

The background of the page features a faded, artistic photograph. On the left, a complex lattice structure of a high-voltage power line tower is visible, with several power lines extending diagonally across the upper half of the frame. In the lower foreground, the dark, silhouetted branches of a plant, possibly a fern, are visible. The sky in the background is a pale, overcast blue with soft, white clouds.

# CSR

Corporate Social  
Responsibility  
Report

# A firm commitment

**The company proves its economic, social and environmental maturity**

The complexity of the global situation in which Isolux Corsán operates produces very specific challenges for the Group's Social Corporate Responsibility. In 2013 the ma-

turity which has been achieved thus far was noticed in three aspects (economic, social and environmental) thereby defining the vision and mission of our corporate commitment.

During the last financial year, the endeavour made to coordinate the application of the international standards on which Isolux Corsán's SCR is based was ratified with the specifications inherent in the countries in which we operate. As has occurred for several years, the difficulties associated with the diver-

sity of standards managed by a global Group have been overcome thanks to the rigour of the auditing systems used and the firm commitment of all those who comprise Isolux Corsán's human capital.

This human factor is essential for understanding the continuous improvement experienced by the Group in SCR issues, and which translates into an endeavour of real immersion in all the locations in the world in which we undertake our professional activity.



# A Global Compact

## The safeguarding of Fundamental Rights

Isolux Corsán implements its corporate culture by taking each and every one of the people in the company as a fundamental base. In undertaking its activity, both on the national and international market, the Group shows exquisite sensitivity to the peculiarities of the local areas in which it operates, paying particular attention to safeguarding fundamental rights as stipulated in the United Nations Global Compact.

Along these lines, in 2013, Isolux Corsán ratified its commitment to the Global Compact and to the ten principles based on defending human rights, observance of the established labour standards, environmental protection and the fight against corruption.

The UN Global Compact promoted by Kofi Annan in 2001 is the most important voluntary initiative for social corporate

responsibility in the world. Its network is present in more than 130 countries and has 10,000 signatory entities.

The ten Global Compact principles are:

- Businesses should support and respect the protection of internationally proclaimed human rights within their area of influence.
- Businesses must ensure that they are not complicit in human rights abuses.
- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Businesses should support the elimination of all forms of forced and compulsory labour.
- Businesses should support the effective abolition of child labour.
- Businesses should support the

elimination of discrimination in respect of employment and occupation.

- Businesses should support a preventive approach to environmental challenges.
- Businesses should undertake initiatives to promote greater environmental responsibility.
- Businesses should encourage the development and diffusion of environmentally-friendly technologies.
- Businesses should work against corruption in all its forms, including extortion and bribery.

The Compact signed by United Nations and Isolux Corsán is implemented by applying the commitment to, respect for and the dissemination of these ten principles on a daily basis and, above all, effective compliance therewith.

### STAKEHOLDERS

Description	Key points
<b>Employees</b> Human capital is one of the most relevant resources in the company	Retaining talent Professional development Reconciliation Social benefits
<b>Clients</b> The company has adapted and adjusted to the specific requirements of each group and has devised tailor-made management for them	Satisfaction Quality Innovation
<b>Shareholders</b> The company expresses its firm commitment and willingness to create long-term value for them	Transparency Creation of long-term value
<b>Suppliers and Subcontractors</b> They represent a key element for the development of the business	Innovation Transparency Professionalism
<b>Society</b> The company constantly interacts with society and considers that it is vital to manage its priorities and expectations in order to contribute to the development of the areas in which it operates	Respect for Human Rights Ethical attitude Sustainable development Transparency
<b>Regulatory Bodies</b> A strategic element within the Group	Close monitoring of regulatory standards
<b>Business Partners</b> A strategic element within the Group	Relationships based on trust Long-term relationships



# 1

## Human Resources

### Stability within complexity

#### **In 2013 the company confirmed its international profile**

Given the complexity of the current situation, the Human Resources strategy during 2013 was to contribute to business stability. In this sense, our processes have been directed at going into greater depth regarding the fostering of talent and firmly establishing the company's internationalisation.

Last year was the year in which Isolux Corsán confirmed its international profile. Over recent years the company has gradually penetrated several markets, thereby ensuring that more than 80% of its business originates from other countries and that more than half of the employees work abroad. In 2013 a relevant milestone came to the fore, given that for the first time a country other than Spain recruited more employees. This

fact shows the company's entrenched international facet and the success of our strategy in other countries.

Isolux Corsán is steadfastly moving throughout the world thanks to a clear efficiency strategy in its investments. Human Resources is not immune to this philosophy and its processes have the objective of maximising the investment results. This way of acting is precisely what maintains our stability at these times. According to this premise, during 2013 we continued with different success processes which started in previous years, such as the performance evaluation in which employees are assessed according to the corporate skills associated with their position or the internal selection programme.





## Improvement in development processes for Human Resources

Our ambition to improve forces us to constantly introduce new functions and applications in our processes.

In 2013 we assessed more than 200 employees in Brazil where, moreover, we used our centralised human resources system to analyse training requirements. The system, with improvements designed in line with our requirements, allows us to obtain training recommendations for each employee assessed and to analyse them collectively as well. This innovation helps to identify training requirements which are brought to life in our Training Plans.

