activities are authorized by the administration, guaranteeing that water catchment does not influence ecological flow or the population's consumption needs	All of these activities are authorized by the administration, guaranteeing that the collection of water does not influence the ecological flow or the population's consumption needs	





GRI INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS	TYPE	CONSTRUCTION	CONCESSIONS	INDUSTRIAL
EN10 Percentage and total volume of recycled and reused water	A	See breakdown	See breakdown	See breakdown
REUSED/RECYCLED WATER VOLUME (m³)		67,566	4,999	
PERCENTAGE OF REUSED OR RECYCLED WATER OVER TOTAL CONSUMED (%)		3.44%	3.59%	
EN11 Description of adjacent land or land that is located in Protected Nature Reserves or high-biodiversity unprotected areas. Indicate the location and size of land owned, leased, or in areas that are managed as high value in terms of biodiversity that are outside protected zones.	C	6 Protected Nature Reserves	3 Protected Nature Reserves	The activities of OHL Industrial are not located in adjacent to Protected Nature Reserves or high biodiversity areas unprotected.
		Zeluan and Ensenada de Lloredo Natural Monument. Spain	La Loma. Mexico. (Protected Nature Reserve)	
		Special Protection Zone for Cabo Busto-Luanco Birds. Spain	Barranco Taranfa. Mexico. (High Environmental Value)	
		Southeastern Regional Park. Madrid. Spain	Ing. Gerardo Cruickshank García Park (Protected Nature Reserve. Mexico)	
		Jandia Natural Park. Spain		
		Black Creek. Toronto. Canada.		
		Chapultepec Forest. Mexico. (Urban forest)		
		Black Creek, Toronto, Canada		
EN12 Description of most significant impacts on the biodiversity of Protected Nature Reserves or on high biodiversity unprotected areas, arising from the activities, products and services in protected areas and in high biodiversity areas outside the protected zones.	C	In general the water, fauna and flora are affected. These impacts are controlled by monitoring plans and compensatory measures included within the corresponding Environmental Impact Assessment.	Generally the fauna, preexisting flora and their ecosystems are affected. These impacts are controlled by monitoring plans and compensatory measures included within the corresponding Environmental Impact Assessment.	No negative impact has occurred in Protected Nature Reserves or high biodiversity unprotected areas.
EN13 Protected or restored habitats	A	See breakdown	See breakdown	No effects were produced in protected habitats and habitat restoration is not undertaken.
PROTECTED SENSITIVE AREAS (Ha)		3	33,556	
AREAS USED AND RESTORED (Ha)		124	30,730	
MORE INFORMATION		All of the activities are included in the procedures of the Environmental Impact Assessment and the outcome is verified by the contracting management of the site. No activity different from the previous was undertaken.	All of the activities are included in the procedures of the Environmental Impact Assessment and the outcome is verified by the contracting management of the site. No activity different from the previous was undertaken.	The activity does not affect sensitive areas or areas that require later environmental restoration.
EN14 Strategies and actions implemented and planned for biodiversity impact management.	A	In all of the actions that could possibly affect biodiversity, the environmental management plans or the procedures of the Environmental Impact Assessment are followed in collaboration with the public administration of the respective country. Its success is verified by the contracting management. Some examples of these actions are: protection of affected vegetation, transplants of relevant samples, monitoring of the state of the fauna and flora, quality control of the water, soil conservation, and control and protection against erosion.	In all of the actions that could possibly affect biodiversity, the environmental management plans or the procedures of the Environmental Impact Assessment are followed in collaboration with the public administration of the respective country. Its success is verified by the contracting management. Outstanding: Constantly irrigate the soil. Perform preventive and corrective maintenance on machinery after use. Use equipment that is always in optimal conditions. Rescue of flora and fauna. Slope protection. Tree transplanting. Restoration and rehabilitation of natural areas. Conservation of organic topsoil. Forest waste management. Water protection.	Not applicable. The activities of OHL Industrial do not entail significant amounts of substances that destroy the ozone layer.
EN15 Number of species, broken down by danger of extinction included in the IUCN's Red List and in national lists, and whose habitats are located in areas affected by operations according to the level of threat of the species.	A	Protected species whose habitats may be affected by activity: 14	Protected species whose habitats may be affected by activity: 0	Protected species whose habitats may be affected by activity: 0





	DEVELOPMENTS	SERVICES	TOTAL	TOTAL (tons)
	See breakdown	See breakdown	See breakdown	
37	0	0	72,602	
0.08%	0.00%	0.00%	1.91%	
Industrial or Protected Areas that are	1 Area of high biodiversity	The activities of OHL Servicios are not located in or adjacent to Protected Nature Reserves or high biodiversity areas that are unprotected.	10 Protected Nature Reserves or high biodiversity areas that are unprotected.	
	Playa Tortuguera X'CACEL-X'CACELITO Quintana Roo Mexico 4MX038. National Sanctuary.			
Occurrences or Protected	In general the water, the coastal area and its ecosystems, the fauna and, the preexisting flora are affected. These impacts are controlled by monitoring plans and compensatory measures included within the corresponding Environmental Impact Assessment.	No negative impact has occurred in Protected Nature Reserves or in high biodiversity unprotected areas.	In general the water, the coastal area and its ecosystems, the fauna and, the preexisting flora are affected. These impacts are controlled by monitoring plans and compensatory measures included within the corresponding Environmental Impact Assessment.	
on habitat	See breakdown	No effects were produced on protected habitats and habitat restoration is not undertaken.	33,644 to (Refer to breakdown of each of the divisions)	
0	85	0	33,644 to (Refer to breakdown of each of the divisions)	
0	0	0	30,854 to (Refer to breakdown in each of the divisions)	
Protected areas that require	The protected areas are the low and medium jungle, the mangrove swamps, the lagoon system, the dunes, beaches and marine ecosystems, including the coral reefs.	The activity does not affect protected sensitive areas or areas that require later environmental restoration.	-	
Activities that may affect biodiversity	In all of the actions that could possibly affect biodiversity, the environmental management plans or the procedures of the Environmental Impact Assessment are followed in collaboration with the public administration of the respective country. Its success is verified by the contracting management. Effect on bodies of water, the coastal area and its ecosystems due to the service. These impacts are controlled by monitoring plans and compensatory measures included within the corresponding Environmental Impact Assessment.	Not applicable. The activity does not present impacts on biodiversity	In all of the actions that could possibly affect biodiversity, the environmental management plans or the procedures of the Environmental Impact Assessment are followed in collaboration with the public administration of the respective country. Its success is verified by the contracting management.	
Habitats affected by activity: 0	Protected species whose habitats may be affected by activity: 69	Protected species whose habitats may be affected by activity: 0	No. of species in danger of extinction whose habitats are affected by activity: 82	





GRI INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS	TYPE	CONSTRUCTION	CONCESSIONS	INDUSTRIAL
EN16 Direct and indirect total of greenhouse gas emissions, by weight.	C	See following breakdown	See following breakdown	See following breakdown
STANDARDS AND ASSOCIATED METHODOLOGY FOR GEI CALCULATION		See comments related to the OHL Group. In the Agglomerate Plant in Madrid (Spain) the following regulation is applied: * Greenhouse Gases Emission Trading Directive 2003/87/EC; modified by Directive 2004/101/EC, Directive 2008/101/EC, Directive 2009/29/EC. * Decision 2007/589/EC whereby the directives for the monitoring and notification of greenhouse gases are established in accordance with Directive 2003/87/EC. * Regulation (EC) No. 219/2009 of the European Parliament and the Council * Law 1/2005, of March 9, which regulates the emissions trading scheme of the allowances for greenhouse gas emissions; modified by Law 13/2010. * Royal Decree 1315/2005, of November 4, which establishes the basis for the monitoring systems and verification of greenhouse gas emissions for the installations included in the scope of the application of the Law 1/2005.	See comments related to the OHL Group.	See comments related to the OHL Group.
DIRECT EMISSIONS (t CO ₂ eq)		233,249	6,305	
INDIRECT EMISSIONS (t CO ₂ eq)		28,529	9,259	
TOTAL EMISSIONS (t CO ₂ eq)		261,778	15,564	
EN17 Other indirect emissions of greenhouse gases, by weight. (t CO ₂ eq)	C	21,997	2,447	
EN18 Initiatives to reduce greenhouse gases and the reductions achieved by these initiatives.	A	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report
EN19 Emissions of substances that destroy the ozone layer, by weight.	C	Not applicable. The activities of OHL Construcción do not emit a significant amount of substances that destroy the ozone layer.	Not applicable. The activities of OHL Concesiones do not emit significant amounts of substances that destroy the ozone layer.	Not applicable. The activities of OHL Industrial do not emit significant amounts of substances that destroy the ozone layer.
EN20 NOx, SOx, and other significant emissions by type and weight.	C	See following breakdown	See following breakdown	See following breakdown
NOx EMISSIONS (t)		302	9	
SOx EMISSIONS (t)		347	12	
CH ₄ EMISSIONS (t)		8	0	
PM PARTICLE EMISSIONS (t)		53	2	
EN21 Total discharged wastewater, by nature and destination point.	C	See following breakdown	See following breakdown	See following breakdown
TO GROUND (m ³)		467	0	
TO SEWAGE SYSTEM (m ³)		2,689,049	826	
TO SURFACE WATER (m ³)		0	32,059	
TO THE SEA (m ³)		0	0	
REUSED BY THIRD PARTY (m ³)		0	0	
TREATMENT		Discharged to general sewage system and posterior treatment (minimum physical-chemical and biological) in EDAR.	Discharged to general sewage system and posterior treatment (minimum physical-chemical and biological) in EDAR.	Authorized manager. Final treatment in EDAR
PARAMETERS		According to authorization and regulations of respective country	According to authorization and regulations of respective country	According to authorization and regulations of respective country





L	DEVELOPMENTS	SERVICES	TOTAL	TOTAL (tons)
	See following breakdown	See following breakdown	See following breakdown	
the OHL	See comments related to the OHL Group.	See comments related to the OHL Group.	Calculated based on energy purchased, production consumed and production sold. Applying criteria from the "OHL Group Emissions Monitoring Protocol." (2009 Version). (Document in accordance to the criteria: GRI/Technical Protocols, IPCC Guidelines 2006 for the inventories of Greenhouse Gases and GHG Protocol). Sources of information: International energetic mixes according to the generation technologies used. (Source 1: Global Reporting Initiative/ Technical Protocols/ Energy Balance Sheet. Source 2: Average emissions by type of electricity production technology/ auto-production). CORINAIR Guide 2002. Ministry of Commerce, Industry and Tourism of Spain. Energy Balance (International Energy Agency).	
3,262	5,833	718	249,367	
2,604	20,599	1,258	62,250	
5,866	26,432	1,976	311,617	
553	5,508	220	30,725	
omy	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	See the Low-Carbon Economy section in the OHL Group Sustainability Report	
ies mit a stances er.	Not applicable. The activities of OHL Desarrollos do not emit significant amounts of substances that destroy the ozone layer.	Not applicable. The activities of OHL Servicios do not emit significant amounts of substances that destroy the ozone layer.	Not applicable. The activities of the OHL Group do not emit significant amounts of substances that destroy the ozone layer.	
	See following breakdown	See following breakdown	See following breakdown	
4	7	1	323	
6	2	0	366	
0	0	0	9	
1	0	0	56	
	See following breakdown	See following breakdown	See following breakdown	
0	0	0	467	
314	437,230	112,552	3,239,971	
0	0	0	32,059	
0	0	0	0	
0	0	0	0	
l authorized	Biological treatment and discharge to treatment networks.	Discharge to public treatment networks.	See Description in each of the Divisions.	
on and e country	According to authorization and regulations of respective country	According to authorization and regulations of respective country	According to authorization and regulations of respective country	





GRI INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS	TYPE	CONSTRUCTION	CONCESSIONS	INDUSTRIAL
EN22 Total weight of managed waste, by type and treatment method.	C	See following breakdown	See following breakdown	See following breakdown
WASTE FROM CONSTRUCTION AND NON-HAZARDOUS DEMOLITION (RCD) (t)		19,635,207	524,213	
Reused (%)		59.33%	41.81%	
Valued (%)		27.91%	6.25%	
Landfills (%)		12.76%	51.94%	
NON-HAZARDOUS WASTE (t)		485,587	1,067	
Compost (%)		0.00%	5.00%	
Reuse (%)		1.00%	19.00%	
Recycled (%)		1.00%	25.00%	
Recovered (%)		0.00%	1.00%	
Agriculture (%)		0.00%	0.00%	
Discharges or deposits (%)		68.00%	49.00%	
Other destinations (%)		30.00%	1.00%	
HAZARDOUS WASTE (t) (Authorized managers)		227,630	42	
Reuse (%)		24.00%	0.00%	
Recycled (%)		29.00%	7.00%	
Recovered (%)		10.00%	39.00%	
Discharges or deposits (%)		0.00%	29.00%	
Other destinations (%)		37.00%	25.00%	
EN23 Total number and volume of the most significant accidental spills.	C	No significant accidental spills of hazardous substances occurred. The only relevant spill is related to the breakage of a hydraulic oil hose from a machine in the Justice Department of Chile. The spill occurred on a paved surface, thus there was no contamination to the ground. It was handled according to the specific emergency protocol.	No significant accidental spills of hazardous substances occurred.	No significant accidental spills of hazardous substances occurred.
EN24 Weight of waste that was transported, imported, exported or treated that is considered dangerous according to the classification of the Basilea Convention, annexes I, II, III and VIII, and percentage of waste transported internationally.	A	OHL Construcción does not transport waste outside the internal scope of its activities.	OHL Concesiones does not transport waste outside the internal scope of its activities.	OHL Industrial does not transport waste outside the internal scope of its activities.
EN25 Identification, size, protected status and biodiversity value of water resources and related habitats, significantly affected by the reporting organization's discharges of water and runoff	A	OHL Construcción does not discharge water and runoff that significantly affects the biodiversity habitats of the water sources.	OHL Concesiones does not discharge water and runoff that significantly affects the biodiversity habitats of the water sources.	OHL Industrial does not discharge water and runoff that significantly affects the biodiversity habitats of the water sources.
EN26 Initiatives to mitigate the environmental impacts of the products and services, and degree of reduction of this impact.	C	See Environmental objectives, environmental training, implementation of environmental management systems, environmental control of the activities, R&D&i activities and environmental performance of the activities in the OHL Group Sustainability Report.	See Environmental objectives, environmental training, implementation of environmental management systems, environmental control of the activities, R&D&i activities and environmental performance of the activities in the OHL Group Sustainability Report.	See Environmental objectives, environmental training, implementation of environmental management systems, environmental control of the activities, R&D&i activities and environmental performance of the activities in the OHL Group Sustainability Report.
EN27 Percentage of products sold, and their respective packaging materials, which are recovered at the end of their useful life, by product category.	C	The activities of OHL Construcción do not produce goods with packaging for sales purposes.	The activities of OHL Concesiones do not produce goods with packaging for sales purposes.	The activities of OHL Industrial do not produce goods with packaging for sales purposes.
EN28 Cost of significant fines and number of non-monetary sanctions for non-compliance with environmental laws and regulations.		See following breakdown	See following breakdown	See following breakdown
SIGNIFICANT FINES (Euros)		210,077	601	
NUMBER OF SIGNIFICANT NON-MONETARY SANCTIONS		0	0	
NUMBER OF CASES RESOLVED BY OTHER MECHANISMS		0	0	





L	DEVELOPMENTS	SERVICES	TOTAL	TOTAL (tons)
	See following breakdown	See following breakdown	See following breakdown	
288	96	0	20,159,804	
0.00%	54.23%	0.00%	58.88%	
11.11%	38.26%	0.00%	27.34%	
88.89%	7.51%	0.00%	13.78%	
831	594,151	36	1,081,671	
49.00%	0.00%	0.00%	10.80%	
0.00%	0.00%	0.00%	4.00%	
34.00%	0.00%	0.00%	12.00%	
0.00%	0.00%	25.00%	5.20%	
0.00%	0.00%	0.00%	0.00%	
8.00%	100.00%	50.00%	55.00%	
9.00%	0.00%	25.00%	13.00%	
53	8	5	227,737	
0.00%	1.00%	0.00%	5.00%	
61.34%	98.00%	0.00%	39.07%	
34.22%	0.00%	100.00%	36.64%	
4.00%	1.00%	0.00%	6.89%	
0.00%	0.00%	0.00%	12.40%	
accidental spills of hazardous substances occurred.	No significant accidental spills of hazardous substances occurred.	No significant accidental spills of hazardous substances occurred.	No significant accidental spills of hazardous substances occurred.	
transport scope	OHL Desarrollos does not transport waste outside the internal scope of its activities.	OHL Servicios does not transport waste outside the internal scope of its activities.	The OHL Group does not carry out waste transportation as one of its main activities.	
discharge significantly affects the biodiversity habitats of the water sources.	OHL Desarrollos does not discharge water and runoff that significantly affects the biodiversity habitats of the water sources.	OHL Servicios does not discharge water and runoff that significantly affects the biodiversity and habitats of the water sources.	The OHL Group does not discharge water and runoff that significantly affects the biodiversity habitats of the water sources.	
es, environmental	See Environmental objectives, environmental training, implementation of environmental management systems, environmental control of the activities, R&D&i activities and environmental performance of the activities in the OHL Group Sustainability Report.	See Environmental objectives, environmental training, implementation of environmental management systems, environmental control of the activities, R&D&i activities and environmental performance of the activities in the OHL Group Sustainability Report.	See Environmental objectives, environmental training, implementation of environmental management systems, environmental control of the activities, R&D&i activities and environmental performance of the activities in the OHL Group Sustainability Report.	
the and e of group				
industrial do packaging	The activities of OHL Desarrollos do not produce goods with packaging for sales purposes.	The activities of OHL Servicios do not produce goods with packaging for sales purposes.	The activities of the OHL Group do not produce goods with packaging for sales purposes.	
	See following breakdown	See following breakdown	See following breakdown	
0	0	0	210,678	
0	0	0	NONE	
0	0	0	NONE	





GRI INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS	TYPE	CONSTRUCTION	CONCESSIONS	INDUSTRIAL
EN29 Significant environmental impacts of transportation of products and the goods and materials used for the activities of the organization, as well as transportation of personnel.	A	The activities of OHL Construcción do not consider the impacts arising from transport as significant. No transportation of products or goods is carried out. The purchase of materials is done according to client requirements, preferably from local providers. The transport of materials and personnel is performed by previously approved subcontracted companies, over which there is no direct operational control.	The activities of OHL Concesiones considers the impact of transportation of personnel for the management of infrastructure contracts as relevantly significant (concerning energy consumption and GEI atmosphere emissions). No transportation of products or goods is carried out. The purchase of materials is done according to client requirements, preferably from local providers. The transport of materials is performed by previously approved subcontracted companies, over which there is no direct operational control.	OHL Industrial's activity do not consider the impacts arising from transportation as significant. No transportation of products or goods is carried out. The purchase of materials is done according to client requirements, preferably from local providers. The transport of materials and personnel is performed by previously approved subcontracted companies, over which there is no direct operational control.
IMPACTS OF TRANSPORT OF GOODS AND SERVICES		OHL Construcción does not transport goods or products.	OHL Concesiones does not transport goods or products.	OHL Industrial does not transport goods or products.
IMPACTS OF TRANSPORTATION OF PERSONNEL FOR WORK		The identified impacts of the transportation of personnel for work are: consumption of energy and GEI emissions to the atmosphere. Both impacts are identified, measured and evaluated annually. They are considered in the indicators EN-3, EN-5, EN-6, EN16, EN-17, EN-18, EN-19, EN-20.	The identified impacts of the transportation of personnel for work are: consumption of energy and GEI emissions to the atmosphere. They are considered significant because the transportation of personnel is directly related to the control activities and maintenance of the managed infrastructures. Both impacts are identified, measured and evaluated annually. They are considered in the indicators EN-3, EN-5, EN-6, EN16, EN-17, EN-18, EN-19, EN-20.	The identified impacts of the transportation of personnel for work are: consumption of energy and GEI emissions to the atmosphere. The impacts are identified, measured and evaluated annually. They are considered in the indicators EN-5, EN-6, EN16, EN-17, EN-19, EN-20.
CRITERIA AND METHODOLOGY TO DETERMINE SIGNIFICANT IMPACTS		For the evaluation of the significance of the impacts of transportation of personnel for work, a methodology is used in accordance with ISO 14001 that considers the following criteria: magnitude, sensitivity of the means and hazard of the energy source used, as the most relevant; as well as the policies and commitments of the OHL Group. The assessment is undertaken at each work center in accordance with its scope, at least annually.	For the evaluation of the significance of the impacts of transportation of personnel for work, a methodology is used in accordance with ISO 14001 that considers the following criteria: magnitude, sensitivity of the means and hazard of the energy source used, as the most relevant; as well as the policies and commitments of the OHL Group. The assessment is undertaken at each work center in accordance with its scope, at least annually.	For the evaluation of the significance of the impacts of transportation of personnel for work, a methodology is used in accordance with ISO 14001 that considers the following criteria: magnitude, sensitivity of the means and hazard of the energy source used, as the most relevant; as well as the policies and commitments of the OHL Group. The assessment is undertaken at each work center in accordance with its scope, at least annually.
EN30 Breakdown by type of total of environmental expenses and investments.	A	See following breakdown	See following breakdown	See following breakdown
WASTE AND DECONTAMINATION EXPENSES (Euros)		2,490,888	486,779	
PREVENTION AND ENVIRONMENTAL MANAGEMENT EXPENSES (Euros)		2,109,544	981,613	
TOTAL ENVIRONMENTAL EXPENSES (Euros)		4,600,433	1,468,392	
TOTAL ENVIRONMENTAL INVESTMENTS (Euros)		2,844,255	130,424	



	DEVELOPMENTS	SERVICES	TOTAL	TOTAL (tons)
<p>OHL Industrial's activity does not consider the impact of transportation as significant. The transport of goods and services is executed, but is not considered as significant. The purchase of materials is from local providers, and the transport of materials and personnel is performed by previously approved subcontracted companies, over which there is no direct operational control.</p>	<p>The activities of OHL Servicios considers the impact of transportation of personnel for the management of infrastructure contracts as relevantly significant (concerning energy consumption and GEI atmosphere emissions). No transportation of products or goods is carried out. The purchase of materials is done according to client requirements, preferably from local providers. The transport of materials and personnel (other trips unrelated to the contracts) are performed by previously approved subcontractors over which there is no direct operational control.</p>	<p>The activities of OHL Concesiones considers the impact of transportation of personnel as relevantly significant (concerning energy consumption and GEI atmosphere emissions) due to the need for global transportation and the signed policies and commitments. The transport of goods and services is executed exclusively in the Desarrollos division (2% of activity); which is not considered significant. The transport of goods and services is executed exclusively in the Desarrollos division (17% of activity); which is not considered significant. The purchase of materials is done according to client requirements, preferably from local providers. The transport of materials and personnel is performed by previously approved subcontracted companies, over which there is no direct operational control.</p>		
<p>OHL Desarrollos transports goods and services. It is not considered significant, since the transportation of the users in the installations is by means of sustainable transport (canoes).</p>	<p>OHL Servicios does not transport goods or products.</p>	<p>The OHL Group executed the transportation of goods and services exclusively in the Desarrollos division (2% of activity). It is not considered significant.</p>		
<p>The identified impacts of the transportation of personnel for work are: consumption of energy and GEI emissions to the atmosphere. They are not considered significant. Both impacts are identified, measured and evaluated annually. They are considered in the indicators EN-3, EN-5, EN-6, EN16, EN-17, EN-18, EN-19, EN-20.</p>	<p>The identified impacts of the transportation of personnel for work are: consumption of energy and GEI emissions to the atmosphere. They are considered significant in the activity of Ingesan (certified according to ISO 50001) because the transportation of personnel is directly related to the control activities and maintenance of the managed infrastructures. Both impacts are identified, measured and evaluated annually. They are considered in the indicators EN-3, EN-5, EN-6, EN16, EN-17, EN-18, EN-19, EN-20.</p>	<p>The transport of goods and services is executed exclusively in the Desarrollos division (17% of activity); which is not considered significant. The main impacts of personnel transportation are the consumption of energy and the GEI emissions. They are considered in the indicators EN-3, EN-5, EN-6, EN16, EN-17, EN-18, EN-19, EN-20.</p>		
<p>For the evaluation of the significance of the impacts of transportation of personnel for work, a methodology is used in accordance with ISO 14001 that considers the following criteria: magnitude, sensitivity of the means and hazard of the energy source used, as the most relevant; as well as the policies and commitments of the OHL Group. The assessment is undertaken at each work center in accordance with its scope, at least annually.</p>	<p>For the evaluation of the significance of the impacts of transportation of personnel for work, a methodology is used in accordance with ISO 14001 that considers the following criteria: magnitude, sensitivity of the means and hazard of the energy source used, as the most relevant; as well as the policies and commitments of the OHL Group. The assessment is undertaken at each work center in accordance with its scope, at least annually.</p>	<p>For the evaluation of the significance of the impacts of transportation of personnel for work, a methodology is used in accordance with ISO 14001 that considers the following criteria: magnitude, sensitivity of the means and hazard of the energy source used, as the most relevant; as well as the policies and commitments of the OHL Group. The assessment is undertaken at each work center in accordance with its scope, at least annually.</p>		
See following breakdown	See following breakdown	See following breakdown	See following breakdown	
0	82,020	64,970	3,124,657	49%
0	107,180	9,303	3,207,640	51%
0	189,200	74,273	6,332,297	
230,096	522,296	209,000	3,936,071	



Anexes A5



Sustainable construction at OHL Group

LEED Accreditation (Leadership in Energy & Environmental Design)

Projects with accreditation obtained	Accreditation	Year
University of Miami – Robert & Judy Prokop Newman Alumni Center	Gold LEED®	2010
University of Miami - Basketball Practice Facility	Gold LEED®	2009
University of Miami - Cox Neuroscience and Health Annex	Gold LEED®	2013
YYY-1 Terra Environmental Research Institute. Miami-Dade Public Schools	Gold LEED®	2009
South Miami Hospital Clinical Expansion – Baptist Health South Florida	Gold LEED®	2013
Holly Real Estate - Miami Green Office Building	Silver LEED®	2008
Urgent Care/Diagnostic Center at Davie. Baptist Health South Florida	Silver LEED®	2010
Florida Turnpike Enterprises – Convenience Store at Ft Pierce - 1	Silver LEED®	2012
Florida Turnpike Enterprises – Convenience Store at Ft Pierce - 2	Silver LEED®	2012
University of Miami - Clinical Research Building	LEED Certified	2009
Urgent Care/Diagnostic Center at Westfork Plaza. Baptist Health South Florida	LEED Certified	2011
Urgent Care/Diagnostic Center at 55 Merrick. Baptist Health South Florida	LEED Certified	2011

Projects included in the register	Accreditation
Sunset Office Center- 1515 Sunset, LLC	LEED Platinum
Florida Turnpike Enterprises – Convenience Store at Pompano Beach	Gold LEED®
Florida Turnpike Enterprises – Restaurant Building at Ft. Drum	Gold LEED®
Florida Turnpike Enterprises – Restaurant Building at Ft. Pierce	Gold LEED®
Florida Turnpike Enterprises – Restaurant Building at Canoe Creek	Gold LEED®
Florida Turnpike Enterprises – Restaurant Building at West Palm	Gold LEED®
Florida Turnpike Enterprises – Restaurant Building at Turkey Lake	Gold LEED®
Florida International University MANGO	Gold LEED®
Pompano Beach Library	Gold LEED®
Florida Turnpike Enterprises – Convenience Store at Canoe Creek	Silver LEED®
Santa Fe Senior Living – East Ridge Retirement Village	Silver LEED®
Florida Turnpike Enterprises – Convenience Store at Turkey Lake	Silver LEED®
Florida Turnpike Enterprises – Convenience Store at West Palm	Silver LEED®
Florida Turnpike Enterprises – Convenience Store at Okahumpka	Silver LEED®
Art Center “Fundación Botín” - Spain	Silver LEED®



OHL GROUP CERTIFICATES

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Group	OHL GROUP	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390	YES	PRINCIPAL
	CORPORATE AREAS	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390/26	YES	SUB-CERTIFICATION
	OHL GENERAL SERVICES	SPAIN	ISO 9001	QUALITY	01 100 1318409	NO	
			ISO 14001	ENVIRONMENT	01 104 1318409	NO	
	AVALORA	SPAIN	ISO 9001	QUALITY	ER-1350/2004	NO	
OHL Construction	OHL ARGENTINA	ARGENTINA	ISO 9001	QUALITY	01 100 125212	NO	
	OHL ARGENTINA	ARGENTINA	ISO 14001	ENVIRONMENT	01 104 125212	NO	
	OHL AUSTRALIA	AUSTRALIA	ISO 9001 - ISO 14001 - OHSAS 18001	INTEGRATED MANAGEMENT	0		
	ZPSV EOOD	BULGARIA	ISO 9001	QUALITY	91005	NO	
	OHL CANADA	CANADA	ISO 9001	QUALITY	01 100 125277	NO	
	OHL CANADA	CANADA	ISO 9001 - ISO 14001 - OHSAS 18001	INTEGRATED MANAGEMENT	0		
	OHL CHILE	CHILE	ISO 9001	QUALITY	01 100 1318404	NO	
	OHL CHILE	CHILE	ISO 14001	ENVIRONMENT	GA-2006/0039	NO	
	JUDLAU	USA	ISO 9001	QUALITY	FS 76091	NO	
	OHL AENOR ITALIA	ITALY	ISO 9001	QUALITY	ER-0701/2010	NO	
	OHL LATIN AMERICA	LATIN AMERICA	ISO 9001 - ISO 14001 - OHSAS 18001	INTEGRATED MANAGEMENT	0	YES	
	CONSTRUCTORA DE VIALES MÉXICO	MEXICO	ISO 9001	QUALITY	01 100 13 18437 01 100 13 18437/03 01 100 1318437/04	YES	SUB-CERTIFICATION
	CONSTRUCTORA DE VIALES MÉXICO	MEXICO	ISO 14001	ENVIRONMENT	01 104 13 18437 01 104 13 18437/03 01 104 1318437/04	YES	SUB-CERTIFICATION





SCOPE

ALL GROUP COMPANIES

Corporate control and provision of management services on Mobility, Communications and Logistics of the OHL Group. Corporate control and provision of management services of permanent offices of the OHL Group.

The design and development of custom software applications and web solutions, marketing of computer applications aimed at construction and manufacturing industries. Contact center (user helpdesk).

The construction of the types of work of: Excavation and drilling. Bridges, viaducts and large structures. Building construction. Railroad Infrastructure. Hydraulic work. Maritime and port infrastructure. Road infrastructures. Airport infrastructure. Electrical installations. Mechanical installations. Special work. Infrastructure maintenance.

The manufacture of concrete railroad ties and other concrete construction elements for the railroad infrastructure from their sites at: 100, Rakovski St., Sofia-1000 and Ezerovo-9168, Bulgaria.

Providing and managing the design and/or construction of large public works projects.

The construction of the following types of work: roads and tracks (highways), earthworks and drilling (tunnels), bridges and large structures, buildings (hospital construction) and rail (track rehabilitation).

Provision of project/construction management and general contracting services in the area of heavy construction, 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.

The design and construction of earthworks and drilling types of work. Bridges, viaducts and large structures. Building construction. Railroads. Hydraulics. Maritime. Roads and tracks. Transportation of petroleum and gas products. Electrical installations. Mechanical installations. Special. The maintenance and operation of roads. (Sector CNAE: 28/45)
Quality Management System according to ISO 9001:2008 assessed according to the requirements of the Sincert RT-05 Regulation. This certification refers to management aspects of the company as a whole and is usable on the objectives of the qualification of construction companies, according to Article 8 of the L.1994f02/II et seq. and D.P.R. 2000{01/25, N° 34. For information and updates on any changes to the status of this certificate, please contact AENOR ITALIA S.R.L.- Tel. 011/518.31.21 - Fax. 011/508.78.19- E-mail: aenoritalia@Jaenor.com.

Construction of transport infrastructure (tracks, roads, highways, railroads), hydraulic, maritime and building works, including any of its activities or parts such as earthworks, drilling, bridges, viaducts, large structures, electrical installations, mechanical installations, and its maintenance and upkeep.



OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Construction	OHL MÉXICO AND CENTRAL AMERICA	MEXICO	ISO 9001	QUALITY	01 100 13 18437/01 01 100 1318437/02	YES	SUB-CERTIFICATION
	OHL MÉXICO AND CENTRAL AMERICA	MEXICO	ISO 14001	ENVIRONMENT	01 104 13 18437/01 01 104 1318437/02	YES	SUB-CERTIFICATION
	OHL MÉXICO AND CENTRAL AMERICA AND CVM	MEXICO	ISO 14001	ENVIRONMENT	01 104 1318437	YES	PRINCIPAL
	OHL MÉXICO AND CENTRAL AMERICA AND CVM	MEXICO	ISO 9001	QUALITY	01 100 1318437	YES	PRINCIPAL
	OHL ZS	CZECH REPUBLIC	EMAS	ENVIRONMENT	CZ-000014	NO	
	OHL ZS	CZECH REPUBLIC	ISO 9001 - ISO 14001 - OHSAS 18001	INTEGRATED MANAGEMENT	ISR-001/2011	NO	
	ZPSV	CZECH REPUBLIC	ISO 9001	QUALITY	1725/2009	NO	
	ZPSV	CZECH REPUBLIC	ISO 14001	ENVIRONMENT	268/2009	NO	
	OHL POZEMNE STAVBY	SLOVENIA	ISO 9001	QUALITY	CM3740311/1	NO	
	OHL POZEMNE STAVBY	SLOVENIA	ISO 9001	QUALITY	CM3740311/1	NO	
	OHL POZEMNE STAVBY	SLOVENIA	ISO 14001	ENVIRONMENT	EMS0440311/1	NO	
	ZELEZNICNÉ STAVEBNICTVO	SLOVENIA	ISO 9001	QUALITY	37/2010	NO	
	ZELEZNICNÉ STAVEBNICTVO	SLOVENIA	ISO 14001	ENVIRONMENT	38/2010	NO	
	ZPSV CAÑA	SLOVENIA	ISO 9001	QUALITY	CM3230909/1	NO	
	ZPSV CAÑA	SLOVENIA	ISO 14001	ENVIRONMENT	EMS0320909/1	NO	
	OHL CONSTRUCTION DIVISION	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390/02	YES	SUB-CERTIFICATION





SCOPE
Construction of transport infrastructure (tracks, roads, highways, railroads), hydraulic, maritime and building works, including any of its activities or parts such as earthworks, drilling, bridges, viaducts, large structures, electrical installations, mechanical installations, and its maintenance and upkeep.
Construction of transport infrastructure (tracks, roads, highways, railroads), hydraulic, maritime and building works, including any of its activities or parts such as earthworks, drilling, bridges, viaducts, large structures, electrical installations, mechanical installations, and its maintenance and upkeep.
Managing contractor's and development services, construction assembling works of buildings including renewal of monuments, execution of railroads, railroad spur tracks, execution of tramlines, construction of bridges, engineering structures and water constructional works, construction of tunnels and underground structures, welding of reinforcement, high-voltage 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 assembly of high-voltage, very high-voltage and low-voltage distribution station and feeding stations, manufacturing and services of high-voltage and low-voltage distributors, rehabilitation of concrete structures, lease, maintenance and repair of mechanical installations and trucks, demolition works, preparation of construction sites and facilities including audiovision technics, works in connection with removing of dangerous asbestos, rehabilitation and recultivation of contaminated ground with oil substances, subsidiary works for activities by operation of a mine, landscaping, waste water operation, construction of technological units, designing and engineering activities, surveying and cartography activities, construction supervision, economics and budgetary activities.
Design, development, production and supply of prestressed concrete and reinforced concrete ties. - Production and supply of concrete, reinforced concrete and prestressed concrete precast elements. - Production and supply of fresh concrete products made from reinforced bars fresh concrete - Production and supply of products made from reinforced bars - Performing the construction including any changes and demolition. - Projection services for construction - mining processing and supply of aggregates. - production and supply of fresh concrete - production and supply of products made from reinforced bars.
Design, development, production and supply of prestressed concrete and reinforced concrete ties. - Production and supply of concrete, reinforced concrete and prestressed concrete precast elements. - Production and supply of fresh concrete - products made from reinforced bars fresh concrete - Production and supply of products made from reinforced bars - Performing the construction including any changes and demolition. - Projection services for construction.
in building civil structures, housing structures, industrial structures, water-management structures, engineering structures and traffic structures.
in building civil structures, housing structures, industrial structures, water-management structures, engineering structures and traffic structures.
Performing construction works and activities for railroad, ground and other transport-related supplies.
Performing construction works and activities for railroad, ground and other transport-related supplies.
Manufacture, sale and supply of concrete and precast products.
Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.



OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Construction	OHL	SPAIN	ISO 9001	QUALITY	ER-0197/1994	NO	
	OHL	SPAIN	ISO 14001	ENVIRONMENT	GA-1998/0054	NO	
	OHL	SPAIN	EXCELLENCE	CORPORATE MANAGEMENT	517SS/42/306/10	NO	
	OHL	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	OHL	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	OHL HOSPITALES	SPAIN	ISO 9001	QUALITY	ER-0421/2012	NO	
	OHL HOSPITALES	SPAIN	ISO 14001	ENVIRONMENT	GA-2012/0187	NO	
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	DIR RCDE UE	ENVIRONMENT	7/VCDE014	NO	
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	ISO 14001	ENVIRONMENT	099/CPD/B11/0001	NO	
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	RD 1315/2005	ENVIRONMENT	N.A.	NO	
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	ISO 9001	QUALITY	099/CPD/B11/0001	NO	
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	UNE 13108	QUALITY	099/CPR/B11/0001	NO	
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	ASFALTOS Y CONSTRUCCIONES ELSAN	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	CELSA	SPAIN	ISO 9001	QUALITY	ER-0717/2009	NO	
	CELSA	SPAIN	ISO 14001	ENVIRONMENT	GA-2009/0376	NO	
	CELSA	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	CELSA	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	ELECTRIFICACIONES Y MONTAJES	SPAIN	ISO 9001	QUALITY	ER-0343/1995	NO	
	ELECTRIFICACIONES Y MONTAJES	SPAIN	ISO 14001	ENVIRONMENT	GA-1999/0028	NO	





SCOPE

The design and construction of earthworks and drilling types of work. Bridges, viaducts and large structures. Buildings, Railroads. Hydraulics. Maritime. Roads and tracks. Transportation of petroleum and gas products. Electrical installations. Mechanical installations. Special. The maintenance and operation of roads. The conservation and maintenance of gardens.

For the Corporate 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. Once it has demonstrated compliance with the quality and excellence criteria required for the use of the Seal of Guarantee.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

Supply and installation prior to commissioning of hospital medical equipment (basic office furnishings, furnishings for clinical use, high-tech medical equipment, electro-medical equipment, rigid and flexible surgical medical instruments).

The construction of earthmoving and drilling types of work (clearing and emptying. Earthwork. Quarries. Wells and Galleries); Bridges, viaducts and large structures. Building construction. Roads and tracks (with reinforced concrete road surfaces. With road surfaces made from bituminosas mixtures. Signage and road beacon systems. Roadworks not elsewhere classified); Transport of oil and gas products. Electrical installations, mechanical installations. Special (special foundations, Exploration, injections, piling. Paints and plating. Ornaments and decorations. Restoration of historic and artistic assets. Fire protection installations). Conservation and maintenance of buildings, roads, equipment and installations. The production of bituminous mixtures, soil-cement and gravel-cement. Performing technical assistance and laboratory testing activities on soil characterization and quality of materials used in the execution of roads; aggregates, bituminous mixtures and constituent materials.

The construction of earthmoving and drilling types of work (clearing and emptying. Earthwork. Quarries. Wells and Galleries); Bridges, viaducts and large structures. Building construction. Roads and tracks (with reinforced concrete road surfaces. With road surfaces made from bituminosas mixtures. Signage and road beacon systems. Roadworks not elsewhere classified); Transport of oil and gas products. Electrical installations, mechanical installations. Special (special foundations, Exploration, injections, piling. Paints and plating. Ornaments and decorations. Restoration of historic and artistic assets. Fire protection installations). Conservation and maintenance of buildings, roads, equipment and installations. The production of bituminous mixtures, soil-cement and gravel-cement. Performing technical assistance and laboratory testing activities on soil characterization and quality of materials used in the execution of roads; aggregates, bituminous mixtures and constituent materials.

Production of hot bituminous mixtures - 46 different types of mixtures.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

The construction of earthmoving and drilling types of work (clearing and emptying); buildings (demolitions, concrete or masonry structures, steel structures, masonry, plastering and coating, masonry and marble works, flooring, wall and floor tiling, insulation and waterproofing, wood carpentry, metalworking) roads and tracks (road works not elsewhere classified) and mechanical installations (lifts or conveyors, plumbing and sanitary).

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

The construction of railroad, electrical installation (lighting luminaires and light beacon systems) types of work. Transformation centers and high-voltage distribution. Telecommunications and radio-electrical installations. Electrical installations not elsewhere classified).



OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Construction	ELECTRIFICACIONES Y MONTAJES	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	ELECTRIFICACIONES Y MONTAJES	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	GUINOVART Y OSHSA	SPAIN	ISO 9001	QUALITY	ER-0344/1995	NO	
	GUINOVART Y OSHSA	SPAIN	ISO 14001	ENVIRONMENT	GA-1999/0026	NO	
	GUINOVART Y OSHSA	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	GUINOVART Y OSHSA	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	SATO	SPAIN	ISO 9001	QUALITY	ER-0199/1995	NO	
	SATO	SPAIN	ISO 14001	ENVIRONMENT	GA-2001/0174	NO	
	SATO	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	SATO	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	SOBRINO	SPAIN	ISO 9001	QUALITY	ER-0947/1999	NO	
	SOBRINO	SPAIN	ISO 14001	ENVIRONMENT	GA-2001/0399	NO	
	SOBRINO	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	SOBRINO	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	ELSAN-PACSA - TORRESCAMARA	SPAIN	ISO 9001	QUALITY	ER-0488/2008	NO	
	ELSAN-PACSA - TORRESCAMARA	SPAIN	UNE 13108	QUALITY	0099/CPR/B11/0054	NO	
	ELSAN-PACSA - TORRESCAMARA		OHSAS 18001	OCCUPATIONAL RISK PREVENTION			
	ELSAN-PACSA - TORRESCAMARA	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION





SCOPE

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

The construction of earthmoving and drilling types of work. Bridges, viaducts and large structures. Building construction. Railroads. Hydraulic (water supply and sanitation, channels, irrigation and drainage. Defenses of periphery and channeling. Tubing with pressure pipes with a large diameter, hydraulic works not elsewhere classified. Maritime (dredging, jetties, marine works not elsewhere classified) roads and tracks (with reinforced concrete road surfaces. With road surfaces made from bituminous mixtures. Signs and road beacon systems. Roadworks not elsewhere classified) transport of oil and gas products. Electrical installations (lighting, illumination and light beacon systems. Substations); Electronic equipment (electronic installations not elsewhere classified) mechanical installations, Special (special foundations. Exploration, Injections and pilings. Paints and plating. Ornaments and decorations, gardening and plantations. Restoration of historic and artistic property. Water treatment plants. Fire protection installations). Maintaining track and high-speed track appliances.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

The construction of earthmoving and drilling types of work (clearing and emptying. Bridges, viaducts and large structures. Building construction. Railroads. Hydraulics. Maritime. Roads and tracks. Transportation of petroleum and gas products. Electrical installations (lighting, illumination and light beacon systems. Substations. Transformation center and high-voltage distribution. Low-voltage distribution. Telecommunications and radio-electrical installations. Electronic installations. Electrical installations not elsewhere classified). Mechanical installations. Special (special foundations. Exploration, injections and pilings. Piloting. Paints and plating. Ornaments and decorations. Gardening and plantations. Water treatment plants. Fire protection installations). The implementation of work to restore beaches.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

The construction of earthmoving and drilling types of work. Bridges, viaducts and large structures. Building construction. Railroads. Hydraulics. Maritime. Roads and tracks. Electrical installations (lighting, illumination and light beacon systems. Transformation centers and high-voltage distribution. Low-voltage distribution. Telecommunications and radio-electrical installations. Electronic installations. Electrical installations not elsewhere classified). Mechanical equipment (forklifts or conveyor belts, ventilation, heating, air conditioning. Plumbing and sanitary. Mechanical installations not elsewhere classified). Special (special foundations. Exploration, injections and pilings. Paints and plating. Ornaments and decorations. Gardening and plantations. Restoration of historic and artistic property. Water treatment plants. Fire protection installations.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.

Production of hot bituminous mixtures.

Production of hot bituminous mixtures - 19 different types of mixtures.

Construction of the following types of work: Earthworks, drilling and tunnels, bridges, viaducts and large structures, road, rail and airport infrastructure, inland waterway, maritime and port infrastructure, water treatment installations and works, electrical equipment, buildings, infrastructure maintenance and providing gardening and street cleaning services.



OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Concessions	TOLUCA INTERNATIONAL AIRPORT	MEXICO	ISO 9001	QUALITY	MQA 4001081	NO	
	OPERADORA CONMEX	MEXICO	ISO 9001	QUALITY	FS 581495	NO	
	OPERADORA DE CARRETERAS PERÚ	PERU	ISO 9001	QUALITY	BR231530/A	NO	
	OPERADORA DE CARRETERAS PERÚ	PERU	ISO 9001	QUALITY	BR231530/B	NO	
	OPERADORA DE CARRETERAS PERÚ	PERU	ISO 14001	ENVIRONMENT	PE 12/175123	NO	
	OPERADORA DE CARRETERAS PERÚ	PERU	ISO 14001	ENVIRONMENT	PE 13/175123	NO	
	OHL CONCESIONES	SPAIN	ISO 9001	QUALITY	ER-1592/2008	NO	
	OHL CONCESIONES	SPAIN	ISO 14001	ENVIRONMENT	GA-2008/0690	NO	
	OHL CONCESIONES	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	OHL CONCESIONES	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	OHL CONCESSIONS DIVISION	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	AUTOPISTA EJE AEROPUERTO	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	AUTOPISTA EJE AEROPUERTO	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/15	YES	SUB-CERTIFI-CATION
	AUTOVÍA DE ARAGÓN	SPAIN	ISO 9001	QUALITY	01 100 1318439	NO	
	AUTOVÍA DE ARAGÓN	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318439	NO	
	AUTOVÍA DE ARAGÓN	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	SGI-012/2010	YES	SUB-CERTIFI-CATION
	AUTOVÍA DE ARAGÓN	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	SGI-012/2010	YES	SUB-CERTIFI-CATION
	EUROGLOSA 45	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	EUROGLOSA 45	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	METRO LIGERO OESTE	SPAIN	ISO 9001	QUALITY	ES038513-1	NO	
	METRO LIGERO OESTE	SPAIN	ISO 14001	ENVIRONMENT	ES038515-1	NO	
	METRO LIGERO OESTE	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/18	YES	SUB-CERTIFI-CATION
	METRO LIGERO OESTE	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION





SCOPE

The administration of airport, commercial and complementary services.

The operation and maintenance of toll highways, bridges, roadways and road assistance. The management of the operation and conservation of highways, bridges, highway sections and roadside assistance.

Transit and collection of all tolls.

Processes of traffic and collection in the Vesique, Fortaleza, Huarmey, and Virú toll units.

The provision of internal monitoring and control services for infrastructure concessionaires of OHL CONCESIONES in design management, construction management, concession management and operating contracts management. The preparation and submission of tenders for infrastructure concessions.

Adapted to its activities from the general certification.

All group companies.

Adapted to its activities from the general certification.

The upkeep, maintenance and operation of the A-2 highway (kp. 5+900 to kp. 62+000).

Adapted to its activities from the general certification.

Adapted to its activities from the general certification.

Operation and Maintenance of the light rail lines ML2 and ML3.

Adapted to its activities from the general certification.





OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Concessions	RODA DE BÁRA YACHT MARINA	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	RODA DE BÁRA YACHT MARINA	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	ZUMAIA MARINA	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	ZUMAIA MARINA	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	TERMINALES MARÍTIMAS DEL SURESTE	SPAIN	ISO 9001	QUALITY	ES12/11213	NO	
	TERMINALES MARÍTIMAS DEL SURESTE	SPAIN	ISO 14001	ENVIRONMENT	ES12/11212	NO	
	TERMINALES MARÍTIMAS DEL SURESTE	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
	TERMINALES MARÍTIMAS DEL SURESTE	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/10	YES	SUB-CERTIFI-CATION
OHL Industrial	OHL Industrial BRAZIL	BRAZIL	ISO 14001	ENVIRONMENT	01 104 1318394/08	YES	SUB-CERTIFI-CATION
	OHL Industrial BRAZIL	BRAZIL	ISO 9001	ENVIRONMENT	01 100 1318394/08	YES	SUB-CERTIFI-CATION
	OHL Industrial IEPI MÉXICO	MEXICO	ISO 14001	ENVIRONMENT	01 104 1318394/07	YES	SUB-CERTIFI-CATION
	OHL Industrial IEPI MÉXICO	MEXICO	ISO 9001	ENVIRONMENT	01 100 1318394/07	YES	SUB-CERTIFI-CATION
	OHL Industrial	SPAIN	ISO 9001	QUALITY	01 100 1318394/01	YES	SUB-CERTIFI-CATION
	OHL Industrial	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318394/01	YES	SUB-CERTIFI-CATION
	OHL Industrial	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION		YES	SUB-CERTIFI-CATION
	OHL Industrial	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPA-TIONAL RISK PREVENTION		YES	SUB-CERTIFI-CATION
	OHL Industrial GROUP	SPAIN	ISO 9001	QUALITY	01 100 1318394	YES	PRINCIPAL
	OHL Industrial GROUP	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318394	YES	PRINCIPAL
	OHL INDUSTRIAL DIVISION	SPAIN	OHSAS 18001	OCCUPA-TIONAL RISK PREVENTION	01 113 1318390/19	YES	SUB-CERTIFI-CATION





SCOPE

Adapted to its activities from the general certification.

Adapted to its activities from the general certification.

Administrative concession to operate in indirect management regime of maritime terminal at the port of Alicante. Operational multipurpose terminal and exploitation of maritime passenger terminal. Installation site: Muelle de Poniente. nº 23 s/n 03008 Alicante.

Adapted to its activities from the general certification.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: industrial, petrochemical, oil & gas plants, storage terminals, power and energy cogeneration plants, mining, cement and industrial elevation installations and transport of solids.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: industrial, petrochemical, oil & gas plants, storage terminals, power and energy cogeneration plants, mining, cement and industrial elevation installations and transport of solids.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: industrial, petrochemical, oil & gas plants, storage terminals, power and energy cogeneration plants, mining, cement and industrial elevation installations transporting solids.

Adapted to its activities from the general certification.

Adapted to its activities from the general certification.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: industrial, petrochemical, oil & gas plants, storage terminals, power and energy cogeneration plants, mining, cement and industrial elevation installations transporting solids.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: Refining, Petrochemicals, Gas, Electricity generation plants, storage terminals, anti-fire systems, Communications and Security systems and Treatment and Transport of Solids.





OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Industrial	Chemptrol Proyectos y Sistemas (Chepro)	SPAIN	ISO 9001	QUALITY	ES04/0422	YES	SUB-CERTIFICATION
	Chemptrol Proyectos y Sistemas (Chepro)	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	Chemptrol Proyectos y Sistemas (Chepro)	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	Ecolaire España	SPAIN	ISO 9001	QUALITY	01 100 1318394/02	YES	SUB-CERTIFICATION
	Ecolaire España	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318394/02	YES	SUB-CERTIFICATION
	Ecolaire España	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390/22	YES	SUB-CERTIFICATION
	Ecolaire España	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	Comin S.L	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	Comin S.L	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	CSC, S.L	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	CSC, S.L	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	OHL Industrial MINING & CEMENT	SPAIN	ISO 9001	QUALITY	01 100 1318394/03	YES	SUB-CERTIFICATION
	OHL Industrial MINING & CEMENT	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318394/03	YES	SUB-CERTIFICATION
	OHL Industrial MINING & CEMENT	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390/23	YES	SUB-CERTIFICATION
	OHL Industrial MINING & CEMENT	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION





SCOPE

Design and installation of active fire protections: detection and extinguishing systems; Design, production and installation of passive fire protections: sealing systems, protection of structures, protection of trays and compartmentation; Design, production and installation of fixed and removable thermal insulation; Design, production and installation of flexible expansion joints; Marketing of fireproof and high-temperature resistant textiles; Design and calculation of temporary and permanent structures.

Adapted to its activities from the general certification.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: industrial plants, petrochemical, oil & gas and storage terminals.

Adapted to its activities from the general certification.

Adapted to its activities from the general certification.

Adapted to its activities from the general certification.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: plants and industrial installations for mining, cement and elevation and transportation of solid.

Adapted to its activities from the general certification.





OHL GROUP CERTIFICATES (continue)

DIVISION	COMPANY	COUNTRY	STANDARD	SUBJECT	CERTIFICATE	MULTI-SITE	TYPE
OHL Industrial	OHL Industrial Power	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318394/04	YES	SUB-CERTIFICATION
	OHL Industrial Power	SPAIN	ISO 9001	ENVIRONMENT	01 100 1318394/04	YES	SUB-CERTIFICATION
	OHL Industrial Power	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390/24	YES	SUB-CERTIFICATION
	OHL Industrial Power	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	OHL Industrial USA	SPAIN	ISO 14001	ENVIRONMENT	01 104 1318394/05	YES	SUB-CERTIFICATION
	OHL Industrial USA	SPAIN	ISO 9001	ENVIRONMENT	01 100 1318394/05	YES	SUB-CERTIFICATION
OHL Services	OHL SERVICES DIVISION	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	INGESAN	SPAIN	ISO 9001	QUALITY	ES036567-1	NO	
	INGESAN	SPAIN	ISO 50001	ENVIRONMENT	ES036567-1	NO	
	INGESAN	SPAIN	ISO 14001	ENVIRONMENT	ES036568-1	NO	
	INGESAN	SPAIN	OHSAS 18001	OCCUPATIONAL RISK PREVENTION	01 113 1318390/27	YES	SUB-CERTIFICATION
	INGESAN	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION		YES	SUB-CERTIFICATION
	SACOVA	SPAIN	ISO 9001	QUALITY	ES11/10062	YES	PRINCIPAL
	SACOVA	SPAIN	AUDITORIA LEGAL ESPAÑA	OCCUPATIONAL RISK PREVENTION			



SCOPE

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as operation and maintenance, in the following fields of activity: industrial generation and cogeneration power plants.

Adapted to its activities from the general certification.

Provision of basic and detailed engineering, procurement, construction and commissioning for the implementation and management of projects, including "turnkey" as well as its operation and maintenance, in the following fields of activity: industrial plants, petrochemical, oil & gas, storage terminals, power and co-generation plants, mining, cement and industrial installations for elevation and transport of solids.

Maintenance and cleaning service of buildings and facilities and social assistance.

Commercial cleaning service, installations and/or buildings. Upkeep and maintenance services of buildings and their technical installations such as electricity, plumbing, gas and water piping, heating, air conditioning and fire safety. Social healthcare service. Home care service. Management of care homes.

Commercial cleaning service, installations and/or buildings. Upkeep and maintenance services of buildings and their technical installations such as electricity, plumbing, gas and water piping, heating, air conditioning and fire safety.

Maintenance and cleaning service of buildings and facilities and social assistance.

Provision of residential services and assistance to older people with different types of dependency for residential or day center care. Multi-site certified.

Innovation and excellence

A6

R&D&i is a key factor for the increase of productivity and is one of the main pillars of the OHL Group's growth strategy. The image shows an application of Cubipods at the Port of Punta Langosteira in La Coruña, Spain. Developed by the Sato subsidiary in collaboration with the Polytechnic University of Valencia, the Cubipod is a novel element made for the protection of dikes.

R&D&i and quality management are tools that allow the OHL Group to advance along a path of continuous improvement and to continue achieving excellent results year after year.

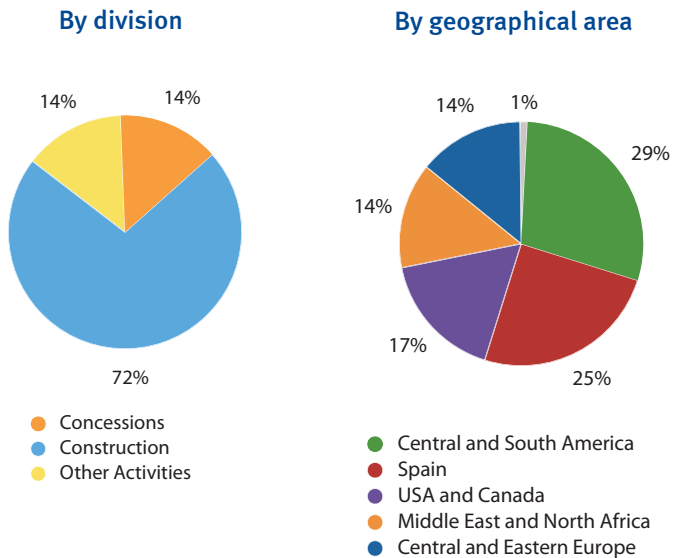




The Group's income statement showed an increase of 15.4% for 2013 in its EBITDA and of the 4% of its recurring net profit in regards to the year 2012. The **sales total** reached €3,684.2 million, which represented a decrease of 8.6% from the previous year. The importance of the Group's international activity remained relevant, representing 75% of sales and 92% of the EBITDA.

Within the framework of these results, OHL continues to focus on innovation and excellence as key drivers for increasing productivity and efficiency within a complex context. Thus **R&D&i** and **quality management** are tools that allow the Group to progress along a path of continuous improvement and continue achieving excellent results year after year.

2013 OHL Group Sales (Total: €3,684.2 Mn)



Innovation

The OHL Group foment the development of innovative solutions by focusing on the improvement of productivity, competitiveness and obtaining more efficient and sustainable products and services which contribute to the creation of value for the client and for society. R&D&i activities are considered fundamental pillars of its strategy.

In 2013, the OHL Group invested 9.2 million Euros in R&D&i, partially co-funded by public subsidies.

This investing effort, combined with the dedication of a staff of over 100 engineers and technicians specialized in diverse areas and Group affiliates, declare OHL's commitment to innovation and long-term vision in spite of the current complicated economic context.

The subsidies and credits received from the government during 2013 for R&D&i projects amount to €1,046,389.

Investment in R&D&i

	2013	2012	2011
Total (Millions of €)	9.2	5.1	7.6
% International investment	42%	20%	13%



OHL, amongst the EU companies that invest the most in R&D

OHL appears in the ranking of the top 1,000 European companies investing the most resources in R&D according to the data of the *2013 EU Industrial R&D Investment Scoreboard* that the European Commission, publishes annually.

According to the 2013 report, OHL ranks **thirteenth** in the ranking of European construction companies (*R&D Ranking of the top 1000 EU companies by industrial sector*), and **sixteenth** among Spanish companies from all sectors (*R&D Ranking of the top 1000 EU companies*).

It is also worth mentioning that OHL, together with 15 other Spanish companies, is part of the worldwide listing of the World's top 2,000 companies in R&D investment.

Strategy and Management

The Group's commitment to innovation is compiled in the **R&D&i Policies** approved by the chairman of the OHL Group, Juan-Miguel Villar Mir. In the same way, the senior management of OHL is involved in these processes through the **R&D&i Committee** which, as the highest governing body, defines the strategy of the Group in Research, Development and Innovation and controls the execution of the projects and initiatives in this area.

The general lines of the Group's R&D&i policy are included in the R&D&i Master Plan 2010-2015. This strategic document establishes structural organization and work methodology, and prioritizes the activity in six lines of research with a high impact on business: linear infrastructures, singular construction, maritime works, materials, energy and information and communication technologies (ICT).

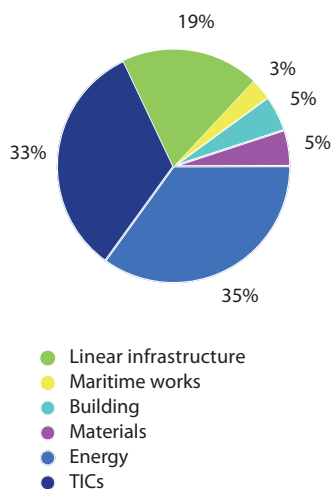
For its implementation and control, the OHL Group has a **Corporate R&D&i Service**, which is dependent on the **Innovation and Sustainability Department**, whose work is fundamentally focused on aspects regarding the management and creation of an innovative culture. The development of these main lines of research, via R&D&i projects, is completed by the **respective R&D&i units of each of the divisions** nearest to the market: OHL Concessions, OHL Industrial and OHL Construction each have their own R&D&i structure.

Thanks to this strategy, OHL is presently one of the most outstanding companies for its R&D&i management, a position that has achieved the fruit of maintaining **constant investment** in the research, development and innovation fields, and which exceeded 65 million Euros in the period of 2000-2013.

► OHL has defined within its R&D&i Master Plan 2010-2015 the prioritized six lines of research for the Group based on their impact on business: linear infrastructures, singular construction, maritime works, materials, energy and ICT.

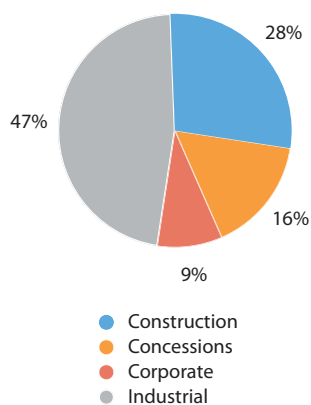
Investment in R&D&i by lines of research

(2013 Total: € 9.2 Mn)



Investment in R&D&i by division

(2013 Total: € 9.2 Mn)



The OHL Group also has financial support from the European Union, through the VII Development and Investigation Framework Programme, and the Centro para el Desarrollo Tecnológico Industrial (CDTI) in order to accomplish some of its projects. It is worth noting that, with the latter center, OHL maintains a distinguished track record regarding collaboration thanks to funding for more than twenty projects.

R&D&i Management System Certified by UNE standard 166002

The OHL Group considers that innovation should be planned in order to secure that all R&D&i Group activities are performed in a **coordinated and structured manner**. Thus the R&D&i management system was implemented according to the UNE standard 166002:2006, which allows the systematization and homogenization of criteria related to R&D&i activities in a global and efficient manner.

With the application of this regulation, the requirements for an R&D&i integral management system are met regarding tools, procedures, documentation and interaction between business units, in order to guarantee quality and efficiency.

OHL has structured a management system for R&D&i so that the corporate R&D&i service provides the business units with a global business model, since it is understood that **the innovation process should be homogeneous, systematic and unique** for all. Also, the R&D&i management system consists of a group of processes that define the competencies of the managers and the assignment of the appropriate resources.



R&D&i Management in Group Divisions

For OHL Construction, 2013 represented the strengthening of the strategy for boosting R&D&i which began the previous year with actions such as the creation of the R&D&i Service within Technical Department; the approval of new innovation procedures; the definition of the strategic lines for OHL Construction R&D&i; and setting up the LIDERA! program to promote internal innovation.

MAIN LINES OF RESEARCH BY DIVISION	
OHL Construction	<ul style="list-style-type: none">• Railroads.• Hospitals and singular construction.• Maritime and port works.• Civil works in urban environments.• High technology firms.• ICT applied to work processes and project management.
OHL Concessions	<ul style="list-style-type: none">• Optimization of the interaction of managed infrastructures with the environment, minimizing environmental impact.• Development of management systems for the operation and maintenance of the infrastructures.
OHL Industrial	<ul style="list-style-type: none">• Optimization and development of technologies of renewable origin.• Application of technologies for energy efficiency and reduction of environmental impact.

During the year, over 60 technicians and specialists of OHL Construction actively participated in more 20 projects for the R&D&i, half of which were initiated during 2013. During the execution of these projects there were collaborations with 24 investigation centers and universities from 10 different countries.

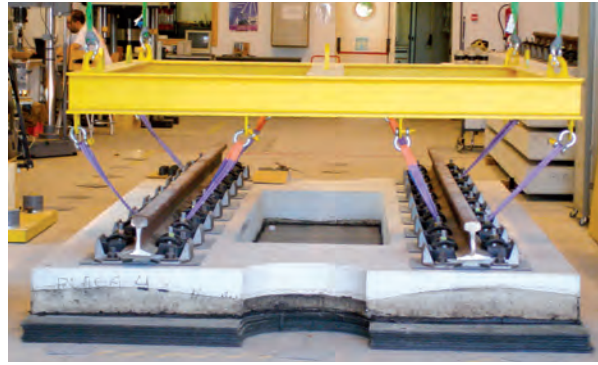
LIDERA!, a Successful Initiative

The LIDERA! program, started at the end of 2012, has become one of the strongest focuses of OHL Construction for boosting and recognizing those initiatives that contribute to strengthening the technological leadership of the Group in the construction sector.



Coordinated by the Technical Department, it is comprised of a series of initiatives that are within the reach of OHL Construction's employees in any part of the world, focused on facilitating and fostering innovation within the company. Amongst these, the following stand out: a **system of economic incentives** for innovation in works, **funding and internal support** for project managers for the execution their R&D&i initiatives, **annual awards** to recognize the most innovative contributions, and the channels and tools for the **technological transfer of results to the works**.

LIDERA! has allowed OHL Construction to multiply the ideas generated and evaluated for its development by five; has quadrupled the number of R&D&i projects put into action; has rescued more than double the amount of innovations generated on site for future application; and has incorporated two new geographical areas for OHL Construction into the activities of R&D&i.



To the left, a free-flow tollbooth developed by OHL Concessions and installed on the Bicentennial Viaduct Toll Road. To the right, testing of the Sulabu project on ballastless track systems for railroads.

OHL Concessions directs all of its R&D&i activities toward the continuous improvement of management systems of the concessions in progress, constantly seeking to offer the users of its infrastructures the highest level of security and comfort with minimal impact on the environment.

2013 saw the strengthening of the European FOTsis project, led by OHL Concessions, as an expansion of the international project portfolio with two new initiatives, Smartsit and P4ITS. OHL Concessions also participated in meetings of the Spanish technological platform ENERTic and the European platform IR2B.

The results of the R&D&i activity are implemented through internal initiatives, which require collaboration between the R&D&i department and the rest of the departments and companies of the OHL Concessions group, and also with the new technological affiliate company Tráfico y Transporte Sistemas (TTS). Both channels were reinforced during 2013.