### **Integrated evaluation**

Moreover, we have started a new evaluation process with 600 employees in India where, for the first time, we are including the evaluation of corporate

competences with the setting of specific and individual performance objectives. This process entails a significant change given that it will allow employees to objectively measure their input and identify correlations between skills and results in the future.

The performance evaluation system gradually defined by Isolux Corsán is becoming the backbone in the development of our employees' potential. Proof of this is the personalised creation of a report for team managers which allows them to analyse the employee's situation, their strengths and development areas based on a comparison with the rest of the organisation. This report, referred to as Manager Evaluation Report, is a support tool for senior management and the development of teams.





## An HR portal to drive the recruitment of talent

Our global activity requires global solutions. In 2013 the company created a new portal specifically for Human Resources aimed at driving the recruitment of talent. This portal offers useful information on our culture, values and commitments, as well as on the human resources policies which have gradually been adopted.

For this launch, particular care has been given to design, providing an innovative image in accordance with our evolution and which conveys the main features of our current situation:

- Global spirit
- Dynamism
- Teamwork

The web is structured into four sections:

- **Discover Isolux Corsán:** basic information on the Group from the perspective of individuals
- **Choose Isolux Corsán:** facilitates access to submit an application according to the professional profile
- **Isolux Corsán and you:** shows the main advantages of forming part of the company
- **About us:** this describes what the people are like who form part of Isolux Corsán

The actual homepage of the People section clearly reflects the change we wish to show. With a highly visual format, and in a very simple way, our international personality can be understood, the variety of profiles discovered and rapid access to making contact with us through social networking sites or the application form.

This is a webpage which aims to be the first point of contact with applicants on an international level given that it is available in four languages. Thanks to this, an up-to-date and attractive interface conveys the company's qualities.

## Strengthening internal talent and international vocation

Isolux Corsán employees have the opportunity to put their knowledge into practice and to develop their skills thanks to the enormous variety of projects they undertake. Our company, one of the world leaders in the construction of infrastructures, the installation and maintenance of energy transmission and distribution lines, the construction of industrial and energy plants and concessions, allows its workers to acquire highly varied experience throughout their professional development.

Committed to internal talent, from Human Resources we make use of employee potential through our corporate recruitment and internal selection policy. Throughout last year, we continued to publish positions internally which arose in different projects throughout the world, giving priority to satisfying our employees' vocations. Proof of this is that last year we processed more than 100 internal recruitment processes successfully.

Moreover, we continue to work on offering our best reward and benefits programme through flexible remuneration which allows rewarding potential talent and performance efficiently.

Furthermore, Isolux Corsán's commitment to fostering young talent has,

for the second year running, led us to participating in the "Internationalisation Scholarships in the Engineering Sector" and in the "Postgraduate Course for Specialisation in the Energy Sector" by the Professional Association of Civil Engineers in Madrid. This project had the objective of promoting students or recent graduates who have training and a vocation directed at developing a professional career focused on the international environment. After a tough process comprised of various phases, not only did we select candidates for obtaining the scholarship but they were also directly recruited for projects in India. This is why Isolux Corsán feels pride at contributing to the start of brilliant international careers.

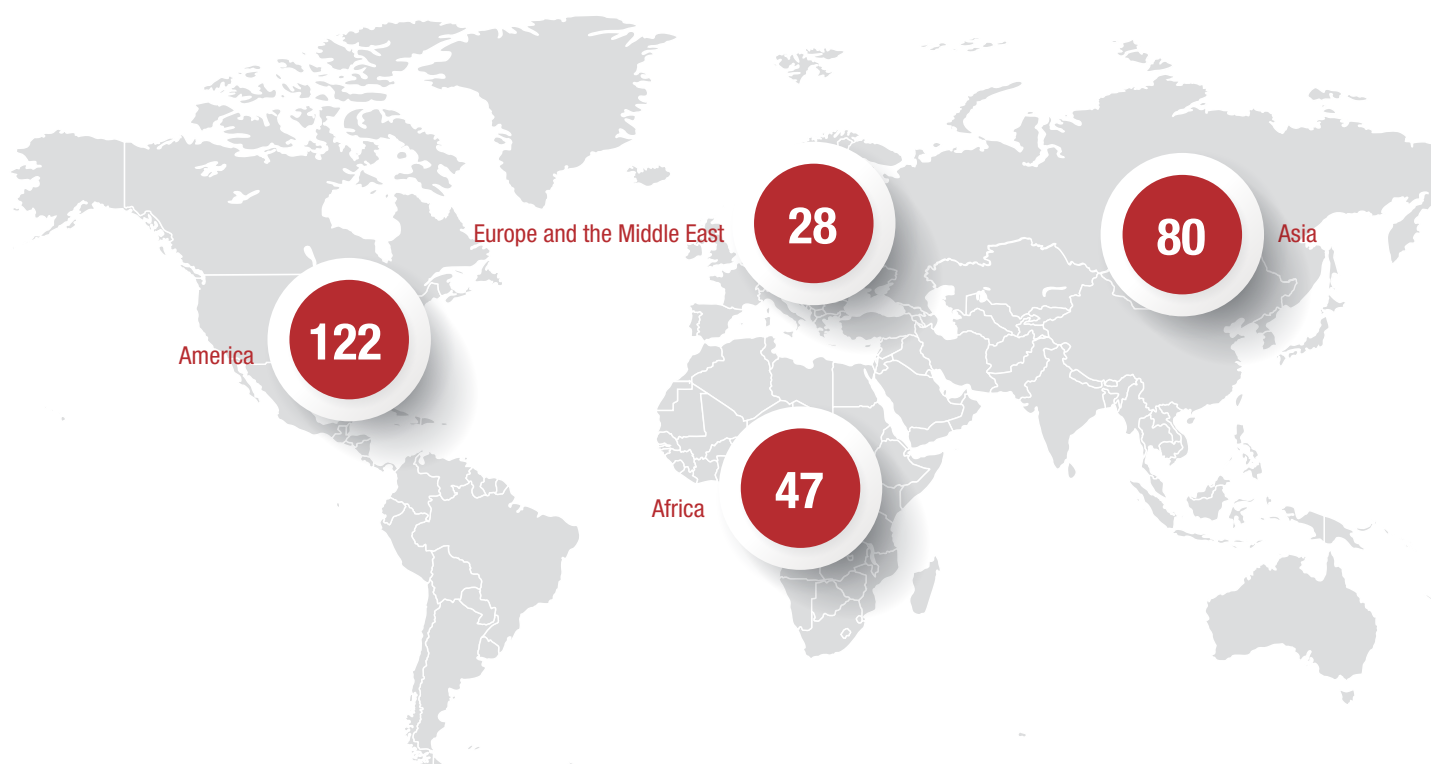
### Development opportunities

Likewise, our employees continue to have the opportunity to develop their professional career upwards, as well as transversally and internationally. Throughout the year, we promoted approximately three hundred new expatriations and more than a thousand short-term international transfers on four continents, and even in new countries such as the United Kingdom, South Africa, Uganda, Rwanda, Uzbekistan and new projects on the East Coast of the United States.

We have taken steps in the global harmonisation of conditions for expatriations, regardless of the country of origin and the destination, both with regard to economic, fiscal and migratory aspects.



## EXPATRIATES BY GEOGRAPHICAL AREA



## Employment climate

2013 saw the start of the challenge to analyse the results of the employee satisfaction survey.

From the results obtained, the clarity of functions can be highlighted as strengths, as well as knowledge of how to perform the work, management, strategy and quality of projects, collaboration between divisions and the efficiency of colleagues, the importance given to work, resources management and the organisation and planning by senior management. With regard to our values,

all of these were given positive responses, highlighting in particular "Result-oriented" and "Commitment". Generally speaking, there is clear satisfaction with the company: more than 84% of those surveyed indicated that they would work with Isolux Corsán again and more than 87% would recommend working in the company.

Thanks to the study undertaken, and the results obtained, we have earmarked different challenges for the forthcoming months.

## Exhaustive and integrating training

During 2013, a training plan was implemented based on two characteristics:

- To extend the variety of contents for training activities in order to provide a solution for all existing requirements
- To include groups as far as possible, regardless of their circumstances (knowledge, geographical availability, etc)

As an example of this, 84.7% of the staff participated in training days.

A significant detail is that the number of training activities increased by 3.4% (up to 246) which implies greater variety in the contents and themes discussed.

From the distribution of these contents, the growth in the percentage of activities directed at improving linguistic skills as the result of entering new countries can be observed. Last year, the number of languages included in the previous training plans increased to English, French and Portuguese. During 2013, we also

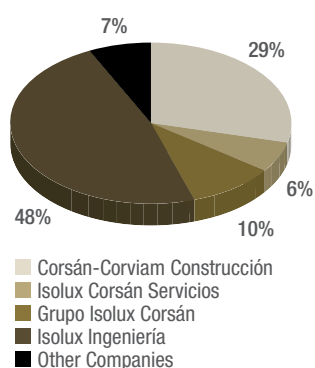
increased the percentage of actions on the Prevention of Occupational Risks as the consequence of searching for new topics after recent financial years during which we implemented a strategic plan covering all knowledge in this area.

With regard to the training modality used in our activities, an effort was made to offer a higher percentage of in situ training, from 31% in 2012 to 57% in 2013.

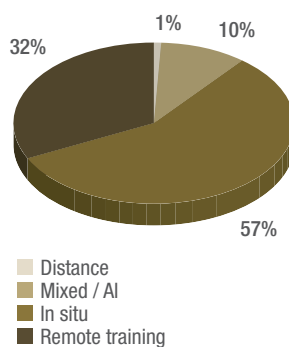
This fact is based on the extent of specialised training on the Prevention of Occupational Risks which requires facilities, resources and, above all, more practical aspects to meet the pedagogical objectives that we set.

Furthermore, the distribution of participants in our training activities, depending on their position, shows our determination to reach all groups, however primarily those whose professional development is more critical. As such, 3% of training hours were aimed at senior staff.