In terms of the allocation of resources, the main line of R&D work in 2013 was the study regarding the design and installation of new Intelligent Transport Systems (ITS). ITS developments includes new toll systems; new technologies for operation and control; as well as pavement technologies that improve mobility and minimize environmental impact.

OHL Industrial, specialized in the construction of turnkey industrial plants, has made innovation the main cornerstone of its strategy. Presently, the application of innovation in the energy field is a differential value of OHL Industrial with respect to its competitors. The focus on state of the art technologies has allowed the division to position itself in such demanding markets as the Oil & Gas market. OHL Industrial is also a pioneer in direct steam generation and in the use of advanced technology for penetration and biomass logistics.

There have been several outstanding achievements in these areas, such as the completion of the thermosolar plants of Puerto Errado 2 (Murcia) and Arenales, in Morón de la Frontera (Seville), and the biomass plant in San Juan del Puerto in Huelva. More information about these projects can be found in the chapter of this report dedicated to OHL Industrial.



Significant R&D&i Projects in 2013

Linear infrastructures		
Project	Description	Positive impact in terms of CSR
Minimization of the effects caused by extreme climates on high-performance railroad infrastructure located in arid areas (ARIDLAP)	Analysis and minimization of impacts caused by meteorological phenomena unique to arid climates on railroad infrastructure. Includes the development and implementation of new supervision and control systems and the development of new procedures specific to the operations. OHL Construction .	<ul style="list-style-type: none"> • Biodiversity. • Increase in safety.
Stabilization of eolian sands (EOPLEN)	Development of procedures to build stable and sufficient embankments with eolian sands of the same size 0/2 (desert sand). OHL Construction .	<ul style="list-style-type: none"> • Increase in safety. • Reduction of material consumption. • Reduction of waste. Recycling.
New Technologies for Tunneling and Underground works (NeTTUN)	Development of new technologies for the construction of tunnels and subterranean works. European Consortium financed within the VII Framework Program of the UE, formed by 21 associates from 9 different countries. OHL Construction is the only Spanish participant.	<ul style="list-style-type: none"> • Increase in safety. • Reduction of energy consumption.
Research and development of a new prefabricated plate for railroads which includes the design and tests of fastenings for mixed traffic (SULABU)	Route system with polyvalent prefabricated plaques for railroads, which will allow OHL Construction to offer its clients a design adapted to the norms and necessary specifications in whichever case or country.	<ul style="list-style-type: none"> • Increase in safety.
Connection of ecological flows by means of linear infrastructures (ECONNECT)	A line of research for OHL Construction in ecological restoration of areas affected by its works, for the optimal earthworks, in economical and environmental terms. Its objective is to understand the behavior of the vegetation on a large scale within the environment of the linear infrastructures and complete results obtained in previous years.	<ul style="list-style-type: none"> • Biodiversity. • Reduction of energy consumption. • Reduction of material consumption.
New security system via radio to warn of circulations on railroad working sites (SAVI)	Development of a security system via radio for on-route works and with railroad circulation that includes presence sensors for the same, actuators, signals and traffic lights, control stations and the recording of signals along the route. G&O (OHL Construction) .	<ul style="list-style-type: none"> • Increase in safety.
Field Operational Tests on Safe, Intelligent and Sustainable Road Operation (FOTsis)	Deployment in various European highways of cooperative services for the infrastructure and vehicle to improve safety and mobility and sustainability on the highways. Led by OHL Concessions , which is financed by the VII Framework Program of the UE.	<ul style="list-style-type: none"> • Reduction of energy consumption. • Increase in safety.

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Maritime works		
Project	Description	Positive impact in terms of CSR
New Technology for Foundation of Wind Parks Off-Shore at great depths (CEO)	Development of new foundation technology for aero generators and other off-shore structures that will facilitate the technological leap of installation at great marine depths (between 30 and 50 meters). The technology will allow, in the same way, to obtain advantages regarding the environment, transportation, and operation. The project is led by SATO (OHL Construction).	<ul style="list-style-type: none"> • Increase in safety. • Reduction of energy consumption. • Reduction of material consumption.
Single layers of Cubipods for sloped dikes that are less expensive and safer (Mmonocapa)	Definition and demonstration of technical characteristics of the single layers of cubipods and ideal placement mesh, which are necessary to enter in the single layer dike market with a much more economic alternative and better performance than any other commercial option. SATO (OHL Construction).	<ul style="list-style-type: none"> • Reduction of energy consumption. • Reduction of material consumption.
Building		
Project	Description	Positive impact in terms of CSR
Industrialization Method of Construction (MIC)	The industrialization of construction by development of a common work system for all of the company that integrates the best practices found in OHL Construction to reduce work costs.	<ul style="list-style-type: none"> • Reducción consumo energético.
Movement control of infrastructures and buildings with GNSS technology (DINASAT)	Development from OHL Construction of a system to determine the movement dynamics of a roof of a building or an infrastructure, as well as its evolution in real time by revision using Gaussian algorithms and application of new GNSS techniques and methodologies.	<ul style="list-style-type: none"> • Increase in safety.
Materials		
Project	Description	Positive impact in terms of CSR
Development of sustainable environmental-friendly mixtures (SMA)	Project co-led by Elsan (OHL Construction) a specialized affiliate that seeks the development of new bituminous mixtures type SMA that will surpass the performance of the current discontinuous mixtures.	<ul style="list-style-type: none"> • Increase in safety. • Reduction of energy consumption. • Reduction of material consumption. • Reduction of waste. Recycling.
Pavement that is sustainable to the Environment (Pavisost)	Definition and demarcation of the physical and mechanical characteristics of two thick concretes asphalt concretes with a maximum size of 45 (PA 45) and 32 with discontinued granulometry, and great draining power, and with great stability and resistance to plastic deformation, for intermediate layers and/or road surface. OHL Construction.	<ul style="list-style-type: none"> • Increase in safety. • Reduction of energy consumption. • Reduction of material consumption.

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Energy		
Project	Description	Positive impact in terms of CSR
Semi-continuous piling system	Implementation and design of equipment for the piling of copper mineral for a semi-continuous process. OHL Industrial .	<ul style="list-style-type: none"> • Reduction of energy consumption.
DUCT-WRAP fire protection system	Development of the Chepro company (OHL Industrial) in subject matter of preventive protection against fires in HVAC air vents (<i>Heating, Ventilating and Air Conditioning</i>) for nuclear centers.	<ul style="list-style-type: none"> • Increase in safety.
Information Technologies and Communications		
Project	Description	Positive impact in terms of CSR
New protocols and topography procedures for the work-site through GNSS networks and its integration into PDA devices (GECMOLSIG)	Our Topography system allows OHL Construction to register the present state of the different elements of a linear project graphically in a tablet or a PC connected to the Internet through a GIS system. This basically occurs in real time, supporting itself in a geo-location to define the state of the work in terms of its execution, budget, and to transmit this information instantly through wireless communication.	<ul style="list-style-type: none"> • Reduction of energy consumption. • Reduction of material consumption.
System for Capturing Images in 360° (SCI360)	Tools to capture georeferenced images in 360° to generate visuals of road inventory. Project of A TTS (OHL Concessions).	<ul style="list-style-type: none"> • Increase in safety. • Reduction of energy consumption.
Incidence management (IMG)	An information technology application for the monitoring and daily control of different types of traffic accident or incidents with relevant impact to the exploitation of the infrastructure. Executed by the specialized affiliate TTS (OHL Concessions).	<ul style="list-style-type: none"> • Increase in safety.

Innovative culture

To accomplish the grand objectives established in R&D&i strategy, the OHL Group has launched a group of initiatives that contribute to involving **all of the employees as agents of innovation**, and to facilitate the generation of innovative ideas and the application of these in daily tasks. Most significant of these initiatives:

Forum for Innovative Ideas and OHL Award for the Most Innovative Idea

The objective of these initiatives is to foster the creativity directed toward the improvement of productivity and efficiency in the work sites and in the construction process and in the office process. The group conducts an open assembly for both initiatives, for all of the employees since 2008. At first the meetings were biennial, but now they are yearly.

The chairman of the Group, Juan-Miguel Villar Mir, accompanied by the secondary vice president and CEO, Josep Piqué, presented the **OHL Award for Most Innovative Idea** in the month of December 2013, thus completing the third edition of the award. The jury, integrated by members of the R&D&i Committee and the Direction for Innovation and Sustainability of the Group, assessed the degree of novelty, the technical and economical viability, the profitability, and the positive environmental impact of the proposals that were presented. The ideas awarded can be seen in the table annexed.

III OHL Award for the Most Innovative Idea Winners of the 2013 edition



Juan-Miguel Villar Mir and Josep Piqué Camps, president and second vice president of OHL, in the delivery of the OHL Award and the Most innovative idea of 2013, third edition.

Award for the Most Innovative Idea

Method of Industrialization of Construction (MIC) presented by the team led by Carlos Sánchez Marín, director of the Latin American Area and director of the Mexico Area of OHL Construction, which proposes a general work methodology to reduce costs and includes best practices and yields that were achieved by the OHL Group.

Accésit

Introduce improvements for the in situ recycling process of asphalt pavements to Andrés Costa Hernández, boss of the Technology Management section of Elsan.

Accésit

Obtainment of precise digital terrain models with high resolution, by the use of microdrones and with a practical application to large projects delivered by Manuel Muriel Parra, manager of the Technical Department for OHL Construction.



Technological Vigilance or Technological Radar Service

The Technological Vigilance Service, placed into action by the Direction of Innovation and Sustainability, has the main purpose of **answering the information needs** in subject matters of technology, research and competition analysis for the Group.

This technological radar service offers the possibility of generating technological reports according to demand from production lines, and allows any employee of the Group to solicit information by providing a brief description of the subject of interest. This technology was implemented in December of 2012 and in 2013 there were more than 30 information requests from OHL Construction, OHL Concessions and OHL Industrial.

This launch corresponds to the strategy marked by the R&D&i Committee of OHL and is also a requirement of the R&D&i Management System implemented and certified according to the UNE 166002 standard.

Advantages of the vigilance technology	
Anticipation Actions proposed in according to detected information	Exploiting the opportunities Actions proposed to exploit identified advantages
Reduce risks Proposal of actions to decrease detected threats	Lines of improvement Plan of actions to overcome identified threats
Innovation Proposal of new ideas	Cooperation Identification of potential collaborators

R&D&i Bulletin

In 2013 the publication of this bulletin continued being a channel for the internal dissemination of the most relevant activities regarding research, development and innovation. The publication includes successful projects, important news, upcoming events and relevant technical advancements, from the company and from third persons.

Other R&D&i communication initiatives

With the objective of bringing R&D&i activities to all of the OHL Group, including affiliates and participants that are in Spain and abroad, as well as the general public, in 2013 there was a special report that was published in the R&D&i magazine Tecno.

Also, this last year a corporate video about Innovation and Technology was presented with the objective of reflecting the capability and experience of OHL in R&D&i subject matter. This video, which is available in the press release section of the OHL web page, presents the Group as a highly innovative and capable company that is qualified to face technological challenges.

► The Service of Technological Vigilance offers the possibility of generating technological reports according to demand from production lines. It was launched in December 2012 and in 2013 it received more than 30 information requests.

Collaborations

The OHL Group is a Spanish and European reference in the R&D&i field and actively participates in **fostering initiatives** for the innovation sector. This participation demonstrates its strong commitment to R&D&i, its determining role in the identification of the innovation challenges in the construction field, as well as the development of strategies and plans to face them.

On an international level, the OHL Group is present in the governing bodies of the most important initiatives of the sector:



- European Construction Technology Platform (ECTP).



- European Network of Construction Companies for Research and Development (ENCORD): European network of large construction companies in favor of research and development.



- SHIFT2RAIL: Joint European technological initiative for promoting research and innovation in the area of railroads.



- Research for Future Infrastructure Networks in Europe (reFINE): European initiative to impulse R&D for transportation infrastructures.



- International Road Research Board (Ir2b): Global collaboration platform of research and innovation within various infrastructures.

One of OHL Group's important participations in 2013 took place in the forum facilitated by the Direction of Innovation and Sustainability titled **Ambassadors of Innovation** organized by the Network of Ambassadors from the Philips Innovation and the European Network of Construction Companies for Research and Development (ENCORD), held in Eindhoven (Netherlands).

► The strong commitment to R&D&i has turned the OHL Group into a Spanish and European reference in this field and into an active participant in the initiatives of the sector that foster innovation.



In Spain, the OHL Group is also a distinguished member of the following entities:



- Fundación Cotec for technological innovation.
- Spanish Technological Construction Platform (PTEC).
- The R&D&i Committee of the Association of Construction Companies of National Scope in Spain, Seopan.
- The R&D&i work group of the Advisory Council for the Certification of Construction Companies of the Spanish Association of Standardization and Certification (Aenor).
- Spanish Platform for Technological Railroads (PTFE).
- Spanish Technological Water Platform (PTEA).
- European Technological Fusion Platform (Ciemat).
- Platform for Environmental Technologies (Planeta).
- R&D&i Group for the Spanish Association of Manufacturers of Asphalt Mixtures (Asefma).
- R&D&i Group of the Association of Companies for Conservation and Exploitation of Infrastructures (ACEX).

Collaboration with companies, universities, technological centers, industrial organizations and public institutions through programs and agreements is also fundamental. Only in 2013, the OHL Group collaborated with 29 organizations from countries such as Germany, Spain, Estonia, Finland, France, Greece, Holland, Italy, Czech Republic and Switzerland. Among these the following stand out: the Technological University of Delft (TU Delft), in the Netherlands; the Federal Polytechnic School of Lausana, in Switzerland; and the Center of Studies for Experimentation of Public Works (CEDEX) and the Polytechnic University of Madrid (UPM), which are Spanish entities.

It should also be noted that since 2012, the chairman of the OHL Group, Juan-Miguel Villar Mir, has been the chairman of the **Fundación Cotec**, which was created to foment innovation.



► Quality

Quality management

Quality management at OHL is key to the achievement of the Group's objectives and favors an environment where constant improvement and customer satisfaction are priorities, surpassing customer expectations.

The Group's Committee for Quality and Environment is the highest executive governing body and is made up of the managers of the operational divisions and the pertinent corporate management offices. Its function is to set the guidelines in this area, as well as to supervise and coordinate the different quality management strategies for the Group companies.

The Group has an Environment and Quality Corporate Service that is dependent on the Innovation and Sustainability Department, and also on OHL's Corporate General Management.

The purpose of this corporate service is mainly focused on aspects related to the Group's quality management strategy. The development of these main lines and their implementation in projects and services is undertaken by the Environment and Quality services of each of the operating divisions: OHL Concessions, OHL Construction, OHL Services, OHL Industrial and OHL Developments.

Quality management 2013 Milestones

- Integrated Multisite Management System:
 - Certified at OHL Industrial with the dual-standard modality (integrated quality and environment).
 - System implemented in the tri-standard modality (quality, environment and prevention) at OHL Construction in Latin America, Canada and Australia, certified at the start of 2014.
 - Implementation, in the tri-standard modality at OHL Concessions in Mexico and Peru.
 - Obtainment of **nine new certificates** regarding quality management (OHL Canada, Constructora de Viales México, OHL Mexico and Central America and CVM, OHL Industrial Brazil, OHL Industrial Mining & Cement, OHL Industrial Power, OHL Industrial USA and OHL Industrial IEPI MEXICO)
- More than 500 km of **highways** operating (69% of total) with a **certified quality management system**.
- Application of quality and environmental principles from the *Project Management* methodology in emblematic works of the Construction division, with a budget of nearly €3,900 million. These principals require exhaustive initial planning, even more so than is required by ISO 9001, as well intense document control and rigorous communication with the client. Some examples of the works in which this has been applied are Canada (Montreal University Hospital Center and the Toronto TTE Subway), Spain (Botín Art Center), Qatar (Sidra Hospital and Doha Subway), Kuwait (elevated viaduct), Turkey (Marmaray Railroad) and Saudi Arabia (Mecca-Medina Project).



Regarding its companies and production centers, OHL focuses on the availability of management systems that are in accordance with international standards (ISO 9001, ISO 14001, EMAS, etc.), with external certificates for the client who will perceive it as an added value. In this section there is more information on quality management and the certifications. More details on the certifications or environmental management measures can be found in the [Environment chapter](#) of this report.

Presently, the Group has 46 quality certifications in ISO 9001 (61% of the company is certified), 9 of which were obtained in 2013, in different countries and with scopes that include most of the activities that are undertaken. The certified turnover of the OHL Group is more or less stable in comparison to the previous year (2012: 62%).

In the process of obtaining certificates and the maintenance of its management systems, in 2013 OHL successfully underwent more than 67 audit days and external certification processes, and carried out more than 115 internal audits.

OHL Industrial and OHL Services set themselves apart noticeably for having 100% of their activity certified in ISO 9001, almost from the start of their activities.

Certified turnover in ISO 9001 management (% of total)

OHL Concessions		OHL Construction		OHL Industrial		OHL Developments		OHL Services		OHL Group Total	
2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
58%	49%	58%	62%	100%	100%	*	*	100%	100%	61%	62%

(*) The activity of OHL Developments in 2012 and 2013 includes the implementation of a specific management system with and external recognition of 5 diamonds granted by the AAA, which adheres to the CRISTAL program of quality of hygiene and foods.



100% of the activities of OHL Industrial and OHL Services were performed according to ISO 9001 in 2013.



Implementation and certification of integrated management, multisite and tri-standard systems in the OHL Group

As part of the continuous improvement process, in 2013 the OHL Group obtained the first satisfactory results in the certification process of the integrated multisite tri-standard management system, comprising the quality management (ISO 9001), environmental (ISO 14001) and occupational health and safety (OSHAS 18001) systems for all countries where OHL is present.

The benefits that the project reports are the following:

Improve and strengthen the present systems at the division level:

- Maximize the use of a unique management system specific to each division, which will allow the adaptation to specific requirements of the client, country and of the company itself.
- To achieve a "common language" and have a similar structure with respect to the three management systems.
- Improve the fulfillment of contractual requirements, occupational safety and in situ environmental protection, through the minimization of dedication to formal aspects of the system.
- Modernize the management system for its indistinct application in the *Project Management* systems or in ISO, attending the client's requirements.

Strengthen the commercial and technical value of the current certifications:

- Endorse the capacity of the Group to potential clients to implement its systems and become certified in new markets.
- Demonstrate the capacity of implementing the systems in any kind of activity, with the previous experience in other areas.
- Align the certification audits with the OHL Group's strategy in terms of management systems and internationalization, and to obtain added value.

In this sense, the work of the **OHL Industrial** division is outstanding. It was a pioneer in 2013 in the obtaining the multi-site and dual-standard certification, with the main certificate belonging to the OHL Industrial Group and with a global scope (Spain, United States, Peru, Brazil, Colombia, Mexico, Chile, United Arab Emirates and Oman), including sub-certifications with the names of seven of the companies: OHL Industrial, global scope; Ecolaire Spain, specific scope; OHL Industrial Mining & Cement, specific scope; OHL Industrial Power, specific scope; OHL Industrial USA, global scope; OHL Industrial Brazil, global scope; IEPI México, with global scope.



The Group also uses specific systems adapted to each specific case in those countries where different environment and quality standards are required. In addition, specific requirements are incorporated, regarding management as well as technical requirements, which the client requires in the contract. This is what occurs, for example, in activities where *Project Management* is applicable, in the projects connected to sustainable construction certificates (LEED or BREEAM) or in Mayakoba Tourism Development.

OHL Construction promotes the use of the LEED® certification standard for buildings that certifies the level and quality of sustainable buildings and spaces. The companies of OHL USA are members of the United States Green Building Council (USGBC) and are equipped with accredited professionals with broad experience. In 2013 OHL Construction in Spain reinforced the qualification of their technicians by doing 1,860 hours of LEED training and 4,324 hours of training in *Project Management*.

USGBC recognized the Cox Neuroscience and Health Annex projects with the LEED certificate for the gold category (Gold LEED) and the South Miami Hospital Clinical Expansion (Gold LEED), executed by the OHL USA affiliate Arellano Construction. At present they are in the process of building 16 projects (1 Platinum LEED, 8 Gold LEED, 7 Silver).

More information can be found about the **LEED certificates** in the **Environment chapter** of this report.

Mayakoba Tourism Development (OHL Developments) has the highest qualification in the application of the Global Criteria for Sustainable Tourism (GSCT), which is awarded by the Rainforest Alliance, as well as the certificate in Environmental Tourism Quality, which is the highest certification that the ministry of environmental affairs of Mexico grants through the Procuraduría Federal de Protección al Ambiente (PROFEPA).

There is currently a team of 15 auditors and in 2013, 19 external audits were passed.



"Five Diamond" Award of the Hotel Fairmont Mayakoba.



Additionally, OHL Industrial and its affiliate companies are enrolled in the register of RePro providers for different products and services.



The Rosewood Hotel, Islas de Mayakoba, is part of the Cristal program of hygiene and food quality, which monitors the temperature of the refrigerators for food exposure, the expiration dates of foods, as well as the hygiene of the personnel that verifies the quality of the fresh and processed foods. Within the framework of this program there are various external audits for control purposes.

Also, in 2013 the Corredor Mayakoba hotel operator received the AAA "Five Diamonds" award for the Fairmont Mayakoba and Rosewood Mayakoba hotels, an award that guarantees maximum standards of luxury and service.

AAA is an association that includes 45 million automobile users in the United States and Canada which, besides offering roadside assistance and legal advising and other benefits, also runs a tourism information office and publishes highway maps and guides that recommend top tier restaurants and hotels in North America.

Chepro, an affiliate of OHL Industrial, specializes in anti-fire systems and has qualifications and recognitions from the most important official insurance companies. Among them, the following stand out:

- Certificate for company qualified as Installer and Maintainer of Fire Protection Devices, granted by the Community of Madrid, General Direction of Industry, Energy and Mines.
- Member of the regulations committee of the National Fire Protection Association (NFPA).
- Company recognized by the Guarantee for Quality of Proprietors Group (GGCP) of Spanish Nuclear Power Plants.

Lastly, during the past year the OHL Group renewed the Madrid Excelente guarantee mark after tests performed by independent external auditors. This award managed by the Government of the Community of Madrid recognizes and certifies quality and excellence in company management, with the purpose of encouraging the competitiveness of the sector. For further information on this recognition, consult the chapter [Policies and Strategies with Social and Environmental Scope](#) of this report.

Further information at:

[List of OHL Group companies that are certified](#)



Objectives of the quality management systems by divisions

2013 Objective	Degree of Completion	2014 Objective
OHL Concessions		
Obtain management systems certifications in at least two companies in Mexico and Peru.	In progress. Integrated in the management system, providing a tri-standard and multisite scope.	Obtain certifications of tri-standard and multisite management systems in at least two companies.
OHL Construction		
Obtain the multisite certification for Latin America with integrated quality, environment, and occupational health and safety systems.	In progress. The management system has been integrated providing a tri-standard and multisite scope for Latin America. A process of adaptation has begun to the <i>Project Management</i> methodology.	Obtain the multisite certificate with integrated quality, environment and occupational health and safety systems.
Certification of OHL Canada, from the Justice Department of Santiago, Chile, for OHL Australia and OHL Peru.	Partially completed. ISO 9001 Certificate for OHL Canada. Implementation completed at the Justice Department of Santiago, Chile, in Peru and in Australia. Internal audits completed and currently undergoing correction of respective infractions. External auditing is planned.	Tri-standard certification of OHL Canada and OHL Australia, OHL in Peru and the Justice Department of Santiago, Chile.
Continue progressing in regards to the documentation for <i>Project Management</i> and start a training for worksite technicians.	Accomplished. Revision and adaptation of documentation in process. 4,324 hours of training for 149 technicians.	Conclude the adaptation of the documentation and implementation in 100% of the new awarded contracts. Continue with the training activity of worksite technicians.
OHL Industrial		
Broaden the scope of the certification for OHL Industrial to include, among others, the operation and maintenance activity of industrial plants.	Accomplished. Broaden the scope of activity for operation and maintenance of industrial plants.	Extend the scope of Ecolaire.
Inclusion of the certificates for management systems of work centers in Mexico and United States, as well as the issue of a sub-certificate per country that makes up the entire scope of the division.	Accomplished. Sub-certificates (multisite diagram); • OHL Industrial USA, global scope • OHL Industrial Brazil, global scope • IEPI Mexico, global scope	Obtain the sub-certificates for OHL Industrial Oil & Gas, OHL Industrial Peru and OHL Industrial Chile.

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Certification of OHL Industrial as a division, with global scope so that all of the present and future affiliates are protected by its management system, and the issue of sub-certificates for business areas, companies and countries with partial or total scope in others, depending on the case.	Accomplished. Multisite and dual-standard certification in all of the locations in which OHL Industrial is present.	Maintain the multisite certification and broaden the scope for the nine business areas, companies and countries.
OHL Services		
Maintain the percentage of certified activity at 100%.	Accomplished.	Obtain certifications of tri-standard and multisite management systems. Implementation of the system for new contracts outside Spain.
Improve customer service attention in the Novaire residences by increasing suggestions and reducing complaints.	Accomplished. The number of suggestions received was 65 and the resolution of claims/complaints has improved.	Creation of appreciation brochures that give space to voice opinions regarding the overall analysis of customer service.
Achieve occupation of 96.9% of the openings once the new AC3s have been absorbed.	Accomplished. The year closed with 97.03% of the openings filled.	
OHL Developments		
Achievement of positive service and issue of the certificate by PROFEPA.	Accomplished. Certification for Environmental Quality Tourism in March of 2013 with validity until 2015.	Attend quarterly follow-up audits for the purpose of re-certification in 2015.
Continue the Rainforest-Marti initiative.	Accomplished.	Continue the Rainforest-Marti initiative.

Measurement of Customer Satisfaction

OHL constantly works to improve the services that it offers to its clients, which makes it fundamental to have mechanisms specifically designed for this group in order to provide the attention deemed necessary. Within this dialog, the measurement of customer satisfaction plays a fundamental role.

Each of the business divisions conducts studies that seek to compile key client and user information that allows the Group to develop products and services that approach their expectations. Each of these studies has an established methodology and frequency, always adapted to the punctual needs of each company.

This information is completed with the data obtained from the OHL Group at the corporate level regarding the analysis of expectations of the different stakeholders.



Measurement Processes	Main Results 2013
OHL Concessions	
<p>The division conducts follow-up of customer satisfaction in the companies with quality management systems.</p> <p>The overall satisfaction index is 8.16 over 10, with an average of 95.3% of final users that would use the service again and 95.8% of final users that would recommend it.</p>	<ul style="list-style-type: none"> • Metro Ligero Oeste (Spain) conducted a survey in 2012 for the Quality of the Service of Urban Railroad Transportation in Madrid for more than 800 users. The most valued qualities of the service were accessibility and safety, followed by comfort. Other aspects for improvement that were identified were frequency and length of the ride. The process will be repeated in 2014. • In 2013, Beltway Mexiquense (Mexico) compiled information regarding the quality of service of the roadside assistance from the users that utilized it. By means of 381 surveys, a degree of satisfaction of 97% was obtained (congratulations: 8%; excellent 77%, good: 12%). • The Toluca International Airport (Mexico) evaluated customer satisfaction in 2013 via surveys that included concepts associated with access, services and installations, security control, environment and airline services. The degree of user satisfaction is qualified as excellent: 40% very good: 28% and good: 15%, which means that 83% of those surveyed were highly satisfied with the service provided. Among the indicated improvements were the currency exchange service, and the strong points were the cleaning and information services.
OHL Construction	
<p>European Area</p> <p>OHL ŽS and ŽPSV conduct surveys among their clients to evaluate the degree of satisfaction, which analyze aspects such as product quality, information about products and order management. The efficiency of the actions that were undertaken to improve customer satisfaction, in some cases, is evaluated with the actual clients.</p>	<ul style="list-style-type: none"> • OHL ŽS and ŽPSV. The results of the analysis completed in 2012 offered a global satisfaction index of 4.33 over 5. The concepts that were most valued were communication and rapid response to client requests. 90.6% of clients were considered satisfied and 100% would use their services again. The results of the evaluation process corresponding to 2013 will be available in 2014.
<p>Latin America Area</p> <p>Evaluation of satisfaction in companies that implemented quality management systems by means of client surveys and their representatives, in accordance with documented procedure.</p> <p>The customer satisfaction evaluation process occurs every three years, coinciding with the average time of duration of the contracts.</p>	<ul style="list-style-type: none"> • OHL Argentina Branch and OHL Peru Branch measured the satisfaction of their clients in 2013 by interviewing the clients and their representatives in a survey format. The global index obtained was of 9 over 10 in Argentina and 9.5 over 10 in Peru, with a percentage of satisfaction of 100% in both countries. • The Justice Department concessionaire also conducts satisfaction surveys for users of the Justice Department of Santiago (Chile) in each service request, and annually with the client (IF MOP), in accordance with the documented procedure. <p>User surveys consider the following items: employee presentation, response time, quality of attention and general evaluation of the service provided. The results are analyzed and managed by the operations managers. The last evaluation was in December 2013. The global satisfaction index was 6.5 over 7, which is a positive evaluation and similar to the results of 2012: 6.91 over 7. 100% of participating users were considered satisfied, would use the service again and would recommend it.</p> <p>On the other hand, there is an annual survey for the concessionaire. The degree of satisfaction in 2013 was 6 over 7, and is considered among the best <i>facility manager</i> concessionaries. The most valued concepts are the fulfillment of deadlines, reaction to unexpected situations and environmental performance.</p>



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<p>North America Area</p> <p>Evaluation of customer satisfaction throughout the execution of the project and at the end of the work, with a satisfaction certificate that the client issues.</p>	<ul style="list-style-type: none"> The evaluation undertaken by OHL Branch in Montreal in December of 2013 shows a degree of satisfaction of 74 over 100, especially highlighting the honesty and reliability of the employees.
<p>Spain Area</p> <p>Periodic follow-up of perception regarding the compliance to contractual specifications.</p> <p>The survey was given to clients of construction works with more than 50% executed or that were completed within the last 12 months.</p> <p>An <i>online</i> platform was used to provide confidentiality of information and statistical treatment.</p>	<ul style="list-style-type: none"> In 2013 a total of 149 surveys were conducted, with a global satisfaction index of 60.4%, considered to be representative. <p>The satisfaction index was of 81.13%, which represents a decrease of 0.35% compared to the previous evaluation. The percentage of clients that were satisfied was maintained and had similar values to the ones obtained in 2012, with 79.11% willing to work with OHL again (2012: 86%) and 87.33% would recommend it (2012: 83%).</p> <p>The five strongest and most relevant and highly valued points of the survey, with more than 87% in the satisfaction index, were:</p> <ul style="list-style-type: none"> The human capital who provided services to the worksite (dedication, professionalism, technical level, experience and positive work environment). The provision of personalized service. The solution to technical difficulties and the technical assistance provided during the execution of the works. Collaboration and rapid response time to unexpected events. Correct execution and termination of the work expressed by the high quality of the installations and finishes.
<p>OHL Industrial</p>	
<p>The customer satisfaction evaluation occurs during personal interviews with the project managers and the customer representatives. It is measured according to each company's quality management system procedures.</p>	<ul style="list-style-type: none"> In 2013, OHL Industrial obtained a global satisfaction index of 3.8 points over 5 (2012: 4 points over 5). <p>The most valued concepts were the professionalism of the project team (both in-office work and on-site work during the construction of the plant) and the treatment received by OHL Industrial personnel.</p> <p>100% of clients are satisfied and all of the clients would hire OHL Industrial's services again and recommend them.</p>

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- As a differentiating and new element, Ingesan is outstanding because it has based its activity from the start on integrated and sustainable management and has reached complete certification in a brief period of time (5 years), with the complexity of simultaneously coordinating a strong growth, the management of a large workforce (4,790 employees), and a "multi-center" structure, with more than 500 work centers, in 2013.



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OHL Developments

The division carried out satisfaction surveys for the clients of the Mayakoba Resort.

At the golf course, the clients are sent a survey to evaluate their opinion of their stay and the golf service.

At the Operadora Hotelera del Corredor Mayakoba, a company that operates under the Fairmont Hotel, a monthly survey is sent to the clients. If satisfaction is below 70, the customer service department contacts the guest directly.

At the Islas de Mayakoba, company that operates under the Rosewood Hotel, a monthly survey is automatically sent to the clients by means of Market Metrix.

At the Banyan Tree Hotel, operated by the company Mayakoba Thai, customer satisfaction is evaluated through paper surveys or via an electronic link based on the CMR system. The report is monthly and allows the following up the GSI (Guest Satisfaction Index).

- **Operadora Hotelera del Corredor Mayakoba** (Hotel Fairmont). In 2013 a total of 806 surveys were conducted, with a global satisfaction index of 8.59 over 10 (2012: 8,69). The number of satisfied customers reached 92%; 47% would use the service again and 65% would recommend it.
- **Islas de Mayakoba** (Hotel Rosewood). In 2013 a favorable satisfaction index on the part of the client was achieved with 95 over 100. Also, 84% would use the service again and would recommend it.
- **Mayakoba Thai** (Hotel Banyan Tree). In 2013 a favorable satisfaction index on the part of the client was achieved with 90 over 100. Also, 97% would use the service again and 95% would recommend it.