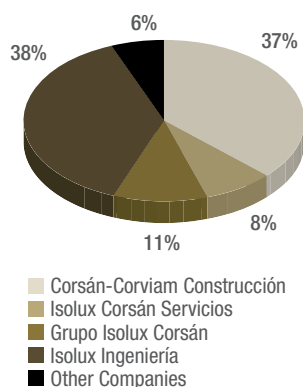
PARTICIPANTS PER COMPANY



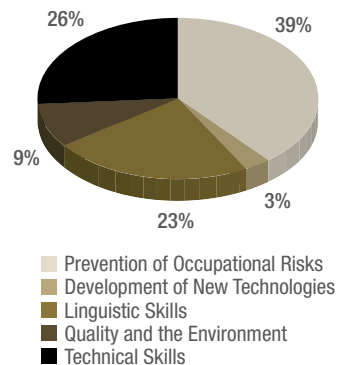
% HOURS PER TRAINING MODALITY



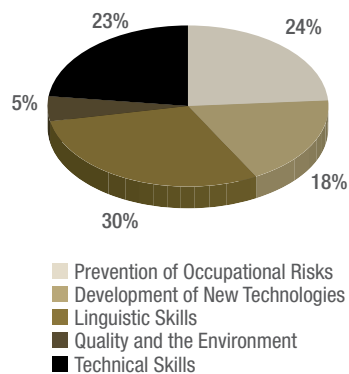
TRAINING HOURS  
PER COMPANY



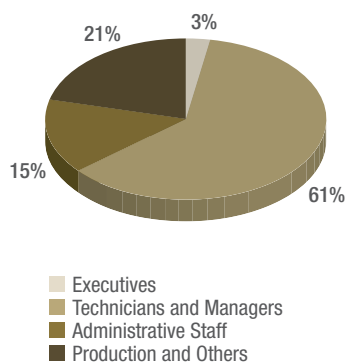
TRAINING ACTIVITIES  
PER CATEGORY



TRAINING HOURS  
PER CATEGORY



% HOURS PER  
JOB CATEGORY





## Human capital as an essential asset

Isolux Corsán builds its Social Corporate Responsibility on a fundamental base: the interpretation of the human team as an essential asset. Key factors in our development are their wellbeing, improvement capacities, knowledge of the company and the environment in which they work.

### Health and safety campaigns

Within the framework of this commitment to the human team, the interpretation of health in preventive terms continues to be essential.

### Medical check-ups

In 2013, a total of 3,975 medical check-ups were performed: 1,688 on new employees and 2,287 annual periodic check-ups. This is a global initiative (developed in all the countries in which the Group is active) however it follows the model of specific medical protocols based on the assessment of occupational risks associated with the different positions.

### Medical assistance

The global personality which defines the Group requires great responsibility with regard to healthcare. The staff at Isolux Corsán is distributed throughout the world and has a healthcare insurance policy. All workers: whether local, transferred or repatriated. In each country where we work we endeavour to adapt, or improve, the occupational health and safety policies to the standard in force. To this end, in addition to having the col-

laboration of local clinics, there is also collaboration with specialised entities in the case of specific requirements.

Isolux Corsán provides healthcare in its headquarters and for different projects. The professional healthcare team (doctors and registered nurses) includes periodic check-ups, healthcare medicine and first aid amongst its activities.

These healthcare services have to adapt to the reality and needs of each country where we work. This ranges from the implementation of vaccination campaigns for influenza, hepatitis or tetanus up to material checks.

The medical service assigned to each project carries out daily checks on staff whose activity is considered as being particularly exposed to risk (working at height, confined spaces, etc.). During such check-ups, amongst other things, aspects such as blood pressure and the blood sugar level, are tested.

As part of this general cover, in some countries the control has been more exhaustive or campaigns have been carried out in accordance with the specific requirements identified.

As such, in 2013, in the projects undertaken in Brazil, in addition to those already highlighted, vaccination campaigns were carried out for yellow fever and hepatitis and particular attention was given to malaria control. In Mexico there were awareness campaigns for toxoplasmosis, atopic dermatitis, weight loss and infectious mononucleosis. And, in Armenia, there were awareness campaigns for HIV/AIDS.



3,975

**Medical check-ups**

in 2013, 42% of which were carried out on  
new employees





## Equality, integration and diversity

Human Resources fosters the principle of equal opportunities amongst workers. As a result, we pay special attention to the implementation of actions which contribute to equal treatment and opportunities between men and women in all our processes and activities.

- Selection processes
- Internal mobility
- Performance evaluation
- Internal promotion
- Training
- Reconciliation

This equality policy includes all our projects from the outset, and leads us to promoting the efficient management of talent amongst women and men throughout the organisation.

Isolux Corsán ensures the balanced distribution of staff and works to improve working conditions, fostering measures for reconciliation and driving a business

culture aimed at equality and the prevention of any discriminatory conduct.

The global nature of the Group, with employees with more than 35 nationalities, makes us defend the integration of cultural diversity in our organisation and the merging of perspectives create value in our activity.

Jointly, we foster collaboration and co-operation amongst teams and people, both through assigning projects and functions, as well as through our communication and collaboration tools.