OHL Services

OHL Services takes special care of details and works with professionalism, specialization and closeness in order to obtain the satisfaction of customers and workers, and to improve quality of life. In this division, the process of measuring the evaluation of customer satisfaction and of the users is of particular relevance.

Novaire conducts surveys in all of its centers using the following modalities:

- For family members: surveys by phone or by biennial mailings.
- For users: surveys via biennial personal interviews.
- For prescribers: biennial *online* surveys.

In the case of **Ingesan**, satisfaction surveys are structured in two blocks: contracted services and other services (such as sales and general image). In the Cleaning Services Department, clients the most-valued contractual services were led by contract compliance, followed by the reduction of time waited to attend claims and complaints, and the availability of other services. In the Maintenance Department, clients also valued the concepts regarding contracted services, led by information delivery, contract compliance, time dedicated to complaints and suggestions, and the availability of other non-contractual services.

- **Novaire**. In 2013, a study of prescribers was conducted, which obtained a response index of 57.5%. The global qualification of service was of 7.6 on a scale from 1 to 10. Also, more than 99% of those surveyed consider the Novaire centers as a reference in the community.

The most significant information from this report is the following:

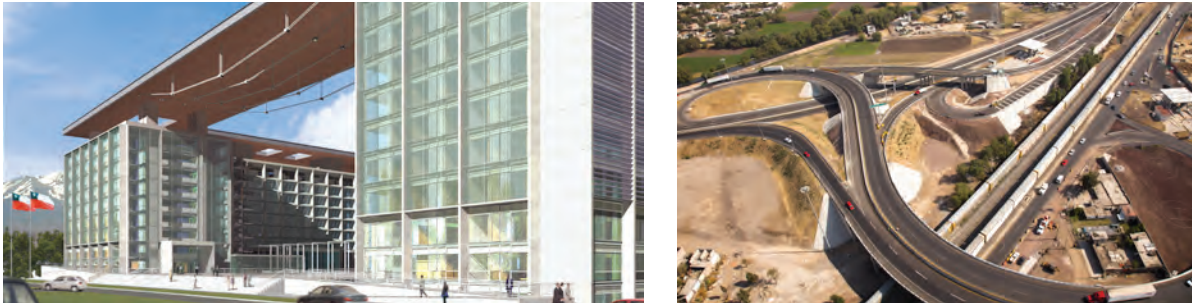
- Tripled the number of collaborating prescribers in the completion of the survey. There were 20 surveys completed in 2012 compared to 69 in 2013.
- 99% of the surveyed prescribers consider Novaire a leader in its community.
- 99% recommend the center and 30% choose it as a first option.
- The global score was 7.58 points over 10.

On the other hand, Novaire annually receives communications from clients declaring their satisfaction with the attention and services provided. During 2013 there were 13 thank you notes received for the professional and personal treatment received.

Lastly, the suggestions received in 2013 amount to a total of 65. Of these, 50% are from family members, 23% from users, 7% are workers and the remaining 20% were non-identified.

Of the suggestions received, 27 have been proposed for possible implementation.

- **Ingesan**. In 2013, the satisfaction index was 4.51 over 5 (2012: 4.39) in cleaning service and 4.31 over 5 (2012: 4.33) for maintenance. The social health service, new in 2013, obtained an average assessment of 4.18 over 5, highlighting important aspects such as delivery of information regarding the tasks completed for the user and for the client, and the use of cleaning products that are less allergenic.



Justice Department of Santiago, Chile and Beltway Mexiquense, two examples of OHL activities evaluated by clients and users. All of the surveys that were carried out in the Mayakoba Tourism Development report high customer satisfaction.

Customer Service Systems

All of the client and user complaints that the Group receives are managed by the same channel by which it was received (telephone, mail, and e-mail mainly), and an updated and documented record of these is also kept. The solution proposed and the time period for responding depend on each type of complaint and the corresponding urgency.

The services provided directly to the user, such as hotels, transportation infrastructures and attention centers for the elderly, are equipped with easily accessed channels of communication, such as in the reception area of buildings, points of sale of cards or tickets, and toll booths.

OHL Concessions

The users of the infrastructures in this division receive attention by means of the following procedures:

- Attention to complaints, claims and suggestions through the customer service centers, telephone lines and web pages of each of the concessionaire companies.
- Medical assistance and attention and mechanical assistance for users 24 hours a day through direct service or through coordination with other entities.
- Road safety vehicles that continuously monitor the entirety of the highways.
- SOS posts located in strategic zones of the roads.

A note worth mentioning regarding vehicle traffic is the reduced percentage of claims and complaints that the concessionaire companies receive annually. During 2013 there was a decrease of 22% for claims and complaints in comparison to 2012, a percentage that recovered the downward trend. The ratio of claims and complaints regarding traffic has been reduced by 8 hundredths (1.06 in 2012 and 1.14 in 2011); and traffic signaling, road service and conditions service have collected the highest number of complaints.



OHL Construction

The division considers all of the complaints that the clients communicate after completion. When appropriate, the cause is analyzed and measures are taken according depending on each case: agreement to eliminate deviation through repair; leaving as-is provided it doesn't change the properties of the product and does not pose a security risk; or demolishing and rebuilding the element that is the object of a claim.

OHL Construction	2011	2012	2013
No. of claims and complaints received and accepted/No. of works in a post-sale status	1.23	0.35	0.94

In Spain the claims that registered per work project in post-sale status have an index value that depends on the type of work. In 2013 the works that had complaints in post-sale status were reduced by 9%. The registered claims corresponded to 33 different clients, which produced an index of 1.58 complaints per million Euros.

The most frequent complaints were related to locksmithing (blinds, glazing process, curtain walls, metal sheet roofs and kitchen furnishings, among others), wood carpentry (partitions, doors), plumbing installation (water supply, hot water, cold water, irrigation), vertical coatings (paint, wall paper or cloth lining for vertical sections) and tiling and plating. In 2013 the average response time was 1.12 days, which was a much lower value compared to 2012, which was 7 days.

The construction activity outside Spain has an index of 0.58 complaints per million Euros, originating mainly from the activity in Mexico, Czech Republic, Peru and Canada (which represented 24% of the total volume of international construction sales). Of the total of complaints received, 75% were justified. The average response time to a client was 6 days, with a fulfillment rate of 83% of the stipulated time limit, which varies according to the country and the type of complaint.

OHL Industrial

In 2013 there were no complaints for companies that are part of this division. OHL Industrial has a specific procedure for the management of complaints, which are personally attended to, by e-mail, by mail, or through on-site communication project teams themselves.

OHL Developments

Customer service is maximum priority at OHL Developments. Some examples are: accident reports and comment cards at the Mayakoba golf club and the Market Metrix program at Islas de Mayakoba.

In 2013 a total of 2,700 complaints were attended related to the following concepts: restaurant, poor hotel management due to humidity levels, improvement of lighting, insects in the premises and Internet malfunction. All of the complaints were immediately addressed.

OHL Services

Ingesan did not receive client complaints for its maintenance activities, cleaning services and health care attention during 2013.

All of the communications that were received were unrelated to the contract, such as requesting other services, urgency for unplanned jobs, etc., and were managed by the corresponding responsible parties.



Likewise, all of the bids that are presented to tender include information for communicating expressly with the clients that have various modalities of communicating any complaint and/or suggestion that arises in relation to contract compliance. The claims or suggestions are treated as breaches associated with the service while the contract is developed, and they are treated as complaints once the contract ends.

The **Novaire** care centers for the elderly have a communication department that coordinates the aspects related to customer service. Novaire has a standard for its attention system and management of claims and complaints, which is the following:

- The attention of suggestions is managed in a centralized manner.
- The attention to claims/complaints at the center is managed at the center itself, and headquarters is informed.
- The attention of official internal claims/complaints, complaints to the Council for Social Welfare of the Generalitat Valenciana and other complaints which due to their content cannot be resolved in the center itself, are managed through the Department of Communication and the Quality of Service of the OHL Group.

All of the claims and complaints are investigated and responded to within a maximum time frame of 15 days (those managed in the centers) or of 30 days (those managed by the Department of Communication and the Quality of Service of the Group). In 2013 the number of claims/complaints attended to was 78 (2012:68), the percentage of those attended being 98.7% during the established time frame. The most common complaints were related to losses or deterioration of personal belongings, billing, health attention and restoration.

Guarantee the health and safety of the client

Through its activities, the OHL Group seeks an improvement in the quality of life for the final users of its products and services, as well as of the people that inhabit the areas in which it the Group develops its activities. Additionally, the company develops its activities under the **strictest compliance to the regulations that are in place**, thus avoiding any kind of incompliance regarding the health and safety of the client.

The special effort of OHL Developments and OHL Services in this regard is worth noting, whose services are provided directly to the final client. For example, the companies of OHL Developments have different licenses from the field of health and hygiene, which are renewed every year. It is worth noting here the already-mentioned adherence of Islas de Mayakoba to the Cristal program of hygiene and food quality, which monitors the temperature of the refrigerators for food exposure, the expiration dates of foods, as well as the hygiene of the personnel that verifies the quality of the fresh and processed foods. Regarding safety, the certification of Civil Protection of the location is renewed annually, and there is personnel training for forest fires and confined fires.

Novaire (OHL Services) carries out different initiatives focused on the prevention of illnesses and the promotion of the health of users through the use of health professionals, as well as the fall prevention program, the pressure wound and ulcer prevention program, the immobility prevention program, activities for the prevention of cardiovascular risk factors, the incontinence prevention program, and the malnutrition prevention program.

► Through its activities, the OHL Group seeks an improvement in the quality of life for the final users of its products and services, as well as of the people that inhabit the areas in which it the Group develops its activities, which are developed under the strictest compliance with the legislation in force.

Five divisions, five visions of sustainability

Poetas Expressway, urban toll road in Mexico, was opened over its entire length in 2013, after the completion of the last section.





► Five divisions, five visions of sustainability

By developing different lines of business in countries around the world, the OHL Group generates and distributes economic, social and environmental value.

Aside from highlighting the economic milestones of 2013 for each of the five operative divisions of the Group and the principal keys in the evolution of its business, the following chapters show the contribution to sustainability that is carried out by each of the divisions through a selection of important projects and practices.

These experiences illustrate OHL's capacity to promote positive change and contribute to environmental sustainability and social progress wherever it is present.

Division	Geographical Presence	CSR Priorities and Sustainability
OHL Concessions	<ul style="list-style-type: none"> Spain Mexico Chile Peru 	<ul style="list-style-type: none"> Management of environmental impact on infrastructures Education for sustainable transport Education for road safety Promotion of road health R&D&i in smart infrastructures Social action in the employee environment
OHL Construction	<ul style="list-style-type: none"> Canada The United States Mexico Honduras Colombia Peru Chile Argentina Algeria Spain The Czech Republic Poland The Slovak Republic Romania Bulgaria Croatia Bosnia Herzegovina Montenegro Russia Kazakhstan Azerbaijan Turkey Kuwait Qatar Saudi Arabia Australia 	<ul style="list-style-type: none"> Occupational health and safety Minimization of environmental impact Sustainable construction Direct and indirect job creation Technological innovation applied to infrastructure construction Responsible consumption Support to communities in work-site areas
OHL Industrial	<ul style="list-style-type: none"> The United States Mexico Colombia Peru Chile Brazil Spain United Arab Emirates 	<ul style="list-style-type: none"> Contribution to the development of the renewables industry (infrastructure development) R&D&i focused on sustainability Occupational health and safety Direct and indirect job creation
OHL Services	<ul style="list-style-type: none"> Spain 	<ul style="list-style-type: none"> Energy efficiency Equality and diversity Job placement of individuals at risk of social exclusion Active aging and intergenerational solidarity Quality and customer service
OHL Developments	<ul style="list-style-type: none"> Spain Mexico 	<ul style="list-style-type: none"> Sustainable tourism Preservation and management of biodiversity Socio-economic development of surrounding areas Support to local communities Quality and customer service

OHL Concessions

B1

The development of its own technology has added value to the services provided to its clients, users and shareholders, and has transformed OHL Concessions into a more competitive and efficient company. In the photo, a *free-flow* toll system was developed by the company and installed on the Northern Urban Toll Road.

OHL Concessions is a leading company in the international market for public-private partnership projects in transportation infrastructure and directs the activity undertaken by the OHL Group in this sector.



► 2013 Business performance

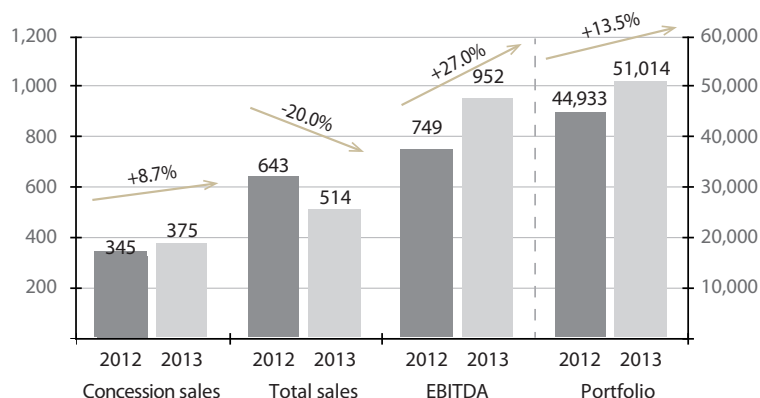
An expert in promoting greenfield concessions and with broad experience in the financing, development and use of highways, ports, railroads and airports, the Company currently has double presence in the concession business. On the one hand, as a promoter and manager of transportation infrastructure concessions, with controlling shareholdings therein, and, on the other hand, as a reference shareholder and industrial partner of Abertis, world leader in highway management.

The infrastructures managed and operated directly by OHL Concessions are characterized by integrating important metropolitan areas and industrial, commercial and tourist corridors which are part of the main land, sea and air routes of the countries where the division carries out its activity. Also, the development of own technology has added value to the services provided to its clients, users and shareholders, and has converted it into a more competitive and efficient company.

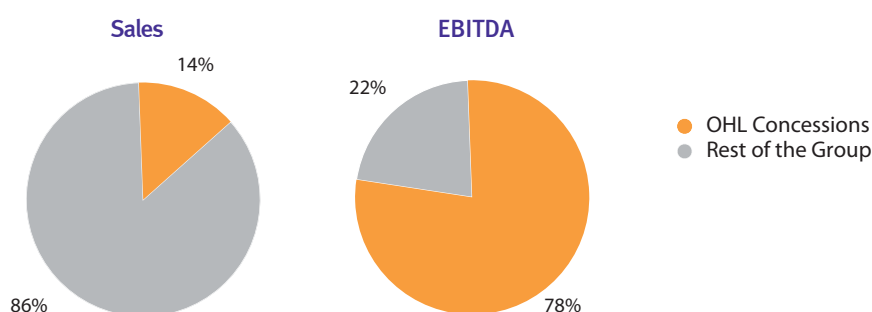
OHL Concessions closed 2013 with an increase of 8.7% of the business figure of its own concession activity which reached €374.6 million. Meanwhile, total sales were 513.8 million, a figure 20.0% lower than the 2012 figure due to less construction activity in the development of its highways in Mexico and to the change in consolidation method (from proportional to equity-accounted) of the Poetas Expressway Toll Road.

For its part, the EBITDA increased 27.0% to €951.5 million. This increase maintains OHL Concessions as the driver of the OHL Group's results to which it contributed 78.3% of its total EBITDA in 2013.

Trend in sales, EBITDA and portfolio of OHL Concessions (€ Million)



OHL Concessions in the OHL Group in 2013





OHL Concessions – Position

- 10 highways, three commercial ports, two railroads and an airport.
- Young portfolio (23 years of average remaining life of highways).
- Very low execution risk (13 in operation and 3 in construction).
- Activity in Mexico, Spain, Peru and Chile. Pre-qualified in projects in the USA, Canada and Colombia.

Management criteria	Attractive portfolio of direct concessions
<ul style="list-style-type: none"> • Financially independent of OHL. • Abertis reference shareholder with a shareholding of 18.93%. • Expert in promoting and developing greenfield concessions. • Financed concessions without recourse and in local currency. • Preference for majority shareholdings. • Materialization of the generated value in its concessions (public stock listings, sale of mature concessions or asset exchange). 	<p>OHL Concession's portfolio with direct management at the end of 2013 consisted of 16 main concessions, with 10 toll roads, its main line of activity, with a total of 790 km, three commercial ports, two railroad concessions and an airport. The distribution of these assets by countries is as follows:</p> <p>Mexico: 6 toll roads and 1 airport</p> <p>Spain: 3 toll roads, 2 railroad concessions, 2 commercial ports</p> <p>Peru: 1 toll road</p> <p>Chile: 1 commercial port</p> <p>The elevated average remaining life of directly managed assets, the share in Albertis's capital and the systematic study of new projects provide a horizon of long-term stability and guarantee the growth of OHL Concessions.</p>

OHL Concession companies which are part of the 2013 perimeter

<ul style="list-style-type: none"> • OHL Concesiones (Spain) • Metro Ligero Oeste (Spain) • Autovía de Aragón-Tramo 1 (Spain) • Autopista Eje Aeropuerto (Spain) • Terminales Marítimas del Sureste (Spain) • Nova Dársena Esportiva de Bará (Spain) • Euroglosa 45 (Spain) • Terminal de Contenedores de Tenerife (Spain) 	<ul style="list-style-type: none"> • OHL Mexico (Mexico) • Concesionaria Mexiquense (Mexico) • Grupo de Autopistas Nacionales (Amozoc Perote) (Mexico) • Aeropuerto Internacional de Toluca (Mexico) • Viaducto Bicentenario (Mexico) • Vía Rápida Poetas (Mexico) • Autopista Urbana Norte (Mexico) • Autovías Concesionadas (Libramiento de Puebla) (Mexico) • OHL Concesiones Chile (Chile) • Autopista del Norte (Peru)
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► Highlights of the year

Abertis

- OHL Concessions increased its share in Abertis to 18.93%.

Awards and pre-qualifications

Chile, Colombia, United States and Canada have concentrated the year's highlights on these aspects.

Chile

- Award of the concession of new terminal 2 of the Valparaíso Port with a period of 30 years and a total managed investment of €432 million.
- Presentation of the best bids for toll roads Concesión Vial Puente Industrial and Américo Vespucio Oriente.

Colombia

- Pre-qualification in 13 projects of the fourth generation road concessions program. These projects add up to 1,950 km, with a contract amount greater than €9,000 million.

The United States

- Pre-qualification by the FDOT for concession of a section of Highway I-4 in Orlando.

Canada

- Pre-qualification of the consortium in which OHL Concessions participates for the Eglinton Crosstown LRT, a light rail project which crosses the city of Toronto.

Financing

OHL Concessions and its subsidiary OHL Mexico, listed in the Mexican Stock Exchange, have made very important financial transactions.

OHL Concessions

- First trade in the capital markets: issue of bonds which are convertible to shares of OHL Mexico for €300 million, increased to €400 million in October.
- Credit in pesos for €300 million with the guarantee of 21.9% of OHL Mexico.



OHL Mexico

For this company, 2013 has been a year of transformation regarding its financial structure due to the following operations:

- Increase of capital in June for a total amount of 6,942.5 million Mexican pesos, approximately €415 million.
- Comprehensive refinancing of Concesionaria Mexiquense (Connex) for an amount of 17,300 million Mexican pesos, executing in a single act with 100% guarantee of Goldman Sachs and increasing the average life of its financing from 5 to 23 years. Connex is the concessionaire company of the Mexiquense Beltway and OHL Concessions' most important concessional asset.

Disinvestments

- On November 25, the sale of Argentine concession Ezeiza-Cañuelas Toll Road in which the OHL Group had a share of 89.1% closed.

M-12 Toll Road

- On January 27, 2014, the Official State Gazette published the declaration of an arrangement with creditors of Aeropistas and its subsidiary Autopista Eje Aeropuerto, concessionaire of the Spanish M-12 Toll Road.

Start of operations

In 2013, OHL Concessions started using the following infrastructures:

- Luis Cabrera Overhead Viaduct, the last section of the Mexican toll road Poetas Expressway.
- Doubling of Section 3, Casma-Huarmey, of 70 km, of the Peruvian Toll Road Red Vial 4
- Terminal 2 of the Valparaíso Port in Chile.
- New container terminal of the east dock of the Santa Cruz de Tenerife Port in Spain.



The comprehensive refinancing of the subsidiary Concesionaria Mexiquense for 17,300 million Mexican pesos was one of the most significant financial operations of the Group in 2013. The photos show two images of the Mexiquense Beltway toll road managed by this company.

► Noted CSR practices

ENVIRONMENTAL MANAGEMENT AT METRO LIGERO OESTE

Location:	Madrid (Spain)
Company:	Metro Liger Oeste
Client:	Community of Madrid
Participation of OHL Concessions in MLO:	51%
Start year:	2007
Km operated:	22 km
Passengers/year:	5,547,970
Remaining operating time:	23 years



Metro Liger Oeste (MLO) has operated since July 2007 as a concession of the Madrid regional government connecting the municipalities of Boadilla del Monte, Alcorcón and Pozuelo de Alarcón (to the west of the capital) to the public transport network operated by the Madrid Regional Transport Consortium. Currently customer satisfaction levels with Metro Liger are amongst the highest in the Madrid regional government's public transport system.

Metro Liger Oeste contributes to the connectedness and convenience of Madrid by minimizing its environmental impact through four lines of approach: reducing acoustic emissions, reducing electricity consumption, reducing water consumption and reducing waste.

Measures to mitigate acoustic emissions:

- Promotion of the rational use of acoustic signals between driving personnel.
- Adoption of preventive measures to reduce friction between the wheel and the rail by measures which include lubricating the rails, inspecting and cleaning the rails.

To monitor these areas, there is periodic monitoring and measuring of sound pressure levels.

Measures to reduce electricity consumption:

- Incorporation into the vehicles of a system to return the energy from braking to the overhead lines. 30% energy saving.
- Implementation of protocols for vehicle parking, workshop air conditioning and lighting.
- Regulation of the use of tunnel ventilation and the substitution of light bulbs by LED.



50% of the energy consumed by MLO is from renewable sources.

► Metro Ligero Oeste was recognized in 2013 as Light Rail Operator of the Year at the Annual Rail Awards.

There have been savings of up to 40% in the consumption of low voltage energy in operation and almost 48% in traction consumption in the workshops.

This significant reduction in electricity consumption is accompanied by MLO's decision to contract a supplier which certifies that 50% of its energy comes from renewable sources, which results in a considerable reduction in pollutant atmospheric emissions.

Measures to reduce **water consumption**:

- Installation of a recycling plant capable of reusing 80% of the water used to wash the trains.
- Awareness-raising measures.

There has been a reduction of 59% in water consumption in workshops and offices.

Measures for reducing the consumption of materials and **waste generation**:

- Paper and toner in offices, through promoting the use of electronic files.
- Lubricating oil and the hazardous waste generated by it, through a system of responsible procurement, the substitution of the solvents currently used by environmentally friendly products and employee training.

MLO results 5 years of environmental management

- 30% energy saving through a system which returns braking energy to the overhead lines.
- 40% low voltage energy saving in operation (kWh/day).
- 48% energy saving in traction energy consumption in workshops (kWh/km).
- 50% of energy supplied from renewable sources.
- 80% of water re-used for washing trains.
- 59% less consumption of water in workshops and offices.
- 42% reduction in the use of lubricating oil (kg /km).

Further information: www.metroligero-oeste.es

THE METRO LIGERO OESTE EDUCATIONAL PROJECT

Location:	Madrid (Spain)
Company:	Metro Liger Oeste
Client:	Community of Madrid
Participation of OHL Concessions in MLO:	51%
Start year:	2007
Km operated:	22 km
Passengers/year:	5,547,970
Remaining operating time:	23 years



In addition to its contribution to the connectedness and convenience of Madrid through its business activity, Metro Liger Oeste has carried out other educational and awareness-raising projects since it started operations. Particularly important among these educational initiatives, which seek to promote sustainable mobility and the use of clean forms of transport by the local community, are the visits to the Metro Liger depots, targeted at school children and relatives of employees, and groups from other local organizations, such as NGOs and foundations.

These visits are led by a team of instructors / actors who have been trained to communicate the benefits of a light rail system, the importance of sustainable mobility and the rules of co-existence as regards this new means of transport.

Objectives of the educational program in MLO Sustainable Mobility

- Strengthen MLO's social commitment to its environment through promoting the core values of public transport: safety, effectiveness and environmental protection.
- Contribute to the development of local initiatives in road traffic education, optimizing synergies between companies, the public administration and schools and leveraging available resources.
- Promote awareness of natural resources available in the area and of the principal environmental problems affecting it.
- Promote values education, highlighting aspects related to the care and protection of the infrastructure and street furniture.

The review of this and other projects in 2010 enabled us to identify the opportunity to **work in partnership with local organizations** and thereby extend the scope of the activity. This led to a partnership with the Environmental Education Department of the municipality of Pozuelo de Alarcón, which is responsible for the publication of a range of teaching materials for pupils and

teachers. This partnership finally gave rise to the **Sustainable Cycling Routes** program, based on additional classes for primary school children to promote public transport and other means of locomotion with low environmental impact compared with the use of private transport which predominates in the municipality of Pozuelo de Alarcón.

From 2011, there has been increased involvement of schools and bodies working with disabled persons both for visits to the depots and in using the sustainable cycling routes, which have specially adapted bicycles.

Both projects definitively came together in 2013 into a single educational project, with the ultimate aim of promoting urban sustainability in MLO's sphere of influence. Its core features are road traffic education, the protection and care of the natural environment and urban landscape, and the promotion of the use of sustainable forms of transport. **Between 2011 and 2013, a total of 2,565 pupils have participated**, and investment in these programs has risen to € 78,400.

In January 2014, the joint efforts of MLO and its partners and collaborators won the recognition of the Regional Transport Consortium in the **second year of Awards for the Promotion of Public Transport and Sustainable Mobility**, and Metro Liger Oeste won an award for its corporate responsibility educational project on Sustainable Mobility.

Further information: www.metroligero-oeste.es



Activity of Sustainable Cycling Routes MLO program.

Partners/Collaborators 2011-2013	Type of collaboration. Commitment
Environmental Education Department of the Department of the Environment	Development and articulation of the contents of teaching materials. Coordination of the actions and preparatory sessions. One environment teacher. Organization of the visits to Somosaguas forest park and AEA.
Safety Department	One road traffic education teacher, two motorists to regulate the traffic, a patrol car and a SEAPA ambulance.
36 Educational Establishments and 9 Special Educational Establishments	Awareness-raising prior to the visits and cycling routes, support for students and debriefing after activities

Key indicators 2013	Material produced 2013	
<ul style="list-style-type: none"> 1,085 participating pupils 51 disabled persons 36 schools involved € 31,200 invested 	Teacher's book	32
	Pupil's book	1,085
	MLO game	32
	Teacher's guide	32
	Pupil's guide	1,085

VIVA LA SALUD, PROTECTING HEALTH FROM THE HIGHWAY

Location:	Departments of Lima, La Libertad, and Department of Ancash (Peru)
Company:	Autopista del Norte
Client:	Ministry of Transport and Communications
Investment:	€ 257 Million
Participation of OHL Concessions in Autopista del Norte:	100%
Start year:	2008
Km operated:	356 km
Average annual traffic:	30,531 veh/day
Remaining operating time:	20 years



In 2013, OHL Concessions launched the **Viva la Salud** project in Peru, building on best practices developed by franchises operating in Brazil until 2012. The initiative came about as a pilot project promoted by the Operadora de Carreteras, subsidiary for Autopista del Norte, the operating company of Road Network N°4, with the aim of contributing to the promotion of road health and improving the quality of life of road users.

Objectives of Viva la Salud

General Aim

- Extend and improve road health promotion processes and improve road users' quality of life.

Specific objectives

- Maintain a confidential database with drivers' health histories to better understand their profiles and trends over time.
- Identify drivers with illnesses to direct them to specialized treatments.
- Identify risk/predisposition factors through measuring blood pressure, assessing vision, monitoring glucose and assessing nutrition.
- Establish a relationship based on trust and mutual understanding developing new channels for dialogue and of communication between the Operating Company, drivers and their leaders.
- Consolidate the Program annually.



In Peru, drivers of heavy or light passenger or freight vehicles do not, for the most part, benefit from satisfactory medical care. Long driving hours, poor nutrition, being overweight, poor posture, stress and drowsiness, are amongst the factors that cause chronic illnesses in this group of people, jeopardizing their health, quality of life and safety on the highway.

Viva la Salud intervenes on the road itself, offering drivers the opportunity to have a health check to help them to adopt healthier habits and address any health problems they may have now or in the future.

In 2013, the healthcare service was organized by the Operadora de Carretas (Opecar) staff with the support of Autopista del Norte and was provided free of charge for three days in July, at a base set up in the jurisdiction of the Huarmey toll.

During this period, **513 patients** were attended belonging to different transport companies using the road network, measuring the vital signs of each patient, weight, height, assessment of vision, testing cholesterol, emergency medical treatment and monitoring drug use. Furthermore, different health profiles were collected, a register was started to create a database of clinical histories and customer satisfaction surveys were administered.

Furthermore, **Opecar staff invited their local suppliers** to join this Corporate Social Responsibility initiative. This collaboration was successful insofar as it made it possible to boost the impact of **Viva la Salud** through investment from all parties and the resources mobilized by all participants to the benefit of road users.

Partners/ Collaborators 2013	Type of collaboration/ Commitment
Suiza Alerta	Ambulance, medical and paramedical personnel, specialized medical equipment, medicinal products.
Candela Sing Rosario	Grubbing up, backfill and compacting of the area of the event and floor lining.
World & Moon Business S.R.L	Platform 16m x 10m.
Transportes y Servicios Múltiples S.A.	Information boards, countdown.
Inversiones JHOLMIAL / Amiel Inversiones	Snacks / mineral water.
3M / IFG Servicios Generales	Sunscreen / arm sleeves.
Seguridad Contra Incendios SECOIN	Signage.
Señalización Vial S.A.C.	Jute bags for gifts.
Servicentro Múltiples Henry Marin	Participants' badges.
Remanso Travel S.A.C.	Information leaflets.
M&T Corporation	Receptionists.



Key indicators 2013	Material generated	
<ul style="list-style-type: none">513 haulage drivers attended to€ 9,867 invested	Clinical histories	513
	General check, examination of vision and blood pressure	513
	Leaflets	4,000
	Information board	2
	Users' participation badge (sticker)	500
	Huarmey toll assistance stand	1
	Gift kit-merchandising	513
	Satisfaction surveys	235

Further information: www.ohlconcesiones.com.pe



Blood pressure test in the *Viva la Salud* program.



OHL MÉXICO: CAMINANDO Y EDUCANDO, ROAD SAFETY AT SCHOOL

Company:	OHL Mexico
Concessions participating in the project:	<ul style="list-style-type: none"> • Beltway Mexiquense • Bicentennial Viaduct • Northern Urban Toll Road • Poetas Expressway
Participation of OHL Concessions in the concessions:	Around 60%
Total km operated	203 km
Remaining operating time:	Between 20 and 40 years



In Mexico, traffic accident death rates are very high: 31% of deaths due to external causes are caused by road traffic accidents. Children are one of the main groups at risk.

OHL Mexico, as one of the key players in operating the transport infrastructure in the Mexico Valley Metropolitan zone, has sought to reach out to children in the 5th and 6th years of primary education through short stories, activities and games about road traffic education and the core values of civic behavior. This led, in 2011, to the launch of a teaching approach to promote road safety education for children: the **Caminando y educando** program.

Objectives of Caminando y educando

General aim

- Make joint efforts to build a road culture which helps to reduce increasing accident rates, providing children with the basic competences to act independently and fulfil their citizen roles as pedestrians, cyclists, transport users and future drivers.

Specific objectives

- Strengthen a socially responsible commitment to the community in the core sphere of influence of the highways operated.
- Increase road traffic education, especially in the 5th and 6th years of primary education.
- Create a set of teaching materials with fun learning activities.
- Incorporate into the teaching approach the values and social and ethical competences laid down by the Department of Public Education.
- Adapt the teaching content and tools to the psycho-motor characteristics of the children.



In the 2012-2013 school year, a pilot project was implemented in eight educational establishments in the State of Mexico and the Federal District. The program included 23 face-to-face sessions delivered by means of cards guiding the activity, and the provision of a teaching guide so that teachers could continue the learning process.

In the new 2013-2014 school year, changes were made to the contents and their duration, with the aim of extending the scope of the program to 30 schools. There are two approaches and the educational establishment can choose its preferred option: 12 initial workshops to be delivered over three months, or a shorter version lasting one month.



Partners/Collaborators 2011-2013	Type of collaboration
Eduquémonos con México	Delivery of the learning sessions at participating schools. Support for articulating the learning content.
8 Educational Establishments (2012-13 school year)	Use of premises. Release from teaching duties to develop the educational program.

Key indicators 2011-2013	Material generated	
<ul style="list-style-type: none"> 715 pupils benefited 8 participating school €44,760 invested 	Teaching cards	35
	Teaching guides	50
	Educational games	30

Further information: www.ohlmexico.com.mx



Over 700 students from eight schools participated between 2011 and 2013 in the *Caminando y Educando* program.

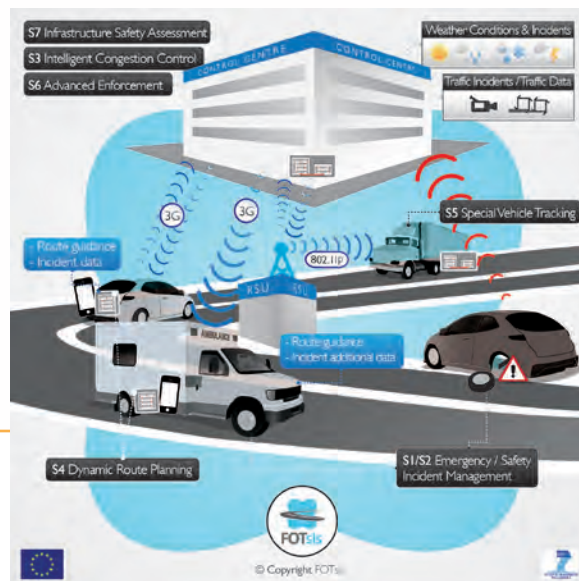


FOTsis AND SMARTSIT: COLLABORATIVE RESEARCH TO CREATE SMART INFRASTRUCTURE

In 2013, the main line of R&D work in OHL Concessions was research into the design and installation of new **Intelligent Transport Systems (ITS)**. The FOTsis and Smartsit projects are particularly relevant in this context.

FOTsis: Field Operational Tests on Safe, Intelligent and Sustainable Road Operation

Location:	Europe
Company:	OHL Concessions (Consortium of 25 organizations)
Budget:	<ul style="list-style-type: none"> • Project total: € 14M • OHL Concessions: € 1.5M
Start year:	2011
Status:	In progress
Beneficiaries:	<ul style="list-style-type: none"> • Road users • Infrastructure operators



- FOTsis is a multiannual European project led by OHL Concessions with the participation of a consortium of 25 partners from 9 European countries.

www.fotsis.com

2013 was a time when FOTsis (European Field Operational Test on Safe, Intelligent and Sustainable Road Operation) was pursued and consolidated, as a European project for the development of Cooperative Intelligent Transport Systems (C-ITS) and for testing these in real settings FOTsis is a **multiannual European project led by OHL Concessions** with the participation of a consortium of 25 partners from 9 countries, and is one of the largest European initiatives in this field.

The project focuses on the large-scale testing, in quasi real-world settings, of these innovative cooperative intelligent transport systems. These tests (FOTs or Field Operational Tests) are being carried out on 9 highways in 4 European countries and will ascertain the efficacy of the FOTsis services. The data collected will serve to assess the impact of these services on the safety, mobility and efficiency of road transport. **The FOTsis services will enable users to send and receive real-time information** about accidents, congestion and road and traffic conditions, and make journeys safer and more comfortable.

Another objective of FOTsis is to achieve a **reduction in accident rates and a reduction in resultant injuries** by maintaining continuous communication between the vehicle and the infrastructure regarding possible accidents and hazardous situations, so that the driver can be alerted to any possible incident, and response times in the event of an accident can be reduced. Furthermore, this continuous exchange of information will help to improve mobility conditions and reduce congestion on roads with high numbers of users, advising the driver of possible alternative routes that offer better journey times.

On 2013, OHL Concessions, as a result of the prominence of FOTs, started to participate in another European initiative, the P4ITS (Public procurement of innovation FOR cooperative ITS) project. This network, with the participation of 17 partners from throughout Europe, is financed by the European Commission with the aim of preparing the ground for the innovative public procurement of C-ITS.

Smartsit: traffic characterization and improvement of mobility by means of MAGnetic ResisTant Sensors for Intelligent Transport Systems

Location:	Spain and Mexico
Company:	OHL Concesiones (Consortium of 5 organizations)
Budget:	<ul style="list-style-type: none"> • Project total: € 1.2M • OHL Concesiones: € 300,000
Start year:	2013
Status:	In progress
Beneficiaries:	<ul style="list-style-type: none"> • Road users • Infrastructure operators



Smartsit was launched in 2013 and is an international project, financed by the Iberoeka program. The project will facilitate technological cooperation between Spain and Mexico, as it comprises a consortium of Spanish and Mexican companies and universities, including various OHL Group companies: OHL Concesiones in Spain and Operadora Concesionaria Mexiquense (Opcom) in Mexico.

Their main objective is to develop traffic sensor systems based on the unique magnetic characteristics of each vehicle, systems which improve current procedures for collecting characterization parameters in relation to moving vehicles, particularly in free flow traffic.

Smartsit is building on the research started in the OASIS R&D project into vehicle magnetic footprint. As a result of the project, it is hoped to obtain a very close-to-market solution which will enable the **development of new traffic management systems**, which will allow road travel to be optimized, and reduce, for example, journey times due to better traffic management, as well as contribute to a general improvement in transport efficiency and a reduction in pollutant emissions. The planned duration of the project is two years.

► Smartsit will facilitate technological cooperation between Spain and Mexico. The initiative is sponsored by Spanish and Mexican companies and universities, including OHL Concesiones and Opcom, of the OHL Group.

OHL Construction

B2

OHL Construction's works portfolio, €8,059.7 million at the end of 2013, equivalent to 32 months of sales, guarantees the growth of this activity. In the photo, mounting a pillar on the Northern Urban Toll Road.

The OHL Construction division has placed OHL in position 23 of the best international contractors in the construction sector, according to the last ranking of the prestigious magazine *Engineering News-Record*, ENR.



2013 Business performance

The OHL Construction division has ended 2013 in a stable position which ensures future growth of the Group's construction activity. That stable position is reflected in the following parameters of its activity in 2013:

- EBITDA Margin/Sales of 9.4%
- €8,059.7 million in portfolio as of 12/31/2013
- €3,048.6 million in new awarded contracts throughout the year.

However, 2013 has been a year with a double profile from the point of view of OHL Construction's sales which recorded an increase of 9% abroad and a decrease of 34.2% in Spain due to the crisis of the sector in the country since 2008. As a result, the division's total sales fell slightly (2.5%), to €2,669.5 million.

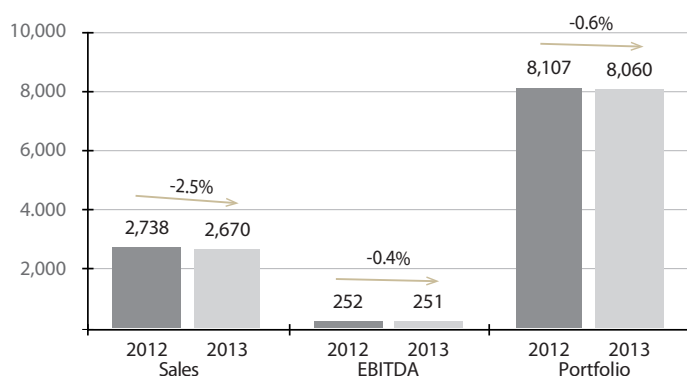
Faced with that decrease in sales which the Group expects to be the last, OHL Construction was able to maintain its margin of profitability as it reached an EBITDA of €251,4 million, practically similar to that of 2012, and an EBITDA/Sales ratio of 9.4%.

Also, this division ended the year with a works portfolio of €8,059.7 million, equivalent to 36.2 months of sales, ensuring the future growth of its activity. This portfolio stands out for its international profile, 81.5% corresponds to foreign contracts, and for including important international contracts among which are noted the CHUM Hospital in Montreal, Canada, the Marmaray railroad project in Turkey and the high-speed Mecca-Medina railroad in Saudi Arabia.

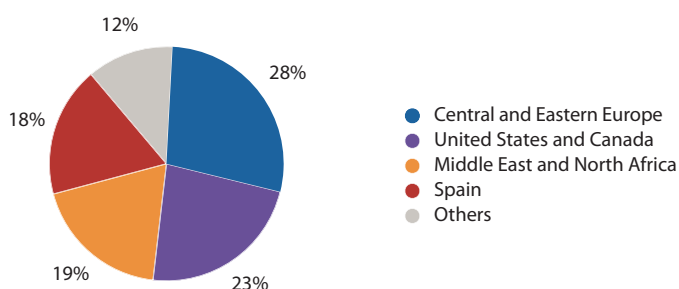
This portfolio also presents significant diversification by geographic areas and, in general, contains large-scale and technically complex works tied to specialization segments such as the railroad and hospital segment in which OHL is especially strong.

OHL Construction has reinforced this profile in 2013 with new projects for a total of €3.05 billion. The following stand out among the awarded contracts: the stations of Msheireb & Education City in the Doha subway network in Qatar, the 72nd Street station of the New York subway, a section of highway between Hubová and Ivachnová in the Slovakian Republic, and the works on line 3 of the Santiago subway, Gustavo Fricke Hospital in Viña del Mar and terminal 2 of the Valparaíso Port, in Chile.

Trend in sales, EBITDA and portfolio of OHL Construction (€ Million)



2013 Portfolio by markets (Total: €8.06 billion)



OHL Construction – Global scope and focus on risk management

- More than 100 years of experience, leading key works at the global scale.
- Competitive advantages derived from its geographic diversification and specialization in high technological value segments.

Management criteria

- Focused on civil engineering and non-residential building.
- Specialization in high technological value segments: railroads, hospitals and individual buildings.
- Global management of the excellent human capital through the Central Technical Office.
- Preference for design and construction projects.
- Support in the strong balance of the OHL Group and its demonstrated capacity to structure financing.

Attended markets

- Markets with permanent presence and management from local subsidiaries: Spain, Central and Eastern Europe, United States, Canada, Mexico, Peru and Chile.
- Selective markets in key large-scale projects: Middle East, Northern Algeria and Latin American countries.

OHL Construction companies which are part of the 2013 perimeter

- | | |
|--|--|
| <ul style="list-style-type: none"> • OHL Construction Canada - Toronto Office • OHL Construction Canada - Montreal Office • OHL USA - New York Office • Judlau Contracting • OHL USA - Florida Office • Community Asphalt • Arellano Construction • OHL Building • OHL USA - California Office • OHL USA - Texas Office • CPVM (Sociedad Constructora Proyectos Viales Mexico) • OHL Colombia • OHL Peru • OHL Chile • Concesionaria CJS • OHL Argentina • OHL Central Europe | <ul style="list-style-type: none"> • OHL ŽS • ŽPSV • OHL - Algeria Office • OHL Qatar • OHL Turkey • OHL Kuwait • OHL Saudi Arabia • OHL Poland • OHL Australia • OHL • Guinovart • Electrificaciones y Montajes Integrales • SATO • Sobrino • Elsan • Machinery Park (OHL) • Arganda del Rey Plant (Elsan) |
|--|--|



► Highlights of the year

USA and Canada

The activity of OHL in the United States has generated several of OHL Construction's most noted highlights in 2013:

- Strengthening the **position in the New York subway**, thanks to new contracts obtained by the New York subsidiary Judlau Contracting: 72nd St., Cortland St., Montague and Av. Dyre, for a total amount of €437 million.
- Start of activities in **California, Texas and Washington DC**.
- In **Florida**, where OHL USA is the state's second construction company, the AirportLink Miami project received ENR's 2013 Global Best Project award.
- In **Canada**, the expansion works of the Toronto subway and the Montreal University Hospital Center (CHUM) are well under way.

Mexico

- In **Mexico**, the Northern Urban Toll Road and Poetas Expressway works were finished and the construction of the second part of the Bicentennial Viaduct was started.

Latin America

- Establishment of an office in **Brazil** to start activities in the country.
- Awarding of works in **Chile** for €669 million: terminal 2 of the Valparaíso Port, concession awarded to the Group; contracts on the Santiago subway; Gustavo Fricke Hospital; section of Route 60 and a taxiway at the International Airport of Santiago.

Central and Eastern Europe

- OHL ŽS has completed three notable projects: Modernization of the Nové Mesto nad Váhom – Púchov railway line in the **Slovak Republic**, optimization of the Bystřice nad Olší – Český Těšín railway line and the FEKT VUT Education Complex in Brno, in the **Czech Republic**.

Spain

- The Ports of Granadilla and Esfinge in the Canary Islands and the Canalejas Project in Madrid are some of the works awarded in 2013.
- The works completed include the Llanura Manchega water channeling project; the Collado-Villalba Hospital and the Social Security Treasury in Madrid; the Mercado de los Encants in Barcelona; the section of railroad between Zamora and Lubián, and the Langosteira breakwater in La Coruña.

Middle East

- On the Mecca-Medina High-Speed Line in Saudi Arabia, OHL has carried out the actions of acquisition and transportation of all necessary road machinery, the start-up of the Rabigh Quarry for producing ballast and the construction of mounting base 2, among others.



- Strengthening the presence in Qatar, after being awarded the Major Stations project, of design and construction of both flagship stations of the Doha subway: Msheireb and Education City.

Asia-Pacific

- Establishment of the subsidiary OHL Construction Pacific to operate in the Asia-Pacific area. Intense commercial activity in Southeast Asia, Indonesia, Hong Kong, the Philippines and Vietnam where a representation office has been opened in Hanoi.

► Noted CSR practices

NEW MONTREAL UNIVERSITY HOSPITAL CENTER (CHUM): PUBLIC-PRIVATE PARTNERSHIP (PPP) TO BUILD AND OPERATE A FLAGSHIP HOSPITAL

Location:	Montreal, Canada
Contractor:	<ul style="list-style-type: none"> • Concession: Consortium Collectif Sante Montreal SEC (OHL, 25%) • Construction: Joint Venture (OHL, 50%)
Client:	Concession: Montreal University Hospital Center (CHUM)
Budget:	<ul style="list-style-type: none"> • Construction: CAD \$1,988 Million • Concession: CAD \$9,206 Million CAD \$830 Million (Distribution and interests on the subordinated debt to be paid)
Status:	In progress
Scope:	Design, construction and operation and maintenance for a period of 34 years
Contract signed:	June 10, 2011.
Impact/Value generation:	<ul style="list-style-type: none"> • Public-private partnership to build and operate a key infrastructure • Local employment generation • Integrated environmental management (LEED certification in construction and operation)





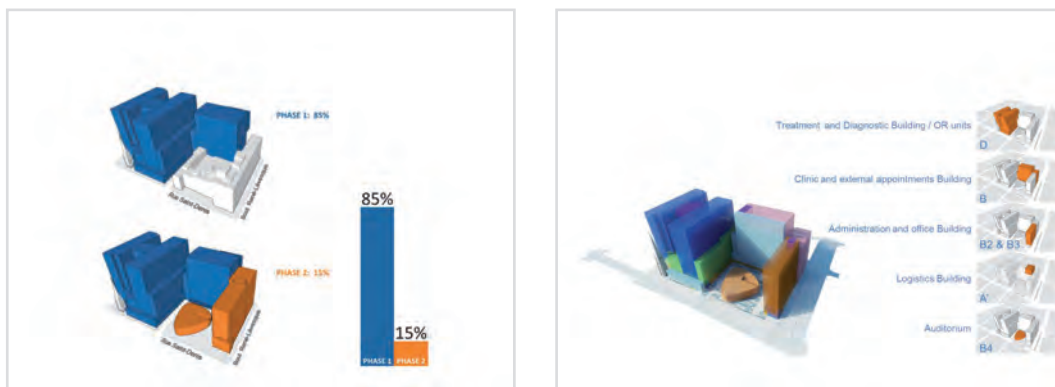
The New Montreal University Hospital Center is an ambitious health project which will provide the city of Montreal with internationally recognized health infrastructures.

With a total built surface of 330,000 m² that will house five buildings, its construction will take approximately 9 years, planned in two phases and a middle milestone, April 2016, corresponding to the conclusion of phase 1 which represents 85%. Phase II is scheduled to be completed by March 2020.

The hospital will have 772 individual rooms, 36 medical specialties and 39 operating rooms among other features, creating 10,000 jobs during its operation in addition to being used for internships by 6,000 students.

Phase 1: Construction of buildings D, B1 and A which will house all the services of a hospital. It is scheduled to be completed in April 2016 and will start to operate on this date with the transfer from the buildings of St.-Luc Hospital.

Phase II: This phase will start when Phase I is completed and finishing the transfer from three existing hospitals: St-Luc Hospital, Hotel-Dieu and Notre-Damme Hospital, and the demolition of the hospital next to the new CHUM to build buildings B2, B3 and B4 on that land. It is scheduled to be completed by March 2020.



Construction phases and buildings of the new CHUM hospital.

The New CHUM project is being executed under the formula of the **Public-Private Partnership (PPP)** between the CHUM and the consortium **Collectif Sante Montreal**, formed by four European partners: **OHL**, with a 25% share; **Innisfree**, with 30%; **Laing O'Rourke**, 25%; and **Dalkia** with 20%.

The competencies of the consortium **Collectif Sante Montreal** include financing, design, construction, and operation and maintenance for a period of 34 years from the end of Phase I.

The nominal amount of the contract is \$9,206 million with a net added value of \$3.35 million in 2008. The project is funded by the issue of senior, series A bonds for an amount of 1,370.8 millions of Canadian dollars at 6.721% with an interest-only period up to September 2049, and an issue of equity of 11.7% of the debt's value, divided in proportion equivalent to the partners' shares. The sale of bonds was undersigned by RBC and the interests of the bondholders are represented by their fiduciary, the Bank of New York Mellon.

The CHUM makes a monthly payment, in accordance with the established payment schedule, of 45% of the amount of the work until Phase I is completed and continues the payments for Phase II afterwards, with the cost of the debt (profitability of the bondholders) and the costs for maintaining the hospital to Dalkia.



Construction of the
CHUM hospital

This financing model has led to the project deserving the recognition of awards of internationally prestige such as the 2011 Overall North America Project Finance Deal of the Year, Grand Jury Award; the North American Project Bond Deal of the Year 2011; Award by the Project Finance International magazine, and the 2012 gold medal from the Canadian Board of Public-Private Partners, as the best hospital under the PPP format in the history of Canada.

The contractor consortium awarded the contract has transferred the design and construction activities to the JV Sante Montreal Collectif CJV formed by OHL Construction Canada, Inc. and Laing O'Rourke Canada, Ltd. at 50%.

The project shall entail a volume of more than 2,000 direct workers on-site who are mostly from Quebec (more than 95%), in addition to the indirect labor generated by the contracts mainly awarded to local companies (greater than 90%), with a great effect on the local economy. This is the purpose of a detailed follow-up by Quebec's public authorities who have showed their satisfaction as a result of the obtained results.

On the other hand, the construction consortium has provided continuous training to its employees in the areas of direct application for managing a complex project such as that of the CHUM, noting the full-time hiring of two French professors which has permitted the integration of expatriated personnel in the base of the Quebec sector. The consortium has also promoted the hiring of interns from Quebec universities, during their internships, of which half have been incorporated in the company at the end of the internships.

The project is currently in the certification process for OSHAS standard 18001 on Health and Safety, having some accident statistics notably lower than the region's statistics, affected by the weather difficulties of the winter.

From an environmental point of view, the new CHUM is in a process of certification LEED Silver by the Canadian Board of Environmental Buildings, for its construction phase (NBDC). The requirements of this certification include erosion and sedimentation control, minimization of the emission of polluting gases, energy efficiency, use of recyclable materials during construction, interior air quality, ecological design of the project and management of rainwater, among others, the current score being well above the required minimum. During the operation phase, the project must also obtain the LEED Silver certificate in which the operation and maintenance (EBOM), which confers a high integral environmental commitment to the project.

TWO TUNNELS UNDER THE VISTULA TO CONNECT THE AIRPORT AND THE PORT OF GDANSK

Location:	Gdansk, Poland
Company:	OHL Poland
Client:	Sociedad Gestora de Inversiones de Gdansk (GIK)
Budget:	€221 million
Start year:	2011
State:	In progress
Scope:	Construction of a 2.4 km section of highway that includes twin tunnels of 1,072 m each underneath the mouth of the Vistula River in the Baltic Sea
Impact/Value generation:	<ul style="list-style-type: none"> • Economic development • Technological Innovation • Security • Environment



Aerial view of the corridor along which the tunnel will pass.

The Polish city of Gdansk, located at the mouth of the Vistula River in the Baltic Sea, is a key city for Poland's economic future. The country recorded significant growth rates at the beginning of this decade, as compared to other European economies, even though this growth started to slow in 2012. The public investments in infrastructures are, according to experts, one of the reasons for this growth.

In the framework of this policy for investing in infrastructures, Gdansk's local government already identified the need to connect the city's container terminal and port, located on the right side of the Vistula River, with a bypass road that prevents the circulation of goods traffic through the city's downtown in the eighties and nineties. This work was considered a **strategic infrastructure for the country**, since Gdansk is the most known port of the Baltic Sea, being the main *hub* or connection and distribution center of Eastern Europe.

After considering different alternatives that were ruled out for technical reasons, the local government decided on the alternative of building a tunnel under the river despite the complications associated with the construction process, among them, that of getting the authorization for passage below a strategic military refinery for the country located nearby.

With this and other obstacles overcome, the Sociedad Gestora de Inversiones de Infraestructura (GIK) awarded, in 2011, the construction project for section 4 of the Slovakian Route to a **consortium led by OHL** for a value of €221.4 million. This 2.4 kilometer long highway section is designed for a maximum speed of 120 km/h and goes around the city of Gdansk and 1.1 km of it will be excavated with a tunnel boring machine. This phase, scheduled to end in 2014, is part of the highway that will connect the Walessa airport in Gdansk with the highway to Warsaw.



The project poses significant challenges for OHL. The main challenge is the need to dig a tunnel under the river's navigation channel, taking into account the scarce existing lining (less than 10 meters), which in the passage under the port's docks on both sides of the river, is 1.5 meters. Other added difficulties are the passage below the strategic refinery's land and the crossing of several railroads used for the port.

The projected tunnel is also the biggest made in the country with a tunnel boring machine. With this work, OHL becomes the **first Spanish company** that takes on digging a tunnel under a river's navigation channel using a **hydroshield tunnel boring machine** or TBM. This kind of tunnel boring machine is considered the most appropriate in light of the land's geological conditions since the land is highly unstable due to being granular with a high percentage of water, in addition to this machine's ability to control pressure, immediately compensating for any pressure variation. The tunnel boring machine was specifically designed for and assigned to this work. It has the largest diameter and is the longest used by OHL to date.

The slurry separation plant is responsible for separating the material excavated by the tunnel boring machine and the bentonite slurry used for its transportation. The separation process consists of the following phases: primary sifting, separation of large particles, separation of small particles and centrifuge. The plant is sized for a point of 40 mm/min, maximum speed of the tunnel boring machine. The resulting liquid is discharged in the bentonite deposits for its pumping to the TBM and the dried solids and sifted parts are analyzed and saved for subsequent use in this or other projects.

The tunnel was lined with rings of reinforced concrete, composed of 4 normal segments, 2 counterkey and one key segment with an external diameter of 12 m, 2 m long and 0.6 m thick, and the tunnel's lining was divided into areas based on the tunnel's geotechnical characteristics and the resulting loads. The rings are made with own personnel and equipment, taking into account as a particular characteristic, that the molds for these segments are the biggest made by the awarded supply company.

Due to the nature of the underwater tunnel, the requirements for the quality of the finish of the segments are maximum, having to fill in all the pores from the cementing and repairing all cracks greater than 0.20 mm in the intrados and 0.15 mm in the trasdos. Detailed examinations using micrometers are carried out to measure the cracks.

For reasons based on the **safety of drilling under the riverbed** more so than the wear, a change of tools on both sides of the river was planned with two objectives: to check the wear of the tool to determine the viability of a second site and, regardless of the wear, proceed to place a new tool to safely cross the riverbed, preventing unnecessary pauses which could put the safety of the drilling at risk.

Due to the health risks and hazards involved in works of this kind in hyperbaric conditions, on-site safety coordination tasks, safety talks given by own personnel, rescue and evacuation simulations, and oxygen equipment installation use courses were planned and the works carried out at the front were monitored with a video surveillance system. The works were carried out in hyperbaric conditions at 2.4 bar, in 3 hour shifts by 3 divers, for which there were 36 professional divers for the 105 hours the operation lasted. There were also doctors specialized in hyperbaric medicine present.

► The OHL Group has been distinguished at the seventh edition of the **Potencia Awards for Public Work Machinery and Civil Engineering 2013**, held by the Spanish publication Potencia and Spanish publishing group TPI, with the first award in the category of **urban works**, in recognition its application of innovative, effective and low-environmental impact solutions in the Link between Gdansk Airport and the Port of Gdansk – Trasa Slowackiego IV project in Poland.

► Herrenknecht, supplier of the tunnel boring machine used in this project, received OHL Construction's LIDERA! Award to the most innovative supplier.



Hydroshield Tunnel Boring Machine with an excavation diameter of 12.60 m, the biggest used in Poland and by the OHL Group.

Regarding the **protection and preparation of personnel** executing the work's tasks, starting with the implementation of a prevention system and provision of collective and individual protection equipment, emphasis was made on talks with the workers. Each week, talks are organized to make workers aware of the importance of complying with the safety standards during the work. No group of workers starts new tasks without a previous meeting with prevention services to analyze the correct way to execute the works and analyze any risks at the time of action.

These actions have resulted in there being no serious accident on-site from the beginning of executing the works and this effort has been recognized with several awards and honorable mentions. The **first position obtained for the work in the "Build safe" awards**, granted by the National Polish Labor Inspection Department, one of the country's most prestigious occupational health and safety awards stands out. Also, the **honorable mention** granted to the work by the **Gdansk Fire Department** during the simulation tests done in the tunnel and implemented action protocol and prevention measures, as well as by the close collaboration the work maintains with this department is noted.

The **environmental management** is another of the noted points of this project. The current energy consumption is much less than initially estimated (50% less than expected), as is the consumption of materials such as bentonite which is less than 25% of that initially expected. On the other hand, the excess generated while excavating the tunnels can be used later on road slopes where they are currently being used. Other materials such as sifted parts, round stones and gravel have also been reused in the project itself to maintain the work roads for the work.

Given the significance of the project, the construction of the tunnels also entails a focus on **generating local wealth and employment**: until December 31st, 2013 OHL had subcontracted a total of 285 local companies and approximately 430 workers which were added to the 45 employees belonging to OHL's direct staff and which also form part of the team carrying out the project in Gdansk.

With the construction of the tunnels, OHL Construction reached a milestone in the technical implementation of its projects and, therefore, leaves a strategic infrastructure for Poland's progress and Gdansk's economic development. All this with better environmental management and occupational safety levels.



NORTHERN URBAN TOLL ROAD: A SOLUTION TO ROAD SATURATION IN MEXICO CITY

Location:	City of Mexico (Mexico)
Company:	CPVM (Sociedad Constructora Proyectos Viales México)
Client:	Government of the Federal District
Start signature:	2011
State:	End of construction in 2013
Scope:	9.8 km long toll road, 6 lanes and 10 interchanges with 6.2 km of entrance and exit ramps
Impact/Value generation:	<ul style="list-style-type: none">• Citizen mobility• Reduction in contaminating emissions• Generation of local employment• Minimization of environmental impact



Aerial view of the Northern Urban Toll Road viaduct.

In recent years, Mexico has experienced rapid urbanization which has affected the Valley of Mexico metropolitan area in particular, with an estimated population of some twenty-six million people.

The peripheral ring is the main transport link in this area. More than 143,000 vehicles take it daily and at peak travel times in the morning and afternoon, the traffic speed falls to around nearly nine miles an hour, causing travel times of two and a half hours in most cases.

This situation, according to projections by the Government of the Federal District, would lead to the collapse of this artery within a period of no longer than five years. In the meantime, it would continue to lead to the public wasting a great deal of time, very inefficient fuel consumption and a concentrated generation of large quantities of polluting gases.

This is what led the Government of the Federal District to take the decision to extend the highway. Nonetheless, the project faced huge technical difficulties, as **the only possible solution was to construct a raised viaduct** to occupy a minimum of space on its platform over a highway which, as we have said, had a high traffic flow. OHL Construction was the company chosen to carry out the construction of what is now known as the Northern Urban Toll Road.

The Northern Urban Toll Road, 9.8 km long, with 6 lanes and ten interchanges and 6.3 km of entrance and exit ramps, is now connected to the second level of the pre-existing ring road and the State of Mexico Bicentennial Viaduct. It was constructed between January 2011 and March 2013 and work had to take place during short work periods at night, with limited room for maneuver so as not to hold up traffic on the Peripheral Ringroad.



The Northern Urban Toll Road is the **first toll highway to operate in Mexico City** and consequently required a modern, state-of-the-art, all-electronic toll system to allow easy access to the viaduct at speeds of up to 60kph, with control at the access and a toll-free exit.

Furthermore, a series of measures were taken to reduce the project's environmental impact, particularly positive benefits of the project.

These included the construction of a sunken central section of the road, of approximately 1.5 km, to prevent its adverse visual impact on the **Bosque de Chapultepec park** and the **Fuente de Petróleos**, regarded as a historic monument; the lighting of the entire length of the structure with **low-energy solar-powered light bulbs**, controls to minimize noise pollution through measuring noise and vibrations, creation/rehabilitation of the green areas affected, promotion of energy- and water-saving campaigns, management of all manner of waste.

All the environmental measures taken and those related to the quality and safety of the workforce enabled the project to receive Integrated Management Systems certification (ISO 9001: 2008, ISO 14001:2004 and OHSAS 18001:2007) in September 2012, and this was the first of the Group's projects to do so.

As a result of all these efforts, the Autopista Urbana Norte has improved travel speeds in the area, which can reach 80 kph, **reducing travel times to an average of one hour**, which has benefited both public and private transport.

The increase in average speed has also promoted a more efficient use of fuel on the road, in line with the objective set when the project was started to improve air quality by **reducing** polluting emissions by approximately **12,974 tons of CO₂** a year.

At the same time it takes full advantage of the urban space already occupied by previous highways, thus preventing any deterioration of new areas of environmental and ecological value.

Finally, we should mention the important contribution the project makes to the local economy. The construction of the Urban Highway led to the **creation of 4,500 direct and some 14,900 indirect jobs**. Furthermore, works such as the pre-fabrication of structural elements, their transport and assembly, the supply of steel and concrete, the execution of sidewalks, railings, installation of lighting and toll control equipment, signs, etc., were completed with the contribution of approximately 300 subcontractors, of which **90% were Mexican**.



Construction of the sunken section of the road.



CHUSPIRI, MORE THAN A DAM

Location:	Community of Chuspiri (Peru)
Company:	OHL Peru
Start year:	2012
Status:	In progress
Impact:	Reduction of environmental impact and support to the local community

Educating, participating, entertaining and enriching the lives of the community's children.



OHL Construction is working on a mining project in Peru more than 4,000 meters above sea level. The works involve the construction of a dam which will make it possible to retain 4 million m³ of water for the use of mining activities of several concessions.

As in other works carried out by the division, OHL Construction labors because this project does not only meet the client's requirements and expectations, but leaves a positive contribution for the local community and the most reduced environmental impact possible. The activities carried out and accomplishments made in 2013 show the work advances in this sense.

First, environmental management of the Chuspiri dam construction has earned the client's recognition who has valued the best environmental practices used in the work with an award. Among all these, the following stand out: the **weekly organization and cleaning campaigns** to keep the work in conditions which permits storing excesses; the **environmental control measures**, such as a sod barrier, sedimentation wells, and crowning gutters, among others; and **campaigns to prevent individual and environmental risks**.

Among the latter, in 2013 there was a **campaign for using hazardous materials** so the workers learn to permanently mark the containers of chemical products, reinforce knowledge on handling hazardous materials and coding them according to standard NFPA 704, used to communicate the risks associated with these materials. A total of 108 employees participated in this activity.

Also, a gasoline spill simulation was carried out so OHL personnel may successfully take the actions to be carried out if there is an environmental emergency with these characteristics.



On the other hand, as a common practice, all new personnel are informed about the environmental commitments made in the project, are trained on handling hazardous materials and are given the emergency response manual. Notions that are reinforced with **environmental awareness campaigns**. In 2013, the second of these campaigns was held to evaluate the success of previous trainings, reinforce the workers in identifying environmental controls and recycling colors, and encourage the most involved employees with awarding prizes. 180 workers participated.

Another noteworthy aspect of the environmental measures in Chuspipi is the **reduction, reuse and recycling of materials**. PVC pipes, water tanks, plastic bottles and empty boxes were used in the work, as much as possible, to reconvert it in a storage point for plastics, batteries and excess materials.

Finally, the **awareness-raising of employees** is an essential component of environmental protection in Chuspipi. In 2013, a series of activities in this regard were carried out. A forest nursery with a greenhouse was installed, as part of the future lung at the Chuspipi water dam, and an environmental mural where environmental news, commitments, photos and standards are published. On **International Earth Day** an offering was made to Pachamama or Mother Earth with the participation of all personnel. The **International Bird Day** was also celebrated as was the day dedicated to **Biodiversity**, the latter with the dissemination of informative materials and the undertaking of the campaign **I clean the Chuspipi lakes**, which includes cleaning the lakes of Arancire kucha, Quiulla kucha, Llanqupe kucha and Ocullure kucha.

Regarding social impact, the most outstanding aspect is the contribution of the work to the **local economy** by generating employment. The monthly average of personnel belonging to the community in 2013 was 53 people as compared to the average of 346 people working on the work.

The Chuspipi project also contributes to the local economy by encouraging **purchases from the area's businesses**. This expense has benefitted 9 restaurants which have served an average of 85,169 portions of food in 2013, and to the laundromat, with 9,329 kilos of clothes to wash, without forgetting the hiring for transporting five vehicles belonging to four families of the area. Likewise, the division wanted to use this relationship to support and advise local entrepreneurs while providing its service so they may acquire new knowledge which would permit them to improve in their jobs. Specifically, in 2013, 20 advice and follow-up activities were carried out in the food-supply service, 6 for laundromat services and 10 regarding lodging.