The Group, in particular its sensitivity towards its social responsibility, maintains its firm commitment to facilitate the integration of people with disabilities in order to favour personal and professional development. We have set recruitment objectives and actions directed at facilitating accessibility and the removal of barriers which are to the detriment of any

individual. As part of this commitment, we make annual contributions, through different foundations, to the wellbeing of groups with different disabilities.

### Reconciliation of family and work

Isolux Corsán foment the reconciliation of the professional and family life of its employees as part of the commitment made to its staff.

### Family Plan

The Family Plan, developed by Isolux Corsán and the Adecco Foundation, provided cover in 2013 to ten relatives of employees with disabilities. The project, designed to favour the social and occupational integration of these people performed assessments and diagnoses which allowed applying therapies and treatments adapted to their pathologies.



## Respect for the privacy and confidentiality of data

For yet another year the Group has continued ensuring correct access to and the security of information as stipulated in the Spanish Organic Law 15/1999 of 13th December on the Protection of Personal Data and the Regulations for the Security Measures (Royal Decree 994/1999 of 11th June). In this respect, all files under our responsibility, which contain personal information, have been kept updated and registered by us in the General Register for Data

Protection. The organisation has a security document which it is mandatory to complete for all staff with access to automated data of a personal nature.

An external audit was also performed on the organisation's IT controls, the verification of all aspects concerning logical security, physical security, segregation of functions, contingency plan and other aspects which ensure the correct access to and confidentiality of the information managed by the Group

## Freedom of trade union association and collective bargaining

Isolux Corsán respects its employees' freedom of trade union association and the effective recognition of the right to collective bargaining by staff representatives and trade unions in accordance with the applicable legislation in each country.

We have four agreements of our own and, for the rest, collective sector agreements are applicable.

### TRADE UNION REPRESENTATION

Centre	Number
Grupo Isolux Corsán	8
Isolux Ingeniería	38
Corsán-Corviam Construcción	50
Gic Factories	3
Emesa	9
Isolux Corsán Servicios	17



## Prevention as the operational basis

Isolux Corsán implements all its activities in all the countries in which it operates by guaranteeing the most demanding standards which exist with regard to occupational health and safety.

Our Health and Safety Policy is updated and permanently adapted to the changes in the standards regulating this area and is applied to the Group's entire value chain, in particular, to employees in all areas and at all hierarchical levels.

The corporate Intranet contributes to this task by making the Management Manual and the general and specific procedures comprising the Health and Safety Management System available in four languages (English, French, Portuguese and Spanish).

Isolux Corsán works continuously on an action plan based on the following points:

- Direct monitoring of the level of implementation and compliance of the system in different countries through an increase in periodic visits to different projects and headquarters to perform the corresponding audits.

- Increase in training on the production line system and on the risks associated with the activities undertaken, directed both at internal staff and subcontractors and/or collaborators.

The Management System for the Prevention of Occupational Risks implemented is based on the international Occupational Health and Safety Assessment Series (OHSAS) 18001:2007 and is adapted to the legislation in force in each country.

For the management of Health and Safety there is a specific computing tool (People Net) which enables the objective monitoring of the health and safety activity and issues monthly reports in which the activities undertaken and the evolution of the accident rate are featured which makes detecting improvement areas easier.

All Isolux Corsán companies are periodically subjected to internal audits during which the degree of compliance is compared and verified and the implementation level of the Health and Safety Management System. In 2013, 604 audits were carried out on the different Group projects.

## The importance of health and safety training

The Training Plan on the Prevention of Occupational Risks, which is fundamental for the health and safety policy, is integrated in the Group's Annual General Training Plan. All employees are given training on health and safety when they join the company and complementary training depending on the

characteristics of their job. The number of actions, input hours and the number of workers who have received training on safety issues are featured in the management indicators table which is described below.

### TRAINING 2011-2013

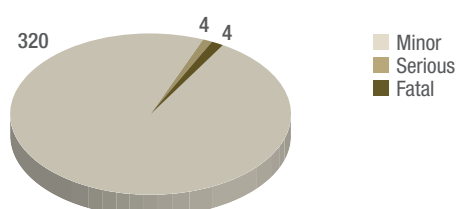
Indicators	2011	2012	2013
Training activities	1,508	4,317	3,153
Hours of training activities	12,054	14,847	38,373
Trained workers	10,858	43,606	35,621
Drafted and revised safety plans	1,518	1,246	1,049
Business activity coordination meetings	604	689	476
Accident investigation report	268	337	328
Internal audits	600	624	604
Visits to sites and work centres	2,917	3,217	1,960
Ergonomic studies / hygienic assessments	6	23	20
Emergency plans	23	34	41
Awareness actions	5,370	19,47	19,534

## Evolution of the accident rates

The company is making a huge effort with regard to health and safety, maintaining its accident rates under those

corresponding to the different sectors of the activities it implements.