Environmental awareness campaign.



Regarding employees, OHL Construction has looked for the opportunity to contribute to their health and facilitate their understanding and involvement in the work with three initiatives in 2013: a **vaccination campaign** against the H1N1 flu to prevent and decrease flu cases in the winter, the celebration of **Civil Construction Day** with all personnel and a Christmas party organized at the work site. Also, on Christmas, a party for the children and families of the local community was held.

The Chuspipi project also includes social action activities which go beyond the employees and suppliers, specifically with the local school which the children of the rural community close to the work attend.

The development of mining in the region brings the generation of common and hazardous waste, a circumstance associated with the lack of local culture regarding their separation. In response to this circumstance, OHL Construction, in the past year, launched the campaign **Learning to classify my waste from my school**, for the children to acquire the habit of classifying, separating, reducing, recycling and reusing waste, using games and competitions such as **Throw your waste in the color to which it corresponds** or activities which involve caring for the high lakes and wetlands of the area.

To reinforce this experience, ecological pencils with a seed were given to the children and shirts were given to the professors with the saying *In Chuspipi, we build and protect the environment*.



Students and the professor of Challhuahuacho School with OHL employees while celebrating the campaign *Learning to classify my waste from my school*.

► Within the framework of campaigns for preventing personal and environmental risks, 108 employees participated in 2013 in a training activity regarding the use of hazardous materials.

► The Chuspipi project includes social action activities which go beyond employees and suppliers, they also integrate the local school and the children of the rural community where the works take place.

CHACRILLAS DAM AND THE INTEGRATION OF THE LOCAL COMMUNITY

Location:	Valparaíso Region, Chile
Company:	OHL Chile Subsidiary
Client:	Ministry of Public Works (Chile)
Budget:	€ 47 million
Start year:	2011
Status:	In progress
Impact/Value generation:	Reduction of environmental impact and support to the local community



OHL Construction has, since 2011, been carrying out construction works on Chacrilas Dam in Region V (Valparaíso), in Chile. Putaendo river valley, 115 km to the north of Santiago, has terrain and a climate that are highly profitable resources for farming. However, efficient exploitation of these resources has been impeded by a lack of availability of water for irrigation, due to insufficient regulation of river Putaendo.

Chacrilas Dam is 18 km to the north east of Putaendo city and will provide an artificial lake with useful capacity of 27 million cubic meters of water.

The Dam is of CFGD construction, with a wall of compacted gravels and concrete facing upstream of the wall. The wall is 100 meters high and its crest 320 meters

The Diversion Tunnel excavated on the northern bank, which was intended to channel the river water when the dam was being built, later provided a location for the equipment used for the regulation and delivery for irrigation, which will be managed from the Pumping House on the outside.

The Spillway comprises a landfill 55 meters wide and an emergency spillway which ends in a hydraulic jump which flows into the river.

Since its inception, project management has aimed to contribute to the wellbeing of the local community. This can be seen in the close relationship between the team in charge of the works and the **Eduardo Becerra Bascuñán** school, in Casablanca district, a commune of Putaendo. It is attended by 56 socially vulnerable pupils whose parents and carers, in their great majority, work constructing the dam. These particular circumstances make the company's involvement even more meaningful.



Interschool sporting event (left) and study tour to Fantasilandia (Santiago de Chile).



OHL Construction supports the school in a variety of ways. Firstly, by improving the status of the spaces used by pupils and teachers, with initiatives such as the construction of a patio and a recreation area for pre-school pupils, a staff room for teachers, repair of the toilet facilities and the building of bookshelves for each class.

Another action has been to promote recreation and sporting activities for teenagers during their spare time. In 2013, pupils were taken to interschool sporting events, on school trips and to artistic performances in other regional communes.

The project's social networking extended beyond the relationship with the school, thanks to efforts by the **Department of Citizen Participation**. This department responds to the Chilean authorities' requirement regarding the provision of tools to integrate appropriate social actors into the project development, informing the community and noting their concerns, interests and opinions through face-to-face meetings, educational work and field visits.

The aim of the mechanism of communication and dialogue promoted by OHL, as project contractor, is to facilitate dialogue between all actors so that the real outcomes of the project effectively meet the needs of the people and the community, and to afford greater transparency and public participation in the management of the State. The aim is to include citizen participation in the various stages of the works for Chacrillas Dam.

Consequently, the company maintains relationships with the main organizations in the Commune, such as community organizations, neighborhood associations, police service, secondary schools, municipalities, football associations and artistic groups, amongst others, and offers to support them in developing their social and recreational activities through providing labor, construction materials and / or repair of their facilities.



Construction of a wheelchair access ramp.

OHL also contributes to **social projects** that already exist in the municipality and to the provision of public services. For example, in 2013, in one month, the company completely rebuilt the house of a family of the area that had burnt down; it repaired Los Patos chapel, in the district adjacent to the works; it built a Grotto of Adoration of Sister Teresita de los Andes and, in coordination with the Health Center and Putaendo Municipality, created a disabled access and a bedroom to enable a local resident and fellow construction worker who was bedridden due to cardio-vascular disease to receive medical attention.

The construction work on the dam, in addition to providing a relationship with the community through social action projects, has been a source of **generating employment** and wealth in the region: on 31st January 2014, OHL employed a total of 476 direct and 195 indirect workers through subcontractors.

Finally, as regards **environmental management**, it is important to note the construction in 2012 of the Center for the Diffusion and Restoration of Biodiversity. In 2013, this center continued its work in nurseries for native species, assessing the ecosystem, composting vegetable waste from the construction works and disseminating the environmental measures taken by the project. Furthermore, with the end of the construction phase in mind, it is still planned to establish zones with plantations of native species of vegetation to stimulate the regeneration of the native flora and thereby avoid desertification and boost an influx of wildlife.

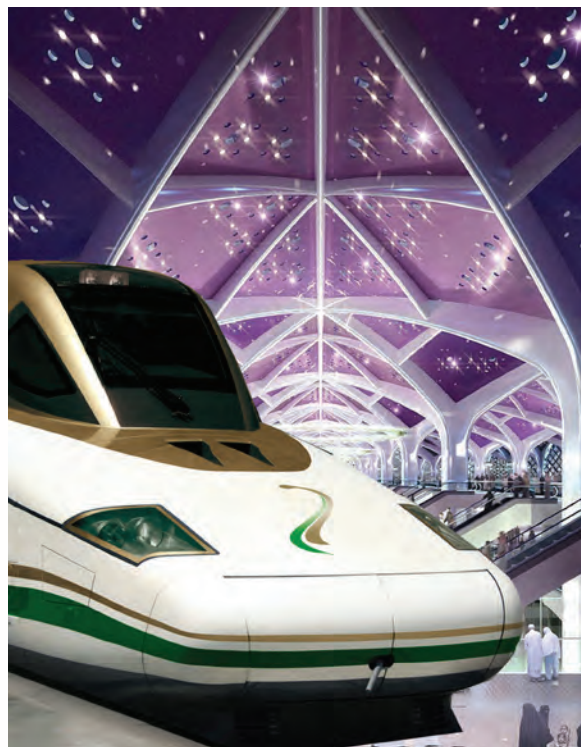


Irrigation of one of the worksite paths along with an informative billboard for the protection of local fauna and flora.



MECCA-MEDINA HIGH-SPEED LINE: TECHNICAL AND HUMAN CHALLENGES IN A PROJECT OF GREAT INTERNATIONAL PRESTIGE

Location:	Saudi Arabia
Company:	OHL Construction (within a consortium of 12 Spanish and Saudi companies)
Client:	Saudi Railways Organization (SRO)
Budget:	€6.74 billion
Start year:	2012
Status:	In progress
Scope:	<ul style="list-style-type: none"> • 450 km construction of high-speed railroad • Supply of rolling material • Maintenance and operation for 12 years
Impact/Value generation:	<ul style="list-style-type: none"> • Economic boost for the territory and local contracts • Special effort to train all employees in ORP • Research and innovation



OHL is the main construction company of the Spanish-Saudi consortium Al-Shoula Consortium, responsible for Phase 2 of the high-speed railroad Haramain High Speed Railway project in Saudi Arabia dated January 2012. This is the largest civil engineering contract obtained by Spanish companies abroad. The project is internationally recognized and is the most significant in Saudi Arabia, given the growing number of pilgrimages between Mecca and Medina, which may make this route the most comfortable, safe and fast, thereby reducing intense road traffic.

With a total budget of €6.74 billion, the project consists of building 450 km of high-speed railroad between the cities of Mecca and Medina, the supply of rolling material and maintenance and operation for 12 years. The scope of OHL includes 50% of the road and mounting base works and 25% of the catenary works, substations and corresponding maintenance.

OHL fully entered the execution of its works in 2013, with the purchase and receipt of all road machinery required for the project; the start-up of the quarry located in the municipality of Rabigh for producing ballast; the continuation of construction of mounting base 2; and the start of a good part of the manufacture, purchase and supply of the other most important materials such as canals, crossties, fasteners and rails, among others.

► In the framework of this project, OHL is responsible for 50% of the road and mounting base works, as well as 25% of the catenary works, substations and corresponding maintenance.

Haramain Project – Saudi Arabia Purchase Management in 2013	
Nature of the purchases	Work laboratory, rental of earthwork machinery, supply of aggregates, topographical equipment, vertical signs and road machinery, and materials among others.
Number of subcontractors	97
Total amount of purchases	€126 million <ul style="list-style-type: none"> • 3.6%, labor • 96.4%, supplies without labor
Local purchases	49.63% (€62.09 billion)
Origin of the purchases	<ul style="list-style-type: none"> • 49.63%, Saudi Arabia • 38.81%, Spain • 11.53%, Germany • 0.03%, United States and United Arab Emirates

The purchase of materials, machinery and services therefore represents a strategic aspect in the framework of works of such magnitude, focused on the installation and mounting of such central elements for transportation infrastructure. For this, OHL Construction's Machinery and Purchase Department, from starting the work, has used both of its management tools - the Computerized Purchasing System (CPS) and Enterprise Resource Planning (ERP), thereby ensuring conformity of purchase management with the Group's corporate policies and standards.

In 2013, it also implemented the "multicurrency system" to facilitate the receipt of bids in different currencies and the management of comparisons by the work's personnel. Additionally, it also temporarily activated the ERP approval module, which will remain in force until the new approval system is applied.



AridLap pursues the search for solutions to minimize the effects caused by extreme weather on high-performance railroad infrastructures in arid areas, as is the case of the Saudi Arabia project.



The actions of the **supervision team** ensure transparency and equality of opportunities of the suppliers through the correct application of the Group's Responsible Purchasing Policy and OHL Construction's Purchasing Regulation. This task was strengthened in 2013 with the incorporation of the new **communication window of CPS**, an application which permits fluid communication between the Machinery and Purchase Department, purchasing managers and work supervisors.

Computerized Purchasing System (CPS)

CPS is a corporate tool, developed by the Machinery and Purchase Department, whose main objective is to facilitate purchase management, and to ensure transparency and equality of opportunities for all suppliers.

Phases of the purchasing process through CPS:

- Drawing up of the schedule for plans of purchasing a specific work and the request for bids
- Receipt of proposals from suppliers (making communication with suppliers via the Internet possible)
- Comparative analysis of the bids received and automatic sending of any modification of the initial request
- Drawing up the summary of the comparison of bids to establish the target price and make the last negotiations
- Pre-award by the work supervisor and drawing up the budget
- Definitive award by the corresponding director
- Creating the contractual documents

The supplier database makes it possible to identify the approved suppliers included in the census of OHL.

Haramain Project – Saudi Arabia Classroom training in ORP in 2013

Training from the Group's Corporate Training Service	<ul style="list-style-type: none"> • Total participants: 523 • Total training hours: 728
Training videos	More than 1,000 employees who actually labor on the work (including the employees of the entire consortium).

The **training on occupational risk prevention** is another central aspect of the project. A total of 2,269 employees (30.1% belonging to the Group's staff and 69.9% to the subcontracted companies) have worked in 2013 on the works which poses a significant technical challenge due to, among others, the extreme weather and geographic conditions in which the works are undertaken.



Structuralia and the Labour Foundation for Construction (FLC), with the support of OHL Group's Occupational Risk Prevention Service, have developed a **video library in DVD format with training content on occupational risk prevention in large railroad projects** and adapted to the different profiles involved in the works: workers, middle management, work supervisors, office personnel, project managers and visitors.

The content of these videos is especially for training on ORP of hired personnel in large international works. The didactic resources in audiovisual format facilitate the teaching-learning process, overcoming language differences, to provide basic training which aims to prevent or reduce occupational accidents.

Within the framework of collaboration between OHL Group and Structuralia, the **International Risk Prevention Program** which includes the different problems and incidents regarding occupational prevention based on each country's legal regulations was developed. In 2014, the e-learning courses which last 50 hours will be given in countries where OHL Construction has a greater presence and, specifically, in **Saudi Arabia**.

International course on occupational risk prevention in Saudi Arabia. The objective of the course is to transmit a global vision of occupational risk prevention to the employees, obtain the basic knowledge on ORP for construction and be familiar with the preventive regulation and management systems. Specifically, the Saudi Arabia course provides employees with the characteristics of the country regarding the following aspects:

- Basic labor legislation and socioeconomic aspects of the country.
- Applicable prevention regulations.
- Main bodies associated with managing and complying with the preventive regulations.
- Main obligations of the different agents participating in the construction works.
- Sanctioning systems and legal liability requirements in each legal system.

The significant technical challenges in the development of this project have encouraged the start of **AridLap**, a great **R&D+i consortium in which OHL Construction participates as only construction company**, with ADIF, INECO, Inabensa and Deimos Aerospace, with the collaboration of two specialized SMEs and six, first-level university teams: Universities of Seville, Granada and Complutense of Madrid; the Experimental Station of Arid Zones; Andalusian Foundation for Aerospace Development (FADA) and the Center for Advanced Aerospace Technologies.

Railroad lines in extreme geographies, such as the Mecca-Medina line, are faced with significant technical challenges not studied sufficiently and still not resolved. The objective of this R&D+i project consists of offering to the market effective solutions to these difficulties which entail worldwide innovations in road and catenary protection elements, and in the development and integration of monitoring systems, aerospace computer systems and systems for control and early alert of risks on roads during operation.

AridLap is a project co-funded by the Centro para el Desarrollo Tecnológico Industrial (CDTI) with an expected duration of two years.

OHL Industrial

B3

OHL Industrial has materialized representative projects in Spain and made a firm commitment to international markets with expectations of strong growth in industrial investment. Below, mirror of the Arenales thermosolar plant, in Spain.

The activity of the OHL Industrial division in 2013 was carried out in a context similar to that of previous years: contraction of investments in the Spanish market, counteracted by expansion of the international market, especially in Latin America.



2013 Business performance

The slow-down of investments in industrial sectors in Spain has had a special incident in the field of renewable energy. Despite this situation, OHL Industrial has materialized representative projects throughout the year. As expected, the areas of Oil & Gas, mining and cement have also seen a decline in activity, though recovery is forecast for the coming years, particularly in the mining sector. As regards the nuclear sector, Chepro continues reinforcing its presence at all Spanish nuclear power plants.

Faced with this situation and in compliance with its strategic plan, OHL Industrial has made a firm commitment to international markets with expectations of strong growth in industrial investment such as Mexico, Chile and Peru. Awards in each one were obtained which made it possible to meet two fundamental objectives: diversification of the portfolio and strengthening of presence in strategic countries.

OHL Industrial		
<ul style="list-style-type: none"> Clear international calling with stable presence in strategic markets. Turnkey industrial plant projects. Operation and maintenance. Presence in the oil & gas, petrochemistry, energy, mining and cement and fire protection sectors. 		
OHL Industrial centers which are part of the 2013 perimeter		OHL Industrial Markets
<ul style="list-style-type: none"> OHL Industrial Spain OHLI Projects Spain OHLI O&M Spain Chepro Castellón (Spain) COMIN (Spain) CSC (Spain) 	<ul style="list-style-type: none"> OHLI Projects USA OHLI O&M USA OHL Industrial Mexico OHLI Projects Mexico OHLI Projects Peru OHLI Projects Chile OHLI O&M Chile 	<ul style="list-style-type: none"> America: United States, Mexico, Colombia, Peru, Chile and Brazil. Europe: Spain. Middle East: United Arab Emirates.

► In the energy area, OHL Industrial signed its second co-generation plant in Mexico in an EPC (engineering, procurement and construction) contract awarded at the Francisco I Madero refinery in Tamaulipas.

► In 2013, OHL Industrial completed and commissioned the Vopak hydrocarbon storage facility in Algeciras (Cadiz, Spain), and the Arenales thermosolar plant, in Morón de la Frontera (Seville).



► Highlights of the year

In the Middle East, the subsidiary OHL Industrial & Partners which strengthens, with the offices in Abu Dhabi, presence in the Persian Gulf market which is of high value and potential was created in Oman.

Successful completion of projects in Mexico, Peru, USA, Chile and Spain which confirm OHL Industrial's clear international calling and its technical capacities to execute turnkey projects.

Energy

- In the energy area, OHL Industrial signed its second **cogeneration plant in Mexico** in an EPC (engineering, procurement and construction) contract awarded at the Francisco I Madero refinery in Tamaulipas.
- Temporary receipt, at the beginning of 2013, of the biggest 50 MW plant for **generation with biomass in Spain**, built for Ence.
- Commercial start-up of the 50 MW **thermosolar plant** built by OHL Industrial in Morón de la Frontera (Seville, Spain) for Arenales Solar.
- Start-up and assurance tests of OHL Industrial's first power plant in **Mexico**, a **cogeneration plant** for the CYDSA group in the city of Coatzacoalcos, State of Veracruz.

Oil & Gas

- OHL Industrial Oil & Gas obtained its first **two projects in Mexico**: a hydrogen plant which includes the completion of a gas pipeline in the Cadereyta Jiménez refinery in Nuevo León and a repumping station for the Salamanca-Guadalajara oil pipeline in Degollado, Jalisco.
- Operation of the Vopak hydrocarbon storage station in Algeciras (Cádiz, Spain), with 403.000 m³ capacity and 22 tanks.
- Definitive acceptance of the Pluspetrol gas fractioning plant in Pisco, Peru.

Mining and Cement

OHL Industrial Mining & Cement has experienced a notable increase of 225% in its production as compared to 2012 and has obtained significant international awards.

- In **Peru**, the operation and maintenance of a mineral crushing, transportation, milling and storage plant of Sociedad Minera El Brocal.
- Start-up of the installation of the comprehensive copper oxide grinding, transportation, acid treatment and piling system for the Codelco Ministro Hales division in **Chile**.
- In **Honduras**, a contract from Cementos del Norte for the construction of a raw material grinding, transportation and storage plant.
- Completion of the comprehensive limestone grinding project in Hidalgo, **Mexico**, for the Cruz Azul cement manufacturer.
- Start-up of the installation for the coarse mineral transportation system for Sociedad Minera El Brocal in **Peru**.

Firefighting systems

- Chepro continues reinforcing its presence in all Spanish nuclear power plants, maintaining its activity during the regularly produced recharges.
- Relying on the presence of OHL Industrial, in 2013 Chepro started its plans for international expansion.

► Noted CSR practices

ARENALES PLANT AND FUTURO SOLAR (SOLAR FUTURE) PROJECT: WORKING FOR THE PROGRESS OF THERMOSOLAR TECHNOLOGY

Location:	Morón de la Frontera (Seville, Spain)
Company:	OHL Industrial
Client:	Arenales Solar Ps
Budget:	€315 million
Start year:	2011
Status:	Finished
Beneficiaries:	The society as a whole through promoting cleaner and more abundant energy



General view of the Arenales thermosolar plant.

The Arenales thermosolar plant is characterized by the use of parabolic trough collectors (PTC). It has a capacity of 50 MWe and an estimated production of 148,000 GWh/year, or a capacity to supply clean electricity to approximately 42,000 households. This energy production, thanks to its renewable origin, will prevent the emission of 113,000 t/year of CO₂ from fossil fuels.

Its solar field, from north to south, has a total area of 510,120 m² and a thermal storage system with melted salts providing autonomy for seven hours or a total of 3,000 hours of approximate operation. The thermal storage capacity makes it possible to manage energy fed into the power grid, which represents the main added value compared to other renewable energies.



Likewise, at the Arenales thermosolar plant, there are different environmental and safety improvements such as:

- Selection of extinguishing agent Novec: this is an extinguishing gas that is safe for people and the environment since it does not have any greenhouse effect and does not damage the ozone layer. The long useful life that characterizes it and the lack of generation of residues are additional benefits to using this gas.
- Use of Rz1 cables in the entire plant: these are high-safety cables due to their fire resistance and low emission of opaque or toxic smoke, minimizing their impact on the ozone layer with the emission of dioxins to the atmosphere. Due to the above, Rz1 cables continue to safeguard the safety of people.
- Use of insulation trays 66 in U41X for supporting and protecting the wiring: since these trays are plastic, they ensure proper electrical insulation. They are designed to function outside and their composition provides them with high fire-resistance and an absence of halogens. All this results in a significant safety improvement, both for the installation and for people.

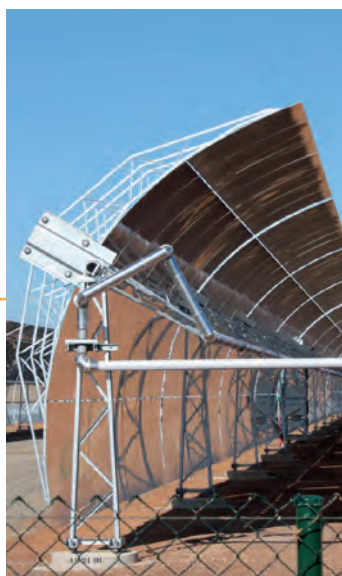
Futuro Solar Project

The technology of Parabolic Trough Collectors (PTC) is present as a more mature and reliable thermosolar alternative from the operating point of view to date, thanks to the use of thermal oil as a heat carrying element. However, there are clear areas for improvement regarding the cost of investment and simplification of auxiliary systems which are necessary for ensuring operation in safe conditions. In this sense, OHL Industrial, after reinforcing its experience in the thermosolar field and in response to its commitment to sustainability, has started the **Futuro Solar project**, with which it is planned to establish the starting bases to accelerate the learning curve and competitiveness for thermosolar energy in its different uses.

To develop the initiative Future Solar, OHL Industrial has the collaboration of the **Thermal-energy Research Group (GIT) of the Polytechnic University of Madrid**, tied to the prestigious research center *Institute for Advanced Sustainability Studies (IASS)* of Germany, led by physics Nobel prize Carlo Rubbia.

To date, thermosolar technology has had very few opportunities for development. The world's technological demand - marked at approximately 100 GW announced for 2030 - will generate the deployment which thermosolar technology requires to equip itself in competitiveness against other renewable alternatives.

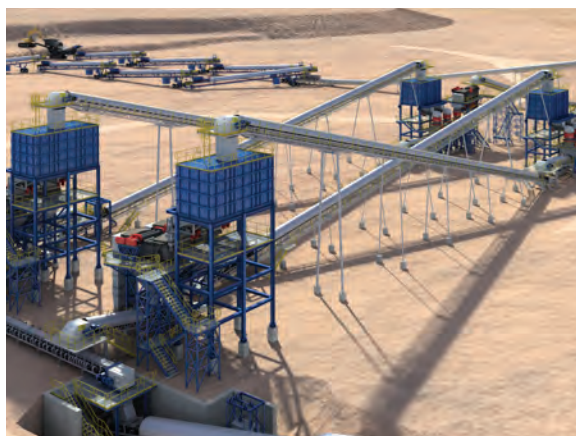
The **Futuro Solar project's** objective is to materialize, check and optimize the design of a collector loop for its subsequent implementation at large power plants and therefore have more competitive, strong and flexible thermosolar plants. The Futuro Solar project is based on the technology of Linear Fresnel concentrators, which thanks to using a fixed receptor tube, permits the use of gases as a heat source, preventing risk from the beginning and auxiliary systems required for the conventional technology of parabolic trough mirrors based in thermal oil.



Detail of mirror of the Arenales thermosolar plant.

SEMI-CONTINUOUS PILING SYSTEM: MAKING COPPER EXTRACTION MORE SUSTAINABLE

Location:	Ministro Hales Site – II Region of Antofagasta – (Calama, Chile)
Company:	OHL Industrial Mining & Cement
Client:	Codelco
Project:	EPC Project and O&M Services
Budget:	\$ 93 million
Start year:	2013
Status:	In progress
Beneficiaries:	R&D&i, environment, employees an client



Installation of OHL Industrial Mining & Cement at the Codelco Ministro Hales fied.

OHL Industrial Mining & Cement is part of the OHL Group since 2010 through the OHL Industrial division. OHL Industrial Mining & Cement considers R&D&i a fundamental element for the progress of its business and its contribution to social welfare and environmental protection. From there comes the motivation to introduce innovations in the tenders presented by the company, with the result of projects with improved economic, social and environmental impacts. The creation of the semi-continuous piling system is an example of this.

The technical department suggested a new design for other commercial alternatives which favored new benefits in productivity for the mining industry.

Benefits and positive impacts of the system

The main **benefit** of this system is the **elimination of idle time** when the radial stacker and bridge belt are moving since they can continue pouring material during the operation as compared to the conventional systems. This would result in the plant's increased production of 1.91% in the three operating years.

The following are also noteworthy, from the point of view of **environmental protection**: the preventive maintenance programs for equipment and machinery to prevent CO, NOx and HC, products of the vehicles' exhaust gases, and the design of the primary area which makes it possible to reduce emissions since material is not handled by trucks during circulation and unloading.

The project's social impact is found in the company's work of the **professional development of its local employees**. Around 150 Chilean workers were hired for the project. They received more than 160 training hours throughout the project and 320 hours on occupational risk prevention and O&M services.

Further information: www.ohlindustrial.com



Open-pit copper mine.



PICTURE ROCKS PHOTOVOLTAIC PLANT: A PROJECT THAT GOES BEYOND SOLAR ENERGY PRODUCTION

Location:	Arizona, the United States
Company:	OHL Industrial USA, Inc.
Client:	NVT Licenses LLC (100% SunEdison, LLC)
Budget:	\$35 million (only BOP not supply of modules)
Start year:	2012
Status:	Completed (2013)
Beneficiaries:	Picture Rocks' natural and social environment



General view of the Picture Rocks photovoltaic solar energy plant.

Arizona, with California, Massachusetts and New Jersey, is one of the US states focusing more on solar energy. The Solar Foundation, a North American institution dedicated to research and education to encourage solar energy in the country, places Arizona in the second place in creating jobs in the solar industry with 9,800 jobs in 290 companies which supply energy to 138,731 households.

OHL Industrial USA, Inc. obtained its first project in the United States in 2012 in this state's solar industry. Specifically, the design, construction (without supply of photovoltaic modules) and operation of a **20 Megawatt (MW) photovoltaic solar energy plant** in Picture Rocks on land belonging to Tucson Water, just to the west of Tucson, next to the town of Marana in Pima County.

Since its start-up in December 2012, the plant has produced more than 50,292 MWh of clean energy for the local electricity supplier *Tucson Electric Power Company*, covering the yearly needs of approximately 3,500 households. This means that more than **31,705 t of carbon monoxide**, more than 25 t of nitrogen oxide and more than 22 t of sulfur dioxide was prevented.

These figures are proof of one of the biggest benefits of solar energy, as is the reduction of air pollution and using an infinite resource, solar radiation. However, the installation of a photovoltaic plant also means the development of an industrial installation and the occupation of land with its environmental richness and link to the local community to which it belongs, and which is part of its landscape or natural heritage.

The OHL Picture Rocks project was developed taking into account the legitimate concerns and desires of the local communities living close to the installations, both in its design and construction as in its current operation and maintenance.

In the construction phase in 2012, works aimed at protecting the **biodiversity and natural environment** affected by the installations were incorporated. The landscape development project included the installation of irrigation on 200 hectares and the plantation of **8,500 plant species**. This action was key to the regional plan for rehabilitating and restoring the undisturbed nature on the edges of the desert.



To protect the local fauna, **the natural habitats** of species which could be potentially moved, as is the case of the Mexican fruit bat or the burrowing owl, were restored. For both species, artificial nesting habitats were prepared and the owls were placed and accustomed to nests by members of the Arizona Game and Fish Department, a body responsible for supervising these works.

Along the same lines, a **program for preserving** the desert box turtle was developed which included awareness-raising on its protection to all personnel dedicated to supervising the construction. A masonry wall was also designed, surrounding 50% of the installations in order to improve the project's visual appearance and also allow for the flow of water resources without disturbances and access by fauna through the plant.

Special care was taken in complying with the **Outdoor Lighting Code** of Pima County which requires all of the site's lights to be aimed down and not exceed the maximum lighting values to prevent light pollution that represents an impediment for the functioning of public and private scientific astronomy institutions working in the area.

Last, and in light of **fire prevention** in an especially arid region, a fire prevention water storage tank with 181,700 liters (48,000 gallons) was installed along with a hydrant and associated pumping equipment. This tank was a valuable contribution to fire safety of the local community and the area's firefighting department since a large part of the residential areas located around the project do not have public firefighting water infrastructure. As a result, the inclusion of a water source available for fire was well received by neighbors and local officials.

Currently, with the plant in operation, **informative activities in the local schools** held by the company's personnel are maintained to explain the project's characteristics, nature and benefits of solar energy and its contribution to the local community to the children.

In the installation maintenance and operation phase, actions are also taken to **save energy and decrease polluting emissions** such as the application of efficient techniques when using water to clean the photovoltaic modules, passive ventilation for photovoltaic inverter buildings, and the use of less polluting transportation such as the solar-powered vehicle for plant maintenance activities.

Further information: www.ohlindustrial.com



Fire prevention water tank and burrowing owl, a local species for which nesting habitat were prepared.

CHEPRO DUCT-WRAP 100-3 SYSTEM: PIONEERING INNOVATION IN THE SERVICE OF PASSIVE FIRE PROTECTION

Chepro, a subsidiary of OHL Industrial specialized in fire extinguishing and prevention systems, and a historic leader in the nuclear sector, develops the DUCT-WRAP 100-3, a pioneer system for passive fire protection in HVAC extraction and air vents.



Protection installed with DUCT WRAP 100-3.

The Nuclear Safety Council (CSN) introduced, by a publication in the BOE at the beginning of 2013, Instruction IS-30 (Rev. 01) by which the requirements for a fire protection program in nuclear power plants are established.

The metal HVAC extraction and air vents which require fire protection by means of a passive protection system approved according to the legislation in force are included within the group of safe stop safety systems.

The Chepro DUCT WRAP 100-3 System was tested in fire laboratories of certifier APPLUS in Barcelona and has obtained approval as a Fire Protection System in HVAC Vents under the criteria of Standard Test ASTM E 2816 12a and the water stream test HOSE STREAM ASTM E 2226-08. It has the capacity to resist fire for up to 3 hours.

To date, the Chepro DUCT WRAP 100-3 System has noted references in Spain, with contractions in the Almaraz and Ascó nuclear power plants.

► The DUCT WRAP 100-3 System incorporates an improvement of the safety requirements established for nuclear power plants, providing functionality and a safe stop in HVAC vents in extreme weather conditions.

► The materials in the system also guarantee a harmless effect on the environment.



Fire test (3 hours) in accordance with standard ASTM E 2816-12a of the Chepro DUCT WRAP 100-3 system, worldwide pioneer.

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X/1

ENAC
Nº 016 087

Título:
Informe de ensayo para la determinación del comportamiento al fuego de un conducto HVAC según norma ASTM E2816-12a "Standard Test Methods for Fire Resistive Metallic HVAC Duct Systems".

Material ensayado:
Conducto metálico HVAC protegido con sistema referencia "Sistema Duct Wrap 100-3" suministrado por Chepro S.L.

Expediente número: 13/7169-3164.

Peticionario:
CHEMTRIC PROYECTOS Y SISTEMAS S.L.
C/ Arturo Soria, 345, 4ª Planta
28033 Madrid

Fecha informe:
10 de diciembre de 2013

Fecha de ensayo:
Ensayo a fuego: 6 de agosto de 2013
Ensayo de choque de agua: 12 de julio de 2013

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Página 1

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7. CONCLUSIÓN.

La muestra (conducto y sellado) mantuvo los criterios de aceptación establecidos en el punto 15.4 de la norma ASTM E2816-12a durante todo el ensayo, 190 minutos.

8. INCERTIDUMBRES

Las incertidumbres de los termopares de control del horno no sobrepasan los $\pm 15^{\circ}\text{C}$.
Las incertidumbres de los termopares de temperatura ambiente y los de la cara no expuesta no sobrepasan los $\pm 4^{\circ}\text{C}$.
Las incertidumbres de los otros termopares no sobrepasan los $\pm 10^{\circ}\text{C}$.

Las incertidumbres expresadas en este documento corresponden a la incertidumbre expandida, obtenida multiplicando la incertidumbre típica de medida por el factor de cobertura $k=2$ que para una distribución normal, corresponde a una probabilidad de cobertura de aproximadamente el 95%.

Firmado digitalmente por Jordi Mirabent Junyent
Responsable del Laboratorio del Fuego
LGAJ Technological Center, S.A.

Firmado digitalmente por Albert Ger Castillo
Responsable de Resistencia al Fuego
LGAJ Technological Center, S.A.

Los resultados se refieren única y exclusivamente a las muestras ensayadas y en el momento y las condiciones indicadas.

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Expediente número: 13/7169-3164

Página 11

Accreditation as worldwide pioneer in accordance with standard ASTM E 2816-12a.

OHL Services

B4

Ingesan, a leading company in the facilities management field, and Sacova Centros Residenciales, a leader in social care with 11 first-class residences in the Valencian Community, are the companies that make up the OHL Services division. Below, image of the activity of comprehensive maintenance of hospitals by Ingesan.

OHL Services was created in November 2013 as the division of the OHL Group specialized in building and installations services (cleaning, comprehensive maintenance, support structure and energy efficiency management) and personal assistance services (management of day care centers, reception centers, residences and healthcare management services).





► 2013 Business performance

In 2013, the market in which it operates followed the trend of previous years, within the context of economic crisis, even though the new activities (energy efficiency and domestic care services, which are less mature and which require greater technical qualification) have shown better performance.

The building maintenance and cleaning sectors have most strongly followed the budget restrictions of public and private clients and therefore, a strong competition in price. However, despite the 2.7% contraction of this market, public administrations and the supplier concentration processes have facilitated an increase in the sector leaders' billing.

In that context, Ingesan ended 2013 as a very satisfactory year with an increase of 33% of its business figure, an increase well above 2% - the average of leading companies. Its EBITDA also increased 42%.

For its part, the position of Novaire in the Valencian Community's market was reinforced in 2013 even though its conditions were not positive in the private, public or settled market.

In that context, Novaire has carried out an intense external communication and place marketing strategy which made it possible to raise the annual average occupation to 97.1%. This has made it possible to largely compensate for the decrease around 9% of the price of half of the subsidized places, caused by the adjustments in the Conselleria de Bienestar Social (Department of Social Welfare) of the Generalitat Valenciana.

Also, the continuity of a strict cost containment policy has facilitated a decrease of 4.5% of the use costs in the year and has significantly contributed to an apparent improvement of the Company's entire ratios and margins which reached historic figures, both in the EBITDA, 16% higher than 2012, and the net profit.

The perspectives for 2014 of the markets in which OHL Services currently operates are more optimistic than in 2013, in line with the known estimates for the Spanish economy. Ingesan expects to continue growing above the average of the sector's leading companies. Novaire will continue its strong commercial and cost containment policy.

OHL Services – Position

- Technical maintenance, cleaning, energy efficiency management and social and healthcare.
- Leader through its subsidiary Ingesan in the field of facilities management.

OHL Services companies which are part of the 2013 perimeter

- Ingesan (Spain)
- Novaire (Spain)



► Highlights of the year

The most significant awards in 2013 by the business area are as follows:

Cleaning

- Contracts for cleaning the schools of the Polytechnic University of Madrid, for an amount of €21.5 million and four years.
- Renewal of the contract for general cleaning of the subway stations of lines 8 and 10 of the Madrid Subway, for an amount of €23.1 million and a period of four years.
- Renewal of the contract for cleaning the A Coruña University Hospital (CHUAC) for two years and €9.8 million.

Maintenance

- Comprehensive maintenance of the Alcorcón Hospital, for €1.2 million and two years.
- Maintenance of the installations of Renfe Integria in Madrid, Castile and León, Galicia and Asturias, for 982,123 euros and two years.
- Renewal for one year of the comprehensive maintenance of the hospitals and health centers of public company Alto Guadalquivir, for €2.1 million.

Energy efficiency

- Contract for energy management and maintenance with full guarantee of the Residential Care Complex of Ávila (SACYL) for €4.8 million and ten years.

Residential care services

- Contracts with the local governments of Jerez (€13.2 million and two years), A Coruña (six million and two years) and Fuenlabrada (one year and €1.3 million).

Services to retirement homes

- Ingesan has contracted the management of the Fontiveros retirement home, in Ávila, for €5.6 million and ten years.
- Novaire agreed on 114 new residential places with the Generalitat Valenciana, obtaining a mix of 68% of subsidized places and 32% of private places, over a total of 1540.

Internationalization

At the end of 2013, OHL Services started to internationalize its activity. It accompanied the OHL Construction division in concession tenders for hospital infrastructures in Chile where Ingesan offered operation in concession of non-health services.

Certifications

- In 2013, Ingesan obtained the certifications ISO 50001, for energy efficiency (first company in the Group to obtain it), OHSAS 18001, for health and safety, and SA 8000, for social responsibility.
- Novaire renewed the quality certificate ISO 9001:2008, maintaining 'zero non-conformities' from the first year of certification.

► Noted CSR practices

2013, A YEAR FOR ENERGY EFFICIENCY AT INGESAN

Location:	Spain
Company:	Ingesan
Beneficiaries:	Environment



For Ingesan, 2013 represented a turning point regarding energy efficiency. In this period, the company made great efforts to develop commitments in this scope which resulted in specific measures.

In 2012, the first steps were taken with creating an Energy Practices Manual, but it is in February 2013 that Ingesan took the most ambitious step: the approval of an energy policy.

Measures included in Ingesan's Energy Policy

1. Define a **reference baseline**, in accordance with the Company's nature and activity, to establish objectives.
2. Fit together undertaking the activity with **efficiency in the use and consumption of energy** to improve energy performance.
3. Strengthen Ingesan as a **model sustainable, ethical and responsible company integrated in the society** which creates well-being of the employees, administrations and the society in general.
4. Encourage the use and enjoyment of energy in a sustainable manner in all personnel, regularly communicating actions and results.

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| 5. Encourage the use and acquisition of equipment, materials and services that are responsible with the environment in processes and services. |
| 6. Manage and design infrastructures and buildings which are prioritized by their energy efficiency in compliance with the legislation. |
| 7. Review and update the energy performance regularly, always seeking continuous improvement. |
| 8. Supply the economic resources for training and information required to meet goals and objectives. |
| 9. Establish a good energy practices manual in the organization with directives for optimal energy performance. |
| 10. Identify all energy sources on which it has an effect to control the organization's energy performance. |
| 11. Identify the legal requirements which apply and the requirements agreed on by the organization in order to comply with them. |
| 12. Document, review and communicate this policy to all levels regularly. |
| 13. Designate a representative of the department and a team to manage the company's energy. |

With this document, Ingesan assumes the commitment to implement an energy management system to efficiently use energy in the organization and reach **three objectives** for 2013:

1. Increase paper recycling 10%.
2. Implement a plan for generating energetically efficient ideas which help reduce CO₂ emissions, both in the office and their homes.
3. Decrease by 5% the energy consumption associated with using computers between 2013 and 2014.

Among the implemented measures, the **monitoring of different work areas**, which record the energy consumption per minute of each work computer and other equipment, and the determination of lighting consumption using electric meter readings, are noted. This control made it possible to identify where energy was not being appropriately used and to implement the appropriate to reduce electricity consumption (5% in lighting, 5% in computers) and chemical energy (15% in fuels).

As a result, at the end of 2013, a **reduction close to 10% of the total energy consumption**, with a saving of 6.25% in the use of computers.

► In March 2013, Ingesan obtained the certificate ISO 50001:2011 for its Energy Management System, a key tool which makes it possible for the organization to save energy in its different processes.

INGESAN AWARDED IN RECOGNITION OF ITS COMMITMENT TO JOB PLACEMENT FOR THE DISADVANTAGED

The "La Caixa" Foundation organizes the Incorpora Awards whose purpose is to recognize the best actions of companies in employing socially excluded individuals or those at the risk thereof. In 2013, JV Limpisa Ingesan, specialized in building maintenance and cleaning, received, with other companies, the V Incorpora Award in the Medium-sized Company category.

When granting this recognition, the panel valued the employment policy of Ingesan for the award, prominent in that the number of hired disadvantaged individuals constituted a significant percentage among the staff, the profile of such integrated employees and the average duration of these contracts.

In 2013, Ingesan hired 97 people at risk of social exclusion and/or with a disability thanks to collaboration with Fundación Integra and Fundación Adecco. It also collaborated with the program *Aquí Hay Trabajo* of RTVE's La 2, which supports the employment of socially excluded individuals.



Rafael Tuya Lara (fifth from the left) representing JV Limpisa Ingesan, next to other award recipients and invited guests.

INGESAN JOINS THE NETWORK OF COMPANIES FOR A SOCIETY FREE FROM GENDER-BASED VIOLENCE

Ingesan joined the Network of Companies for a Society Free from Gender-Based Violence in July 2013 through a collaboration agreement with the Ministry of Health, Social Services and Equality to help raise awareness of gender-based violence and helping victims enter the workforce.

The initiative currently has 56 companies enrolled and is articulated around a series of principles that, among others, contemplate actions seeking to promote equality between men and women, respect for fundamental rights, the right to create a society free from gender-based violence and full social and job placement opportunities for women who have been victims of this social blight.



Agreement signed by Ingesan and the Ministry of Health, Social Services and Equality.

In July 2013, Ingesan obtained the **Social Accountability System Certificate** according to standard SA 8000, granted by Det Norske Verita. This tool integrates the management of socially responsible practices in the company's overall management and is based on the Universal Declaration of Human Rights, the Committee of the Rights of the Child and the Conventions and Recommendations of the International Labour Organization (ILO).

QUALITY AND CUSTOMER SERVICE IN NOVAIRE

Location:

Spain



Quality and customer service is a maximum priority at Novaire. The customer service manual, edited in 2012, ensures that all workers receive the necessary training related to the **client culture**. This manual, available on DVD and printed and with versions adapted to each professional group, includes the guidelines and style of Novaire in the daily undertaking of its activities as well as complex situations which can occur at its centers.

In addition to worker training, accessibility is another priority factor in customer service. The purpose is to provide personalized service, adjusted to the characteristics and needs of each user, with direct and close treatment to help clear up doubts and resolve problems or conflicts derived from the provided service.

The customer service has personnel qualified to attend to demands and offer autonomous and independent guidance, ensuring a quick, best solution for the client.



2013 CUSTOMER SERVICE DATA

Claims	Received: 78 Results in 2013: 77 Pending resolution: 1
Nature of the claims	Health problems: 18% Personal care: 19% Combination of the above two: 15% Loss and wear of belongings: 42% Restoration service: 6%
Suggestions	Received: 65 Origin: <ul style="list-style-type: none"> • Family members: 50% • Users: 24% • Workers: 6% • Without identification: 20% It is planned to implement 27 of the received proposals.
Thanks	Received: 13 Origin: family members and users.

Results of the quality system in 2013

- 143 quality system follow-up visits.
- Results of the visits made:
 - 23 non-conformities
 - 66 corrective actions
 - 5 preventive actions
 - 5 improvement actions
- Update of 18 quality and 4 human resources procedures.

As a result, the follow-up audit for the quality certificate ISO 9001:2008 generated 0 non-conformities.

Novaire also draws up **biannual surveys** to evaluate the degree of satisfaction of users, family members and opinion leaders. The survey in 2012 was the last one given to users and family members and the one in 2013 the last one given to opinion leaders, with the following most significant results:

- Increase in participation. Of the 20 surveys in the last edition, this increased to 69 in 2013.
- 99% of the surveyed opinion leaders consider Novaire a leader in its location.



- 99% recommend the Novaire centers. Specifically, 30% do so as a first option.
- The overall score given to Novaire is 7.58 points over 10.

JOB CREATION AND PLACEMENT FOR INDIVIDUALS AT RISK OF SOCIAL EXCLUSION

Novaire understands diversity as the total sum of potential which exists in all people thanks to the uniqueness of each one. For this, it **works for equality of opportunities**, with the desire to improve the working conditions of the most disadvantaged groups through training and job placement of both students doing internships and persons at risk of social exclusion. For these actions, it has the support of non-profit entities such as Cocemfe, Nova Feina and the Red Cross.

In the **non-work internships**, Novaire welcomed 130 students with different training, especially social-health, to offer them the opportunity of getting to know the work world in 2013. It also worked with the Miguel Hernández University of Elche (Spain) in the **Mentoring Program**.

Internally, Novaire established a **disability pension** for workers who prove disability beyond 13%. The pension amount corresponds to the degree of disability increased to a 30% improvement. Of the 25 disabled persons working at Novaire, 20 benefit from this pension.

Collaboration with Novaire in the training and job placement of individuals with difficulties or risk of exclusion has been recognized in 2010 and 2011 with the **award from the Fundación Nova Feina**, and in 2013, with the **runner-up of the panel of the V Incorpora Award**, in the Valencia edition and Large-sized Company category, thanks to its active collaboration with the Incorpora Program.

SUPPORT FOR ACTIVE AGING AND INTERGENERATIONAL SOLIDARITY, TWO FIRM COMMITMENTS OF NOVAIRE

One of the Company's objectives is to contribute to a more just social representation system in accordance with the values and needs of the elderly.

In 2012, Novaire created **Miradas Cómplices (Knowing Looks)** to work toward this objective through a photo contest of images which permit seeing elderly people in another light.

The 2013 edition, dedicated to *The importance of the look*, doubled the number of participants and received images. The winning photographs were in the 2014 calendar which was distributed with Alicante (Spain) province's newspaper Información with a total of 25,000 units. It also edited a book and documentary put together with photos from the 2012 edition.

In 2013, **Miradas Cómplices** was included in the good practices manual of the Fundación Pilares for individual autonomy, which includes initiatives related to the sector of dependence, aging or disability.

Los mayores primero (The elderly first) is another project very related to the goals of **Miradas Cómplices**. It consists of the monthly publication of an editorial supplement for elderly people which is distributed with Alicante's newspaper **Información** with more than 250,000 readers.

Last, in 2013, it celebrated the fourth edition of the **Novaire Series** under the title *Ethics and elderly care. A challenge of our society*. The series had the presence of prestigious speakers such as philosophers Fernando Savater and José Antonio Marina, and the debate presented three main purposes: invitation to reflect, promote active respect and the fight for rights of elderly people and make the actors involved aware of their capacity and obligation to be agents of this change.

The **Novaire Series** are held with the intention to encourage professional meetings and offer a forum for the exchange of information between sectors and organizations involved in elderly care.

Further information: www.novaire.es/ciclos-novaire



Miradas Cómplices photo contest (left) and Fernando Savater conference in the 2013 Novaire Series.

OHL Developments

B5

Mayakoba Resort, promoted by OHL Developments in the Mexican Riviera Maya, is a worldwide reference sustainable destination for luxury tourism.

The OHL Developments division was created in 2001 with the aim of identifying strategic diversification opportunities for the OHL Group.





► 2013 Business performance

The seed of OHL Developments was the Mayakoba project in the Mexican Riviera Maya, which is being carried out in two phases. In the first phase, OHL Developments has promoted the development of the Mayakoba resort as one of the most exclusive resorts in the world, with five deluxe hotels and a golf course. In the second phase, the Mayakoba City residential project will be developed.

In 2012 the Canalejas project in Madrid became part of the Mayakoba project. OHL Developments participates in the Canalejas project as a developer and minority investor.

Mayakoba Resort

Ten kilometers from Playa del Carmen, the Mayakoba resort now has three hotels in operation, all in the 5 star luxury category, which are operated by three of the most prestigious international hotel chains: Fairmont, Rosewood and Banyan Tree. Also in operation is the golf course, El Camaleón, designed by Greg Norman, which made history by becoming the first venue outside the United States and Canada to host an official tournament on the PGA Tour.

The growth in luxury tourism has led to Mayakoba recording a weighted average occupancy of 57.8% in its three hotels, up from 53.0% in fiscal year 2012. All this in a context of growth of tourism in Mexico has led to the Riviera Maya exceeding four million visitors for the first time.

The first phase of this complex will be completed with two new hotels, one operated under the Andaz brand (Hyatt Group), with work beginning in 2014, and another to be operated by another prestigious international chain.

The operating hotels and installations enjoyed international prestige in 2013, as reflected in the top-level distinctions received, among them the AAA Five Diamond Award, the highest rating from the American Automobile Association (AAA) in the United States, which is awarded to less than 0.3% of the more than 50,000 hotels this association includes in its ranking. For outstanding environmental compliance, the ministry of the environment granted, through Procuraduría Federal de Protección al Ambiente (PROFEPA), the Tourism Environmental Quality Certification, the highest honor in the environmental area of tourism.

In addition, in 2013, Mayakoba hosted a new edition of the Mayakoba Golf Classic of the PGA, which has been renewed for the next five years and has been renamed the OHL Classic at Mayakoba. It already has its own exclusive week during the PGA Tour circuit, the 3rd week of November.

Mayakoba City

Another remarkable milestone for the year 2013 was obtaining the necessary licenses and permits for the development of the second phase of Mayakoba, called Mayakoba City. During 2013 early work on this residential development was started, with the construction of primary infrastructure and the marketing of the first lots. This project involves the complete development of over 400 hectares, divided into three zones with differentiated real estate products for different market segments.

► Mayakoba currently has three luxury hotels operated by international hotel chains Fairmont, Rosewood and Banyan Tree. There will be two new hotels, an Andaz Hotel (Hyatt Group), with work beginning in 2014, and a fifth one operated by another prestigious chain.



Canalejas Project

With an investment of around 500 million euros, the Canalejas project is unique in Madrid. It will revitalize the most symbolic area of the city center, near the Puerta del Sol, and will feature the first hotel of the luxury Four Seasons chain in Spain, which will reinforce the attractiveness of Madrid as one of the main luxury destinations in Europe.

The project will rehabilitate seven historic buildings of significant architectural value, located at the confluence of Alcalá street, Sevilla street, Carrera de San Jerónimo and Plaza de Canalejas. In addition to the Four Seasons Hotel, there will be a high quality commercial area, a residential complex with Four Seasons service and a parking lot that will serve the resort and the entire area. The total area of the property is approximately 50,000 m².

In early 2014, the appropriate licenses and permissions to perform the preliminary work of strengthening and consolidating facades, as well as internal restructuring had already been obtained.

OHL Developments

- Development of unique, mixed-use and high quality projects, operated by the most prestigious worldwide hotel chains.
- Expansion strategy and business development in the international market, capitalizing on the experience and know-how acquired in Mayakoba and Canalejas, as a high level global project developer.

OHL Developments centers which are part of the 2013 perimeter

- Huaribe.
- Mayakoba Corridor Hotel Operator (Fairmont Hotel).
- Mayakoba Island (Rosewood Hotel).
- Mayakoba Thai (Banyan Tree Hotel).
- Mayakoba golf.

► Highlights of the year

- Consolidation of the Mayakoba Resort as the global benchmark in luxury tourism in the Mexican Riviera Maya.
- Start of the Hotel Andaz (Hyatt Group), the fourth at Mayakoba.
- Beginning of the second phase of Mayakoba, Mayakoba City residential development.
- Regarding Canalejas Project, the year 2013 ended with major advances in both urban paperwork procedures and preparation for performing of the work, with the aim of having the project fully operational in 2017.

► Noted CSR practices

MAYAKOBA, WHERE BUSINESS AND SUSTAINABILITY CONVERGE

Business activity: Mayakoba Resort

Location:	Riviera Maya (Mexico)
Start year:	1998
Surface area:	649 ha
Phase 1: Mayakoba Resort (Operational)	<ul style="list-style-type: none"> • Fairmont Mayakoba Hotel • Rosewood Mayakoba Hotel • Banyan Tree Mayakoba Hotel • El Camaleón Golf Course
Phase 2: Mayakoba City (In progress)	<ul style="list-style-type: none"> • Medium and high density residential area. • Shopping center • Parks • Golf course
Number of employees in 2013:	1,729



Mayakoba, promoted by OHL Development, located in the Mexican Riviera Maya, in the state of Quintana Roo, is an international benchmark for their contribution to the development of tourism committed to the welfare of the area and protection of the environment. Located in the Mexican Caribbean, Mayakoba occupies an area of 649.25 ha of great ecological value, in which are found several ecosystems in fragile equilibrium with a great diversity of flora and fauna. A natural heritage which the OHL Group has always aimed to preserve from the planning of the project in 1998 to its current operation.

For the design of the installations, OHL formed a multidisciplinary team whose combined experience and knowledge allowed the definition of an ecological profile from which a unique resort was planned. The primary objective of the group of scientists, engineers and architects who designed the complex was to protect the delicate ecosystem of the area, which is home to the world's second largest corral reef.

The Mayakoba project was designed to be developed in two phases: phase 1, 240 ha of coastal area for creating the Mayakoba Resort and Phase 2, 409.25 ha of medium forest for creating the urban real estate concept of Mayakoba City.

The Mayakoba Resort, the first phase of the project

There are three exclusive hotels, the Fairmont, Rosewood and Banyan Tree, and El Camaleón golf course currently in operation at the Mayakoba Resort. 90% of the Mayakoba structures are located within 500 m of the beach in order to preserve a strip of mangrove of almost 60 ha.



El Camaleón golf course, where the OHL Classic at Mayakoba tournament takes place, has its own exclusive week on the PGA Tour circuit.

Additionally, to ensure the conservation of mangroves, a system of navigable canals, with a surface area of 25 ha and a length of 13 km was designed and built, making it the mangrove swamp with the best environmental quality of this nature in the area.

The recovery of this and other ecosystems has made the Mayakoba Resort an **example of global sustainability** by becoming a natural habitat for almost 300 species including birds, fish, reptiles, crustaceans and molluscs compared to the 49 species there before the intervention.

Moreover, the resort represents a source of wealth for the area by generating an **annual average of 1,700 direct jobs and 4,250 indirect jobs**, and promoting numerous social initiatives to encourage the production and marketing of local products, improvement of the facilities in a local grade school and the cleanliness of the beaches.

The combination of sustainability, environmental protection and the offer of luxury and exclusivity have earned the Mayakoba Resort countless international awards. The **Tourism Environmental Quality Certification**, awarded in 2013 by the Federal Attorney for Environmental Protection (PROFEPA) is the latest of these recognitions, which guarantees the highest level of compliance with Mexican environmental regulations, and represents the highest distinction awarded by the Mexican Government for environmental issues. In recent years, Mayakoba has also been awarded the **Ulysses Award** in the category of Innovation in Business, awarded by the World Tourism Organization, and the **Sustainable Standard-Setter Award**, awarded in 2011 by the Rainforest Alliance, a member of the Global Sustainable Tourism Council (GSTC), for more than 75% compliance with the standards of sustainable tourism, being the first resort where three hotels achieved compliance. These are the three highest awards granted by these prestigious institutions.

Since 2010, the resort has been a member of the Rainforest Alliance. Additionally, since 2006 the resort has been certified by the **Audubon Association** as a nature refuge.

In addition to these international awards, the Fairmont and Rosewood hotels again received the AAA Five Diamond distinction from the American Automobile Association (AAA) in 2013 and have earned a multitude of awards from industry organizations and specialized press recognizing the high quality and level of exclusivity offered by these establishments.

New group of OHL volunteers in Mayakoba

In the context of social actions undertaken since 2007 in the Mayakoba hotels, the first group of OHL Developments volunteers was organized in 2013. OHL Developments-Mayakoba Volunteers

In 2014 planned activities were begun, and at Christmas 2013 a campaign for collecting new and used toys for children from the community of La Colosio in Playa del Carmen was held.

Among the initiatives planned for 2014 was the collaboration with Pelopidas de la Salle school, in region 33 of Playa del Carmen; the spread of a sponsorship program #donaconconfianza, intended to provide a comprehensive, free education to children with limited resources; and economic support for the repair and maintenance of the building that houses the school, managed by the Pelopidas Foundation.



Members of OHL-Mayakoba Volunteers.

Mayakoba City: the second phase of the project

During 2013, OHL Developments received approval from the Ministry of Environment and Natural Resources of the Mexican government and the urban planning authorities of the local government to initiate the second phase of the project: **Mayakoba City**. This new phase will occupy a total area of 409 ha, of which 68% will be used and 32% will be conserved, and will be implemented with an estimated investment of \$1,000 million.

Mayakoba City is comprised of infrastructure and services for up to 17,000 homes, respecting the environment by incorporating green areas. The new development has been divided into three separate areas to accommodate different offers according to population segments and their demands:

- Mayakoba Parks, an area of 220.87 ha, will contain a maximum of 13,633 homes, integrated into the town of Playa del Carmen. It will be devoted to the development of social housing and housing for the medium-high segment to meet the needs of workers in the first phase of Mayakoba and its surroundings. It will include areas for services, trade, sports and enjoyment and the first urban city park with an area of 10 ha, which will be the largest in the region.



- Mayakoba Village, 23.19 ha with 730 homes. It will house commercial and mixed-use areas in a pedestrian environment that will run along a waterway and will become the recreation and enjoyment area for Mayakoba City.
- Mayakoba Country Club, 189 ha with 2,804 homes will incorporate an upscale residential real estate development that responds to the need for first and second homes, a clubhouse, golf course and beach club as main attractions.

Mayakoba City is designed to become the first **sustainable residential community** in the Riviera Maya. The project's sustainability efforts include the following guidelines:

- Creation of the first public City Park, 10 ha in size, including sports, social and cultural recreation areas in an environment of forest conservation.
- Minimizing the visual impact of the buildings, through a concept of wooded roads in conservation areas and the creation of green boulevards.
- Maintaining the environmental quality of development, through the creation of green areas to facilitate retention of the native fauna.
- Compliance assurance and monitoring of sustainability criteria and parameters established in the design for the conservation of forest ecosystems by partners and subcontractors.
- Implementation of an environmental management system of 8 programs which will care for aspects of vegetation, wildlife, waste management, environmental contingencies, environmental diffusion, control of water in sinkholes and karst structures, and the social and cultural aspects of the surrounding communities.

During the development phase of the project agreements with colleges and universities will be established for monitoring the controls. In 2013 there is already an agreement with the Universidad Autónoma de Morelos for the monitoring and control of cats and wildlife during the first stage of construction.



Wide shot of residential Mayakoba City showing the three zones the project is divided into. To the right, the canal and the mangroves in Mayakoba.



SOCIAL, CULTURAL AND ENVIRONMENTAL INITIATIVES IN MAYAKOBA RESORT

Business activity: hotels in Mayakoba

Fairmont Mayakoba Hotel	<ul style="list-style-type: none">• 401 rooms• 13 ha• 185,714 guests in 2013
Banyan Tree Mayakoba Hotel	<ul style="list-style-type: none">• 132 rooms• 13.73 ha• 57,782 guests in 2013
Rosewood Mayakoba Hotel	<ul style="list-style-type: none">• 128 rooms• 13.18 ha• 68,490 guests in 2013



The Fairmont, Rosewood and Banyan Tree hotels have an integrated environmental management system that allows them to preserve the environment in which they operate. The three establishments develop various social, cultural and environmental initiatives with different objectives with the ultimate aim of making the Mayakoba Resort a place of respect and support for unique ecosystems and local communities.

Corporate Social Responsibility at the Fairmont Hotel

The Fairmont Hotel is the largest of the three hotels at Mayakoba. It has 401 rooms and suites and serves more than 180,000 guests annually. Its CSR program focuses mainly on the development of activities for the employees, and other activities for social action and environmental awareness. The hotel takes these initiatives through the Sustainability Team and the My Community Committee, responsible for approving and implementing good environmental practices and social actions. By 2014 these two committees were merged into a single entity.

In 2013 the main activities carried out by the Fairmont under its CSR program were as follows:

- Awareness campaigns on **ethical values and principles** (Value of the Month) for employees and guests.
- Initiatives in the area of the **family-friendly company**: scholarships for children of employees, "A day at work with my parent" and "Celebrating my successes with my family".
- **Recycling campaign** for employees "Separate at home and bring your waste to the hotel to recycle and donate" and a recycling contest.
- Campaign for the **donation of trees** for employees, in collaboration with the Banyan Tree Mayakoba Hotel.



- Health and wellness activities targeted at hotel employees (free classes for crossfit, yoga, tai chi and salsa) and an employee cafeteria.
- Donations to victims of "Manuel", a hurricane that affected more than 218,000 people across Mexico in September, in Acapulco.
- Donation of computers to low-income schools.
- Donation of toys to Mayan communities.
- Beach cleaning on World Environment Day. A total of 543 people participated, of which 129 came from Mayakoba and 17 were hotel employees and their families. A total of 3,181 kg of debris was collected.



Awareness campaign of ethical values and principles aimed at employees and hotel guests and scholarships for children of employees.

The Banyan Tree Mayakoba and the protection of the Melipona bee to improve the quality of life of a community

Since 2010 the Banyan Tree Hotel has developed a biodiversity protection project aimed at rescuing the **Becheii Melipona** species, a native species of stingless bee traditionally raised by the Mayans to obtain their precious honey, known for its chemical and antibiotic properties. With the introduction of the European and ultimately African bee species, the raising of native bees was severely affected. The introduction of sugarcane was another important factor in the loss of the tradition and hence the threat to the species.

The project aims to keep alive the Mayan tradition through the **establishment of community micro-businesses** promoting the economic development of the local community through productive activity with a friendly atmosphere. So, it not only seeks to protect biodiversity, but also represents an important support for the development of local communities in the vicinity of the hotel.



Melipona bee honeycombs and training for the development of products derived from honey.

Until 2011, activities depended on collaboration with the University of Merida to provide the most suitable techniques for breeding and management of the species, the construction of two Meliponaries, training in the management of the species, the first harvest, the purchase by the hotel of the honey produced, the development of a facial treatment to be offered at the Banyan Tree and the consolidation of a community tour for hotel guests, which was considered a donation to the community.

In 2012, it was decided to promote the project and give it added value by developing new products for commercialization not only in the Banyan Tree, but at local and regional levels.

This new momentum implies the need for empowering communities and building a local workshop with the right conditions to ensure optimum quality of the products produced and to gain access to exclusive markets.

Main activities carried out in 2013

- Delivery of materials for the construction of the craft workshop.
- Third training for breeding, management and harvesting of Melipona bees.
- Training for the development of products.
- Training for the development of successful business communities.
- Training for safety and hygiene.
- Training for the development of soap to be sold at the Banyan Tree Mayakoba.



The approach and dialog with the community has generated a greater commitment to strengthen the project and ensure its success. The Banyan Tree is therefore committed to expanding the dimensions originally planned for the workshop and to facilitating a more complete training to ensure that production and harvesting capacity are sufficient for maintenance.

Thus, the Banyan Tree Mayakoba will cover all costs associated with the workshop including building materials, comprehensive training, tools, new colonies of bees and supplies for at least three months of operation of the workshop, representing an additional donation of \$9,300.

Furthermore, it defined what the main product would be, which the hotel agreed to purchase and use in their operations. The chosen product is a soap made from fully biodegradable glycerin and Melipona bee honey.

The Banyan Tree offers this soap as a gift to their guests on their first night in the hotel. This ensures the continuity of the project by reducing the need to search for new distribution markets and allows the community to cover the production with a secure monthly income.

It is expected that the community will reach a stable production in mid-June 2014. Meanwhile, they have formed alliances with a brand of community artisan products (Kuxtal Sian Ka'an) to include their products in the catalog and provide access to new markets that will enable 100% self-sufficiency of the project.

Environmental awareness and promotion of the Mayan culture at the Rosewood Hotel

The Rosewood Mayakoba has a **program of environmental education and information aimed specifically at employees and guests**. Among the activities for employees are lectures for each new addition on environmental initiatives undertaken by the hotel; awareness of the importance of recycling not only on site, but also in their homes; promotion of beach cleaning activities and the release of sea turtles that arrive at Mayakoba. The children of employees are also invited to participate in events such as World Environment Day and International Coastal Cleanup Day, among others.

For **guests**, they have developed **environmental and awareness activities**. Among those developed in 2013 are those aimed at children with lectures and workshops on issues such as recycling or waste collection on beaches and awareness of these issues. They also offer boat tours in order to show the children the wildlife that exists in Mayakoba. Finally, guests can also participate in sea turtle release and beach cleaning activities.



Spread of Hotel Rosewood activities for the acquiring knowledge of the Mayan culture and students from Cristo Rey Elementary School.

The hotel also conducts advocacy work for the Mayan culture among its guests. To this end activities about Mexican and / or Mayan culture were developed, such as those linked to Mexican culinary culture or the history of tequila. **Mayan Family Night** is another of the activities promoted, in which children learn about the archeological areas in the vicinity. Other similar events, to which employees are also invited, are the **Festival of Life and Death** and the **Sacred Mayan Journey**, which seek to create a bond of cultural identification among the inhabitants of the area, improve awareness of traditions, customs and history of the Mayan culture and promote tourism.

Finally, the hotel develops activities to support local communities, such as the Cristo Rey community, located in the municipality of Solidaridad, Quintana Roo.

The Rosewood Mayakoba works with this community to improve their grade school. In 2013, the hotel donated materials and organized a social committee to identify areas for improvement and to organize joint efforts with the community. Hotel suppliers are also invited to get involved in improving the roof and the school grounds.

Visits to the Tianguis Cultural (craft market) of the Parque la Ceiba are also promoted among their guests. Here they can learn what craft products are made by the Mayan community and financially support these communities.

Finally, the hotel is working with organizations such as the civil association United Citizens of the State of Quintana Roo (CUDEQ) and Integral Family Development (DIF) through various grants.

About the Sustainability Report

Anexe

The image shows a section of the Northern Urban Toll Road, one of the toll roads managed by OHL Concessions in Mexico.

While actions are important, communicating what has been done (and what remains to be done) is no less important. This maxim, which can be applied to numerous aspects of corporate undertakings, has become a centerpiece in CSR, where transparency and communication with stakeholders is fundamental.