### 2013 OCCUPATIONAL ACCIDENTS



### ACCIDENT RATE 2011-2013

Rate	2011	2012	2013
Incident Rate (No. accidents / no. workers) x 10 <sup>3</sup>	36.96	35.07	41.24
Frequency Rate (No. accidents / no. workers) x 10 <sup>6</sup>	15.78	16.24	19.09
Severity Rate (Days off work / hours worked) x 10 <sup>3</sup>	0.33	0.23	0.32





# 2

## Creation of value

### Support for the entire production chain

**The commitment to the Group's sustainability is based on the value chain**

Isolux Corsán implements its Social Corporate Responsibility (SCR) on the value chain, which places the emphasis on its staff, however which is extended both to clients and suppliers. In

this way, the value chain becomes the conveyor of social and environmental performance which comprises the commitment to the Group's sustainability.







## Communicative transparency

Isolux Corsán considers communication as a fundamental asset to improve its competitive capacities. As such, it informs its stakeholders on the basis of transparency and commitment.

In this sense, the company worked throughout 2013 on communicating its challenges and projects. As the result of this effort, a total of 1,246 pieces of information\* were counted. 33% of this information was published using international media with the clear dominance of online media (71%).

During this period, Isolux Corsán's Intranet consolidated itself as an impor-

tant tool for the Group's employees which enables discovering the latest company news as well as establishing synergies amongst all staff.

This space, constantly improved and updated, represents a venue for all the Group's employees, regardless of the country they are in. During 2013, new collaborative spaces were opened where workers can share their knowledge and experiences. Forums, wikis and blogs are the new 2.0 tools which have been made available to resolve the Group's extensive geographical dispersion.

## A philosophy focused on customer satisfaction

Isolux Corsán's activity is focused on satisfying its client's needs. A commitment which entails a continuous improvement philosophy. To achieve this, the company always seeks the most direct contact possible with the client.

This follow-up, which is carried out by the Commercial and Production areas, allows us to optimise resources in harmony with the clients' priorities and to strengthen those areas in which improvement requirements are identified.

Satisfaction surveys represent a key measurement tool in this process. During these surveys the client considers aspects such as the quotation, the processing of their complaints, the quality of

the documentation or, in overall terms, the quality of the project delivered. Their answers and the improvement suggestions contribute to our objective of surpassing ourselves each day.

By using the Quality and Environment Management computing tool we see a constant improvement in customer satisfaction in each financial year.

### SATISFACTION

Year	Mark / 100
2008	76.96
2009	77.57
2010	80.04
2011	81.67
2012	82.04
2013	82.48

\*Data from GBA clipping



## Consolidation of a preferred supplier portfolio

In line with the operational efficiency that Isolux Corsán implements for all of its project traceability, the company takes three key aspects as its basis for meeting its objectives: a standard which ensures practical improvements in contracting everywhere, systems which stimulate agility and traceability with regard to decisions and the optimum management of local and global suppliers.

In 2013, the main efforts made were directed at the consolidation of a preferred supplier portfolio for suppliers who collaborate on a global level in the successful development of our projects. The drop, compared to 2012, by 18% in the number of suppliers makes it clear that the company's intention is to optimise its services to the maximum and, as such, its suppliers portfolio.

Likewise, a balance was struck in relations on a corporate level with suppliers and fluid communication was consolidated with the countries where our projects are being executed, in such a way that the local aspect of the business is always taken into consideration.

In the same way, collaboration with local suppliers was of paramount impor-

tance in 2013. This collaboration framework allowed us to gain knowledge of all local markets and was essential for generating value in all the communities where we execute our projects and works.

Isolux Corsán's procurement and supply teams are trained on the application of standards and procedures and have precise knowledge with regard to all the legal, fiscal and logistical implications in relation to transactions with products and services in a global market.

In 2012, the company established professionalism and the development of market research activities and the approval of international suppliers as a priority, by identifying supply sources which guarantee the planned quality and costs.

Within a framework of global competition, this efficiency in the management of suppliers reveals itself as the key factor in the improved competitiveness of operations, given that the majority of costs for projects originate from third party materials and services.

### SUPPLIERS 2009-2013 | MAIN STATISTICS

Project	2009	2010	2011	2012	2013
Total procurement volume with suppliers (M€)	2,408	2,550	2,590	2,465	2,091
Total procurement volume with local suppliers (M€)	1,862	2,002	1,945	1,903	1,665
Total number of suppliers	19,572	20,015	20,314	18,958	15,436
% total of local suppliers	77.24	79.43	78.82	77.74	79.65

## Quality in all our areas; our hallmark

### Quality management as part of corporate culture

Quality represents the basic parameter which determines our success. Isolux Corsán's Quality Management Systems is incorporated in all the activities and countries where we operate. In this way, the company's culture in all our projects is guaranteed.