The OHL Group Sustainability Report is framed in its commitment to accountability to all stakeholders, and its purpose is to communicate to all stakeholders in the company what the major accomplishments have been during the year compared to previously defined objectives.

The report is, therefore, the Progress Report established by the United Nations Global Compact.



Profile

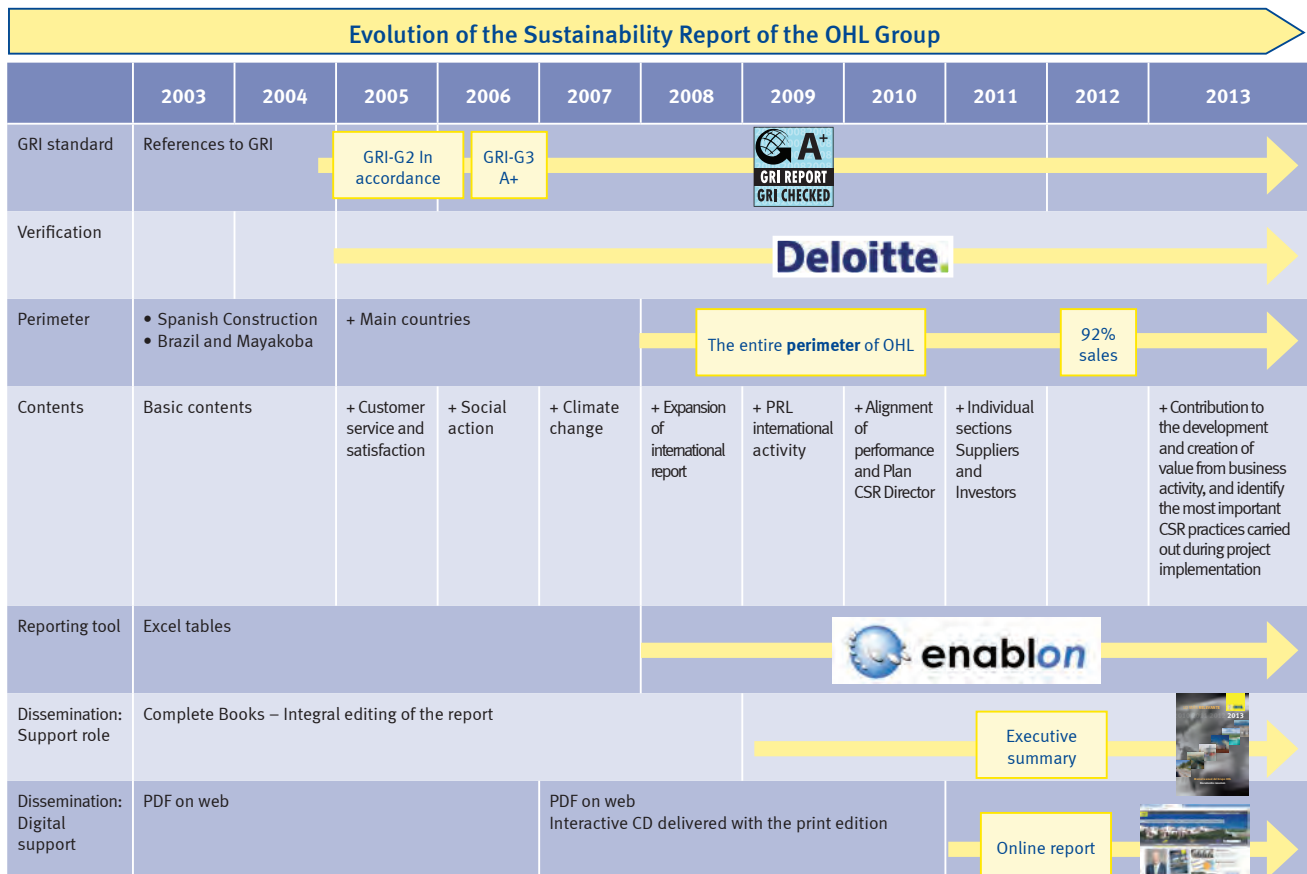
In May 2014, the month in which the OHL Group published its Sustainability Report for 2013, a decade has been completed since the publication of the first report by the OHL Group in this area, which was for fiscal year 2003.

At that time, the Chairman of the OHL Group, Juan-Miguel Villar Mir, concluded his letter presenting the report by stating: “It is my hope that this first report on sustainable development becomes a valuable and effective instrument so that the environment related to OHL can assess, verify and help to improve the efforts of the Group to obtain the best welfare for citizens now and in the future.”

Since then, the Group has striven to prepare **as robust and rigorous a document as possible**, which demonstrates the performance of the Group with all of its undertaken commitments.

The OHL Group Sustainability Report has evolved in this decade with the purpose of:

- **Strengthening the accessibility** to information from the point of view of clarity and the level of completeness with which the contents are presented.
- Going deeper into those matters that may be of **greater relevance** to stakeholders of OHL.
- Using the **latest trends and CSR reporting standards** and technological developments.
- Ensuring the **accuracy and consistency** of information reported, through external verification.





This 2013 Sustainability Report has undergone a major change in structure with respect to previous years. The document is divided into two main blocks:

- Block A, which describes the corporate and cross-Group management from the point of view of value creation, labor practices, environmental management and innovation and excellence in project development.
- Block B, whose main objective is to show the contribution to sustainability by the business. To do this, this block is divided into five chapters, one for each of the operating divisions. Their activity and significant events are described and each is accompanied by a selection of records from different projects that demonstrate the most representative aspects of CSR management based on the function of the activities and the country in which they took place.

Structural change in the 2013 Sustainability Report

Objectives	Adopted measures
Create a stronger document	A document with two perspectives: <ul style="list-style-type: none">• The cross management of the CSR• Specific experiences of the divisions through the business
Show the contribution to sustainability from the development of the business	Information about the company is presented in relation to the concept and data regarding the value generated and distributed
Reflect the size and scope of the group and the integration of the CSR in the development of the business	Chapters reserved for divisions which best show their progress in CSR and most important practices
Make the group's efforts more evident for identifying material aspects	Specific section for dialog and materiality

**1st block : cross management (70%)**

- **Key contents in G4:** labor practices, environment, product, etc.
- With a unique approach to **creating value: jobs, supply chain, community, etc.**

A global Group committed to sustainability

(Introduction : Overview of the Group in 2013)

Integrity and transparency

Ethics

Corporate Governance

Policies and strategies with social and environmental scope

(Introduction: Policies and management tools in 2013)

Management bodies

Dialog and materiality

Creation of economic and social value in 2013

(Introduction : Key business figures in 2013)

OHL in the market

Job creation

Investment in suppliers

Social investment

Labor practices

(Introduction: HR Management in the Group in 2013)

Health and safety

Training

Equality and diversity

Volunteering

Environment

(Introduction: Environmental Commitments and environmental management in 2013)

Environmental management

Environmental performance

Low-carbon economy

Innovation and excellence

Innovation

Quality

2nd block: role of the divisions (30%)

- **Business information** and its important CSR practices
- **Creating value from the business** through various activities
- Information about the **indirect economic impact**

Five divisions, five visions of sustainability**Concessions**

(Introduction: Description of business performance in 2013)

Business milestones

Important CSR practices

Construction

(Introduction: Description of business performance in 2013)

Business milestones

Important CSR practices

Industrial

(Introduction: Description of business performance in 2013)

Business milestones

Important CSR practices

Services

(Introduction: Description of business performance in 2013)

Business milestones

Important CSR practices

Developments

(Introduction: Description of business performance in 2013)

Business milestones

Important CSR practices

This report was developed and validated according to the recommendations of the *Guide for the Preparation of Sustainability Reports*, the Global Reporting Initiative (GRI) version G3.1, and the supplement for the *Construction and Real Estate sector*, in accordance with the maximum application level A+ and accredited by GRI.

Its preparation also takes into account the principles of inclusivity, materiality and responsiveness, as reflected in the latest version of the AA1000 standard, comprising the AA1000APS Accountability Principles (2008) and the standard for Sustainability Assurance AA1000AS (2008). Moreover, the report is indicative of compliance with the Principles of the Global Compact.

The report is an action at the Group level, led by CSR Corporate Services under the leadership of Corporate General Management and the Sustainability Committee. The Audit, Compliance and CSR Committee prepares the Sustainability Report, which is approved by the Board of Directors.

► Coverage

The information presented in this report in a consolidated manner has been provided by all companies, subsidiaries and production centers in all the countries in which the Group operates. Specifically:



OHL GROUP - CSR reporting perimeter for 2013

OHL Concessions		OHL Construction	
Spain	OHL Concesiones	USA and Canada	OHL Ontario Subsidiary
	Metro Ligero Oeste		OHL Montreal Subsidiary
	Autovía de Aragón-Tramo 1		OHL USA New York
	Autopista Eje Aeropuerto		Judlau
	Terminales Marítimas del Sureste		OHL USA Florida
	Nova Dársena Esportiva de Bará		Community Asphalt
	Euroglosa 45		Arellano Construction
	Terminal de Contenedores de Tenerife		OHL Building
Mexico	OHL Concesiones México	Mexico	OHL USA California
	Concesionaria Mexiquense		OHL USA Texas
	Grupo de Autopistas Nacionales (Amozoc Perote)		CPVM (Sociedad Constructora Proyectos Viales México)
	Aeropuerto Internacional de Toluca		OHL Colombia
	Viaducto Bicentenario		OHL Peru Subsidiary
	Vía Rápida Poetas		OHL Chile Subsidiary
	Autopista Urbana Norte		Concesionaria CSJ
	Autovías Concesionadas (Libramiento Puebla)		OHL Argentina Subsidiary
Chile	OHL Concesiones Chile	Central and Eastern Europe	OHL Central Europe
Peru	Autopista del Norte		OHL ŽS
OHL Developments			ŽPSV
Mexico	Huaribe	Algeria	OHL Algeria Subsidiary
	Mayakoba Golf	Qatar	OHL Qatar
	Islas de Mayakoba	OHL Turkey	OHL Turkey
	Operadora Hotelera del Corredor Mayakoba	Kuwait	OHL Kuwait
	Mayakoba Thai	Saudi Arabia	OHL Saudi Arabia
		Poland	OHL Poland
OHL Industrial		OHL Australia	OHL Australia
Spain	OHL Industrial Spain	Spain	OHL
	OHLI Projects Spain		Guinovart
	OHLI O&M Spain		SATO
	Chepro Castellón		Electrificaciones y Montajes Integrales
	COMIN		Sobrino
	CSC		Elsan
			Arganda del Rey Plant(Elsan)
USA	OHLI Projects USA		Machinery Park (OHL)
	OHLI O&M USA		
Mexico	OHL Industrial Mexico	OHL Services	
	OHLI Projects Mexico	Spain	Ingesan
Peru	OHLI Projects Peru		Sacova Residential Centers
Chile	OHLI Projects Chile	D.G. Corporate	
	OHLI O&M Chile	Spain	Corporate partnership



OHL understands joint ventures to be contractual agreements whereby two or more entities undertake operations, hold assets or participate in a partnership, in such a way that strategic financial and operational decisions which affect them require the consent of all participants. These joint ventures are considered by the Group from an economic point of view. Therefore their relevant aspects are included within the scope of the report.

Entities or businesses using the equity method are not included within the scope of the report, except in the case of Toluca International Airport and Vía Rápida Poetas.

All information in this report comes from the centers within the scope indicated above. In cases where the coverage of the report is different from the previous version, there is a note indicating the specific scope so that the interpretation is accurate and true to the reality of the situation.

The report includes data from previous fiscal years to allow an analysis of the evolution of the OHL Group. However, it should be noted that these data trends are not always synonymous with performance, which is particularly marked in the case of environmental behavior, where the resulting environmental aspects of each activity vary, depending entirely on each type of work.

► System for capture, validation and consolidation of CSR information

One focus of CSR management in 2013 has been further improvement of the internal reporting process. The objectives of the measures implemented over the past year in this area were to continue to strengthen the information gathering channels and processes to achieve an increasingly robust and rigorous accountability, and to raise awareness internally of the importance of reporting for the Group and the need for source information to be provided with the necessary quality, within the set time. These have been the main measures:

- Development of a **corporate procedure** for the global project of annual CSR reporting.
- Internal communication **campaign** to raise awareness of the key actors involved in the reporting process.
- Migration of the Enablon computer application to a higher version.

To meet the needs of corporate reporting and monitoring of CSR, since 2008 the OHL Group has had a software application for recording and consolidating information from each of the work centers. In May 2013, the process of migrating to a higher version began, which enhances the performance that the tool provides to users. This migration took place between June and October, and the new software was used in the process of collection and consolidation of information for the preparation of the 2013 Sustainability Report.

172 users and 73 subsidiaries, branches and centers participated in the 2013 CSR reporting process. They responded to 691 indicators, grouped into 84 questionnaires for the 14 CSR areas.



In November 2013, eight training sessions were held. More than 100 people from all geographical and divisional areas of the Group, with responsibilities in managing this information, participated. The objective of these sessions was to learn about the latest information and opportunities provided by the new version, discuss the most common errors and shortcomings identified in previous campaigns, and to allow users to express their concerns. Two of these sessions were workshops which the participants attended in person and the other six were held through an online platform that allows simultaneous virtual meetings.

► Materiality and relevance

In preparing this report and following the recommendations of the *Guide for the Preparation of Sustainability Reports* of the Global Reporting Initiative (GRI) version G3.1, and the supplement for the *Construction and Real Estate sector*, as well as AA1000AS (2008), the OHL Group has identified and selected those aspects in the field of Corporate Social Responsibility that are relevant to its stakeholders.

OHL considers its main stakeholders to be its employees, customers, users of the infrastructure it has built and/or managed, shareholders and investors and analysts, suppliers and subcontractors and the community affected by its works and services and the company and its environment in general.

The Group works continuously to identify and respond to relevant issues highlighted by stakeholders through established two-way communication channels and through specific queries. Namely, in 2013, OHL initiated an analysis exercise with two objectives:

- To identify aspects of higher added value and interest to its stakeholders, in order to assess their management.
- To identify areas for improvement and key lines of action to define the Group's new CSR Strategic Plan, which is expected to be approved at the end of 2014, for the 2015-2020 period.

This analysis is based on the trends identified by the most respected analysts and sustainability reports, the media and a variety of opinion leaders and experts in social, regulatory and human rights issues.

The information on sustainability management of 12 Spanish and international companies in the infrastructure sector was also assessed, as well as that of seven leading companies for their sustainability performance in their respective sectors, in order to identify which relevant aspects these companies address through their CSR policies and to identify best practices.

The results of these analyses confirmed the significance of issues identified in previous OHL analyses, as well as new subjects that are now included in the company's material issues chart.



Material issues for OHL whose relevance is confirmed

	Reply in this report
Business	
• Ethical and transparent business management, preventing all forms of corruption and bribery	A1
• Economic growth	A3
• Opening new markets and/or development of new business opportunities	B1 to B5
Good governance	
• Risk management	A1
• Developing good governance policies, ethical codes and corporate procedures for internal control	A1-A2
Compliance	
• Compliance with rules and regulations	A1
• Contractual compliance	A6
R&D&i	
• Development of R&D&i	A6
• Development of new products and services that minimize environmental impact	A6
Customers	
• Customer service and relations	A6
• Customer or end-user satisfaction	A6
Relationship with suppliers	
• Consideration of social and environmental criteria in the contracting and management of suppliers	A3
Environment	
• Efficient consumption of energy resources and raw materials	A5
• Minimization of environmental impacts in operations	A5
• Environmental awareness for job performance	A5
Employees	
• Job stability	A4
• Professional career	A4
• Technical training for job performance	A4
• Equal opportunities	A4
• Work/life balance	A4
• Occupational risk prevention	A4
Social action	
• Promotion of global social action projects in collaboration with foundations and NGOs aimed at groups at risk of exclusion	A3
• Promotion of local social action projects in areas in which the Group conducts its operations	A3
• Volunteering	A4
Human rights	
• Eradication of child labor	A2-A3-A4
• Elimination of all forms of forced and compulsory labor	A2-A3-A4
• Freedom of association and the right to collective bargaining	A2-A3-A4



Newly identified relevant issues

	Reply in this report
Human rights	
• Compliance management	A2
• Complaint channels	A1-A2
• Training in this area	A2-A4
Governance	
• Assigning responsibilities for sustainability at the highest level for managing human, environmental and ethical rights	A1-A2
• Executive compensation policies	A1
Risk management	
• Analysis of each segment of the value chain (upstream/downstream), in risk assessment	A1-A3
• Evaluation of CSR performance by suppliers and subcontractors	A3
Environment	
• Sustainable construction	A5
• Energy efficiency	A5
• Emissions reporting	A5
Customers	
• Claim and complaint management	A6
• Quality management	A6
• R&D&i	A6
Labor practices	
• Job creation	A3

All the aforementioned issues, relevant to the various stakeholders, are taken into account by the Group in establishing its management and communication priorities, and will be further considered in the future process for the definition of the Group's new CSR Strategic Plan.

► Dissemination

The OHL Group Sustainability Report is the primary communications link between the Group and its stakeholders, and it is also available as a source of documentation for analysis and evaluation by CSR experts and analysts. In it, the bulk of OHL's communications on sustainability is included and it shows the changes that the company has made year after year in this area. It focuses on efforts toward working methods more suited to the needs of the company, its stakeholders and the social and environmental contexts in which it operates.

The OHL Group distributes its annual report in HTML format, accessible from the direct link <http://memoria2013.ohl.es/> and through the corporate website www.ohl.es, allowing browsing of the contents and downloading the complete documents in pdf format, in Spanish and English.

In addition, the *2013 OHL Highlights* executive summary is distributed in paper form. It includes the most outstanding issues of the fiscal year in a reduced format. The document is available in both Spanish and English.



These means of dissemination of the sustainability information respond to the request expressed in the 2010-2011 consultation, both by customers and by the social, environmental and scientific and technological organizations with which the Group collaborates. In this consultation, these groups requested that OHL communicate its annual CSR progress in a more summarized form, clear and easily understood, as well as in more dynamic and browsable formats.

► Verification

In order to provide a comprehensive, transparent and rigorous communication, the OHL Group submits the contents of its Sustainability Report to various control and audit processes, both internal and external, and its compliance with the aforementioned standards, the GRI G3.1 Guide and the supplement for the *Construction and Real Estate sector of GRI*.

The reliability of the data collected and included in this report was confirmed by Deloitte, the firm that carried out 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 Assurance Report on the OHL Group's 2013 Sustainability Report

Scope of the engagement

We have reviewed the adherence of the 2013 Sustainability Report (2013 SR) contents to the GRI Sustainability Reporting Guidelines version 3.1 (G3.1), and the core performance indicators, including the Construction and Real Estate Sector Supplement, proposed in the aforementioned guidelines for 2013.

We have also reviewed the information reported about the progress achieved in the Corporate Social Responsibility (CSR) goals defined by the OHL Group for 2013.

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 of making inquiries to management and to the Divisions of the OHL Group involved in the preparation of the 2013 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.
- Review of the minutes of the Sustainability Committee meeting held in 2013.
- Analysis of the processes used to gather and validate the data reported in the 2013 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 2013 SR according to the understanding of the requirements of OHL Group's stakeholders described in the section "Policies and strategies with a social and environmental scope".
- Checking that the content of the 2013 SR does not contradict any significant information provided by the OHL Group in the Group's Consolidated Financial Statements for 2013.
- Analysis of the adherence of the content of the 2013 SR to that recommended in the GRI G3.1 Guidelines and verification that the core indicators and the Sector Supplement indicators agree with those recommended by the GRI Guidelines and the Construction and the Real Estate Sector Supplement.
- Review of the information relating to the management approaches applied to each group of indicators.
- Review of the progress achieved in 2013 regarding the CSR goals.
- Review on a sample basis of the quantitative and qualitative information relating to the GRI indicators included in the 2013 SR, and the adequate compilation thereof based on the data provided by the OHL Group's information sources.

Conclusions

The GRI-G3.1 Indicators Table, included in 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 2013 SR of the OHL Group contained material errors or that it was not prepared according to the GRI Sustainability Reporting Guidelines version 3.1 (G3.1) and the GRI's Construction and Real Estate Sector Supplement. 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 2013 contained material errors.

Observations and Recommendations

In addition, we have presented 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 start to develop a new CSR Director Plan from the materiality analysis results and to define the main lines of action according to these results and to the OHL Group objectives regarding Sustainability.
- To continue to improve the reliability and integrity of the environmental information reported, paying particular attention to the monitoring of the internal control mechanisms established and the regular monitoring of those indicators considered key to the OHL Group in the definition of its environmental objectives.
- As a result of adherence to the London Benchmarking Group Spain for the implementation of its international methodology for measuring the contribution in Social Action activities in 2014, the OHL Group should communicate internally the implications of this methodology and adapt the reporting system for this type of information.

Deloitte Advisory, S.L. inscrita en el Registro Mercantil de Madrid, tomo 29.897, sección 8ª, folio 21, hoja M-538045, inscripción 1ª. C.I.F.: B-86466448.
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Responsibilities of OHL Group management and Deloitte

- The formulation of the 2013 SR is the responsibility of the Audit, Compliance and Corporate Social Responsibility Committee; whereas the preparation and content of the 2013 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 2013 SR and this report is not to be considered an auditors' report.

DELOITTE ADVISORY, S.L.



Helena Redondo
Madrid, April 10th, 2014



Profile Disclosures GRI G3.1

1	STRATEGY AND ANALYSIS	Pages
1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability for the organization and its strategy.	2 - 5
1.2	Description of key impacts, risks, and opportunities.	31 - 34, 40 - 41
2	ORGANIZATIONAL PROFILE	Pages
2.1	Name of the organization.	9-10, 23
2.2	Primary brands, products, and/or services. Indicate the role it plays in the process of providing these products and/or services and to what extent the organization relies on outsourcing.	9-10
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	267-269
2.4	Location of organization's headquarters.	273
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.	9-10, 12-13, 268
2.6	Nature of ownership and legal form.	22-31
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	9-13
2.8	Size of the reporting organization, including: number of employees, number of operations, net sales (for private sector organizations) or net revenues (for public sector organizations), total capitalization broken down in terms of debt and equity (for private sector organizations), quantity of products or services provided, total assets, legal owner, and the breakdown by country/region of the following: sales/revenues by countries/regions that make up 5% or more of total revenues, costs for countries/regions that make up 5% or more of total revenues, and employees.	9-13, 68-70
2.9	Significant changes during the reporting period regarding size, structure, or ownership of the organization property, including: the location of activities, or changes arising in the activities, and changes in the share capital structure and other types of capital.	10, 72, 267-269
2.10	Awards received in the reporting period.	15-19
3	REPORT PARAMETERS	Pages
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3.2	Date of most recent previous report (if any).	265
3.3	Reporting cycle (annual, biennial, etc.).	265
3.4	Contact point for questions regarding the report or its contents.	273
3.5	Process for defining the contents of the report, including: determining materiality, prioritizing topics within the report and identifying the stakeholders expected to use the report.	40-44, 270-272
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	267-269
3.7	State any specific limitations on the scope or boundary of the report.	267-269
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.	267-269
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. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	265-270
3.10	Description of the effect of any re-statements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers and acquisitions, change of base periods, nature of business, measurement methods).	267-269
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	267-269
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).	Annex: Review Report





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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.	22-31, IAGC (34-39)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the leadership of the organization and the reasons for this).	23-31, IAGC (34-39, 45)
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	24-26, IAGC (34-39, 45)
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	55-62
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).	28-29, IAGC (44-45)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	29
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	23-26
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.	21-22, 37-39
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.	22-34
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	27-29
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	22-34
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	5, 37-38, 43-44, 61-62, 73-74, 83, 87-88, 101-102, 131, 267
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	37, 45-50, 54-55, 73-74, 90, 91-93, 97, 105-106, 137-140, 177-178
4.14	List of stakeholder groups engaged by the organization.	55-61
4.15	Basis for identification and selection of stakeholders with whom to engage.	50-61, 270-272
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	50-61, 270-272
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.	50-61, 270-272

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GRI G3.1 - CONSTRUCTION AND REAL ESTATE SUPPLEMENT - INDICATORS

ECONOMIC PERFORMANCE INDICATORS		Pages	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.	67	✓
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	144-146; Investor CDP 2013 Information Request Obrascon Huarte Lain 2.1.a.	✓(1)
EC3	Coverage of the organization's defined benefit plan obligations.	The Group does not have commitments related to retirement plans or other benefits.	✓
EC4	Significant financial assistance received from government.	118; OHL Group Consolidated Financial Statements (note 3.21)	✓
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	80-83	✓
EC7	Procedures for local hiring and proportion of senior management and all direct employees, contractors and sub-contractors hired from the local community at significant locations of operation.	78, 102	✓
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	87-95	✓
ENVIRONMENTAL PERFORMANCE INDICATORS		Pages	Review
EN1	Materials used by weight, value or volume.	154-155	✓(2)
EN2	Percentage of materials used that are recycled and reused input materials.	154-155	✓(2)
EN3	Direct energy consumption by primary energy source.	142-143, 154-155	✓(2)
EN4	Indirect energy consumption by primary source.	142, 156-157	✓(2)(5)
EN5	Energy saved due to conservation and efficiency improvements.	132, 147	✓
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	135-136, 140, 172-174	✓(1)
EN8	Total water withdrawal by source.	143, 156-157	✓(2)
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	156-157	✓
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	156-157	✓
EN16	Total direct and indirect greenhouse gas emissions by weight.	158-159	✓
EN17	Other relevant indirect greenhouse gas emissions by weight.	160-161	✓
CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity.	N./A.	N.V.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	132-135, 144-152	✓
EN19	Emissions of ozone-depleting substances by weight.	No significant emissions of these substances have been identified.	N.A.
EN20	NOx, SOx, and other significant air emissions by type and weight.	160-161	✓
EN21	Total water discharge by quality and destination.	160-161	✓(2)
EN22	Total weight of waste by type and disposal method.	143-144, 160-161	✓(2)
EN23	Total number and volume of significant spills.	160-161	✓
CRE5	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.	N./A.	N.V.
EN26	Initiatives to enhance efficiency and mitigate environmental impacts of products and services, and extent of impact mitigation.	132-135, 144-152	✓(1)
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	The activity of the OHL Group does not produce significant amounts of packaging materials	N.A.
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	162-163	✓





SOCIAL PERFORMANCE INDICATORS		Pages	Review
LABOR PRACTICES			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	75-80, 100-106	✓ (3)
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	102	✓ (6)
LA15	Return to work and retention rates after parental leave, by gender.	N./A.	N.V.
LA4	Percentage of employees covered by collective bargaining agreements.	102	✓
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	There is no minimum period of notice at the OHL Group. In any case, these have always been performed as specified in the status of workers.	✓
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	104, 115	✓ (3)
CRE6	Percentage of the organization operating under an internationally recognized and verifiable system of health and safety management.	110	✓
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	103-105, 116	✓
LA10	Average hours of training per year per employee by gender, and by employee category.	113, 117-121	✓ (4)
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	22-29, 75-80, 101-106	✓ (7)
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	105	✓ (1)
HUMAN RIGHTS			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	During 2013 not been done any analysis on human rights in contracts and investment agreements	✓
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	80-86	✓ (1)
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	40-41, 117	✓
HR4	Total number of incidents of discrimination and corrective actions taken.	During 2013 there were no substantiated complaints alleged discrimination	✓
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	40, 80-86, 101-103	✓
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	40, 80-86, 103	✓
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	40, 80-86, 103	✓
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	40-41	✓ (1)
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	During 2013 there were no substantiated complaints related to human rights violations.	✓
SOCIETY			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	31-34, 41-45	✓ (1)
SO9	Operations with significant potential or actual negative and positive impacts on local communities.	40-41, 87-88, 131-135	✓ (1)
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	40-41, 94-95, 131-135	✓
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	N./A.	N.V.
SO2	Percentage and total number of business units analyzed for risks related to corruption.	21-22, 31-34	✓ (1)





S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	21-22, 31-34	✓ ⁽¹⁾
S04	Actions taken in response to incidents of corruption.	21-22	✓ ⁽¹⁾
S05	Public policy positions and participation in public policy development and lobbying.	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.	✓
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	The Conduct Code specifically prohibits to, directly or indirectly give presents, courtesies, or make any payment to civil servants exceeding, in general terms, an amount equivalent to 100 euros. Additionally, every payment done with Group's funding, it should be associated to a social aim or to an activity done within the Group's Corporate Responsibility Framework, and it should be duly authorized.	✓ ⁽¹⁾
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	OHL Group Consolidated Financial Statements 2013 (notes 3.20 and 4.6)	✓
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.	172-174	✓ ⁽¹⁾
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	179-183	✓ ⁽¹⁾
CRE8	Type and number of sustainability certifications and the classification method for new constructions, management, occupation and modernization	135-136, 140-141, 172-174	✓
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	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.	N.A.
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	There is no significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. OHL Group Consolidated Financial Statements 2013 (notes 3.20 and 4.6)	✓

- ✓ CRE1, CRE2 and CRE3 indicators are not applicable to OHL Group activity.
 Revised Indicator.
- N.A. Non applicable.
- N./A. Not available indicator.
- N.V. Not revised.
- (1) Only qualitative or partially information is provided.
- (2) The review of this information consisted of checking the process of compiling the data reported by the OHL Group companies and analyzing their evolution with respect to the previous fiscal year. In the case of indicators EN1 and EN2, information was reported in amounts up to 87% of the turnover coverage of the 2013 report.
- (3) Information relating to contractors and sub-contractors is not included.
- (4) Not broken down by employee category or gender.
- (5) Information is not broken down by primary sources.
- (6) Employee rotation is not broken down by age, gender nor region.
- (7) Ownership by minorities or other diversity indicators are not indicated.



DISCLOSURE ON MANAGEMENT APPROACH

ECONOMIC PERFORMANCE	Pages
Economic Performance	67, 118, 144-146; Investor CDP 2013 Information Request Obrascon Huarte Lain 2.1.a; OHL Group Consolidated Financial Statements (note 3.21)
Market presence	80-83, 78, 101-102
Indirect Economic Impacts	87-95
ENVIRONMENTAL PERFORMANCE	Pages
Materials	154-155
Energy	132, 135-136, 140-142, 147, 154-157, 172-174
Water	143, 156-157
Biodiversity	156-157
Emissions, effluents and waste	132-135, 143-152, 158-161
Products and Services	132-135, 144-152
Compliance	162-163
SOCIAL PERFORMANCE - Labor Practices and Decent Work	Pages
Employment	75-80, 100-106
Labor/management relations	102
Occupational Health and Safety	103-105, 115-116
Training and Education	113, 117-121
Diversity and equal opportunity	22-29, 75-80, 101-106
Equal remuneration for women and men	105
SOCIAL PERFORMANCE - Human Rights	Pages
Investment and procurement practices	40-41, 80-86, 117
Non-discrimination	During 2013 there were no substantiated complaints alleged discrimination
Freedom of association and collective bargaining	40, 80-86, 101-103
Child labor	40, 80-86, 103
Prevention of forced and compulsory labor	40, 80-86, 103
Assessment	40-41
Remediation	During 2013 there were no substantiated complaints related to human rights violations
SOCIAL PERFORMANCE - Society	Pages
Local communities	31-34, 40-45, 87-88, 94-95, 131-135
Corruption	21-22, 31-34
Public policy	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.
Compliance	OHL Group Consolidated Financial Statements 2013 (notes 3.20 y 4.6)
SOCIAL PERFORMANCE - Responsibility	Pages
Customer health and safety	172-174
Product and service labelling	179-183
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.
Compliance	There is no significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. OHL Group Consolidated Financial Statements 2013 (notes 3.20 and 4.6)



THE UN GLOBAL COMPACT'S

HUMAN RIGHTS	GRI Indicators	Pages
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	LA4, LA7-8, LA13-14, HR1-2, HR3	22-29, 40-41, 75-86, 101-106, 115-117
Principle 2: Make sure that they are not complicit in human rights abuses.	HR1-2, HR4-7	40, 80-86, 101-103
LABOUR	GRI Indicators	Pages
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	LA4-5, HR1-2, HR5	40, 80-86, 101-103
Principle 4: The elimination of all forms of forced and compulsory labour.	HR1-2, HR7	40, 80-86, 103
Principle 5: The effective abolition of child labour.	HR1-2, HR6	40, 80-86, 103
Principle 6: The elimination of discrimination in respect of employment and occupation.	EC7, LA2, LA13-14, HR1-2, HR4	22-29, 75-86, 101-106
ENVIRONMENT	GRI Indicators	Pages
Principle 7: Businesses should support a precautionary approach to environmental challenges.	EC2, EN26, EN30	132-135, 144-152
Principle 8: Undertake initiatives to promote greater environmental responsibility.	EN1-4, EN8, EN11-12, EN16-17, EN21, EN26, EN28	132-135, 142-152, 154-163
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	EN2, EN26	132-135, 144-155
ANTI-CORRUPTION	GRI Indicators	Pages
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	SO2-5	21-22, 31-34



Statement GRI Application Level Check

GRI hereby states that **OHL Group** has presented its report “OHL Group 2013 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 G3.1 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 G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 10 April 2014

Ásthildur Hjaltadóttir
Director Services
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.
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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 2 April 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

Sustainability Report of the OHL Group 2013

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