Isolux Corsán is aware that growth and competitiveness in all business areas are closely tied to the level of customer satisfaction in our products and services. The Corporate Quality Policy sets forth the following commitments:

- The development and implementation of Quality Management Systems appropriate to the organisation and in accordance with the principles stipulated in the ISO 9001 standard and, within this policy, the adoption of measures which enable the continuous improvement in the efficiency of the implemented systems.
- Compliance with the requirements applicable to the products and services supplied as required by the mandatory standards and specifications stipulated by the clients for whom these are carried out.
- Optimisation of the management of the working processes and methodologies, information, supplies, resources and capacities and of internal or external relations implicated in the implementation of the activities.
- To set-up and control meeting objectives consistent with this policy and in accordance with the organisation's capacities. To ensure that these objectives contribute to improving the quality of our products and services and the efficiency of the quality management system.
- Periodic review of this policy in order to ensure that it is in line with the Management's vision and strategic objectives, and with the requirements detected at any time within the environment of the social market and inherent in the implementation of the business activities.
- Company Management ensures the implantation of the necessary measures in order to guarantee knowledge of the Quality Policy, as well as its implementation throughout the entire organisation.



## Internal audits

In Isolux Corsán we are aware of the importance of having the effective monitoring of all our activities. Our experience in the implementation of Management Systems translates into a culture where

everything can be measured and, as such, improved.

Internal audits represent one of the fundamental tools for constantly searching for excellence in all our operations.

### NUMBER OF INTERNAL AUDITS

Area	2010	2011	2012	2013
Corporate	6	11	11	11
Construction	72	100	59	41
Engineering and Services	70	77	70	65
Concessions	0	1	2	11
TOTAL	148	188	140	128

## Extension of management systems to all projects

In 2013, the consolidation of the implementation of the Health and Safety, Quality and Environment Management Systems was ratified in countries where Isolux Corsán has been working for years and, in new countries, work has started on implementing management systems based on the organisation's commitment to its policies.

In countries where there is a larger volume of projects there is a Quality, Health and Safety and Environment Corporate Body responsible for the adaptation (whilst always bearing in mind the countries own requirements), implementation and consolidation of the management system according to the standards ISO 9001, ISO 14001 and OHSAS 18001. In new countries and/or countries with a smaller number of projects, QHSE systems and policies have been implemented with the support of professional technicians from the actual project. Technicians are instructed according to the guidelines from the Quality, Health and Safety and Environment Corporate Body from company headquarters and the organisation's policies and values. It is the Corporate Body in the main headquarters who analyses the infor-

mation generated by the international and national projects, in addition to consolidating the accident rate indicators, non-compliance, internal audits, training hours, etc. The overall consolidation of the indicators reflected in the dashboards goes on to form part of the database which allows us to detect progress, ascertain requirements and implement preventive and corrective actions with the aim of achieving continuous improvement in the management systems.

The support and monitoring of the management systems is carried out with: periodic visits to projects, internal audits, training, information / training campaigns, the use of specific computing tools, periodic meetings, dashboards, reports, video conferences, etc. without overlooking the main values contained in the Quality, Environment and Health and Safety policies:

- Legal compliance
- Integrity and transparency
- Efficacy and efficiency
- Safe working environments
- Commitment to quality and customer satisfaction
- Prevention of pollution





## Compliance with international standards

### ISO 9001 (Quality) and ISO 14001 (Environment)

Isolux Corsán implements all its Management Systems according to the international standards ISO 9001 and ISO 14001. Moreover, all of these are supervised and verified by independent certification bodies which review our Management Systems every year and check that their application is in compliance with international standards.

### EMAS Register

The factory Elaborados Metálicos Emesa has the environmental certification according to the EMAS regulations, a voluntary EU standard which recognises companies which have implemented an Environmental Management System and have acquired a commitment to improvement.

By virtue of this commitment, Emesa makes a periodic environmental state-

ment which systematically features and documents the sound performance of factories in favour of environmental sustainability through the control of the impact on all activities and processes related with their production lines.

### OHSAS 18001:2007 | Health and Safety

External audit processes allow us to promote the continuous improvement of our Management System. As a result of this, the certification of different companies in the Group is encouraged according to the specification OHSAS 18001:2007.

Throughout 2013, the certified companies in the Group were subjected to the corresponding periodic audits, both internal and control or recertification, by independent certification bodies and with internationally renowned prestige.



## CERTIFICACIONES

Empresa	Certificate	Scope-Country
Grupo Isolux Corsán	ISO 9001 + ISO 14001 + OHSAS 18001	Spain
Corsán-Corviam Construcción	ISO 9001 + ISO 14001 + OHSAS 18001	Spain
Isolux Ingeniería	ISO 9001 + ISO 14001 + OHSAS 18001	Spain
Isolux Corsán Servicios	ISO 9001 + ISO 14001 + OHSAS 18001	Spain
Watsegur	ISO 9001 + ISO 14001 + OHSAS 18001	Spain
Elaborados Metálicos	ISO 9001 + ISO 14001 + EMAS + OHSAS 18001	Spain
Corvisa Prod. Asfálticos y Aplic.	ISO 9001	Spain
Typsa	ISO 9001 + ISO 14001	Spain
TECNA	ISO 9001 + ISO 14001 + OHSAS 18001	Argentina, Bolivia, Brazil, Ecuador, Spain, Peru
Grupo Isolux Corsán / Isolux Ingeniería / Isolux Corsán Argentina	ISO 9001 + ISO 14001 + OHSAS 18001	Argentina
Isolux de México de C.V.	ISO 9001 + ISO 14001 + OHSAS 18001	Mexico
Isolux Corsán India	ISO 9001 + ISO 14001 + OHSAS 18001	India
Viabahía Concesionaria de Rodovías S.A.	ISO 9001	Brazil
Vías Administración logística S.A. de C.V. (Concesión Autopista Saltillo- Monterrey)	ISO 9001	Mexico
Isolux Corsán aparcamientos S.A.	ISO 9001 + ISO 14001 + OHSAS 18001	Spain

## Milestones in certifications in 2013

The most remarkable milestones in the certifications of management systems during the financial year 2013 were:

- Isolux Corsán Argentina. Follow-up audits were performed in the Energy and T&D area, expanding the scope in 2013 to the execution of wind farms according to the three standards ISO 9001, ISO 14001, OHSAS 18001.
- Isolux Corsán Mexico. Follow-up audits were performed in the Construction area, expanding the scope in 2013 to the design and execution of transmission lines and substations according to the three standards ISO 9001, ISO 14001, OHSAS 18001.
- Isolux Corsán India. Certified for the first time according to the three standards ISO 9001, ISO 14001, OHSAS 18001, in the areas of construction, transmission lines and substations.
- TECNA. The company performed its follow-up audits for the ISO 9001, ISO 14001 and OHSAS 18001 certificates, for the countries, Argentina, Spain, Ecuador, Bolivia, Peru, Brazil.
- Concessions. The concessions area was certified for the first time according to the three standards ISO 9001, ISO 14001, OHSAS 18001, for its activities in car park operations.
- In Spain, follow-up and renewal audits were successfully performed according to the areas of construction, engineering and corporate services according to the standards ISO 9001, ISO 14001, OHSAS 18001.



# 3

## Community and the local environment

### Committed to the local environment

#### Improving the life of the inhabitants where we operate: a priority

Isolux Corsán is a company which shows great involvement with the environment in which it operates, particularly in those countries and communities with greater social and economic requirements.

In the implementation of the projects, the Group ensures that it provides the maximum social and economic benefits for the areas in which it executes its pro-

jects. By contracting local suppliers and workers the company highlights its commitment to communities with regard to the creation of employment.

Moreover, Isolux Corsán actively participates in educational and training activities and, by donating the project execution infrastructures, contributes to improving the quality of life of the local population.







## North America

### Mexico

In this country, the company collaborates with the Red Cross in the food collection campaign for victims of the floods caused by hurricanes Ingrid and Manuel which struck various areas in the south of the country.

Food collection **Mexico**



## Asia

### India

In the sphere of influence of one of the most emblematic projects in India, the NH-2 road, the Group participated in the construction of structures for the local community and supported planting in local villages.

Planting in local villages **India**



### Bangladesh

In the sphere of influence of the Khulna plant, the company donated €19,000 for the Boy Scouts of Bangladesh, sponsored the country's Electricity Week with a donation of €19,000 and participated in the renovation of a school close to the electric power plant.

Workers on the Kolda site **Senegal**



## Africa

### Senegal

Within the constructive context of the Kolda Bridge, the Group undertook the following activities:

- Information and awareness meetings on the project and the works for lot 2 directed at the local population
- Training talks on the precautions to be taken when applying for loans for road materials and works in general



## Europe

### Spain

The Group performed various activities in its central headquarters in Madrid such as:

- 1st Cycle of Conferences "Standardisation of Disability"
- 1st Adapted Paddle Tennis Tournament, organised in collaboration with the Adecco Foundation, directed at workers and relatives and in which those with reduced mobility participated
- 1st Course "First Aid for babies and children" the result of collaboration with the Spanish Red Cross
- "Solidarity Hamper 2013" campaign. This is comprised of the voluntary donation of the Christmas hamper. A donation of 45 kg of basic foodstuffs was made to the Food Bank for each hamper donated. Finally, 218 hampers were donated which was converted into almost 10,000 kg of basic foodstuffs.

### Armenia

In this country, Isolux Corsán offered the community support in training through collaboration with the NGO "Real World, Real People" with the aim of making both workers and residents in the local communities in the vicinity of the road project aware of how to fight AIDS and how to overcome people trafficking.

Moreover, the company provided healthcare for the community and the workers by promoting visits to a doctor in the project area.

The Group promoted the contracting of local employees with the objective of contributing to the economic dynamism of the community.

The information campaigns to publicise the project to the population in the road's sphere of influence are other activities which round off the company's social endeavour in the country.



Exhibition on the projects **Armenia**



Participants in the 1st Adapted Paddle Tennis Tournament **Spain**



Campaign against sexual and child exploitation **Brazil**Environmental education in the Cajari River **Brazil**Visit to the San Felipe plant **Argentina**

## South America and Central America

### Brazil

Within the execution framework of the transmission lines project in Macapá and Xingu, the company performed various training activities focused on the prevention of occupational risks, safe conduct and fire protection, educational activities directed at preventing and fighting illnesses such as malaria, vaccination and awareness campaigns against smoke in work areas and informative talks to prevent food poisoning.

Along these lines, the Group has worked on other initiatives such as:

- Transfer of office materials, computing equipment, household appliances and health and safety equipment to the Casa da Cultura de Areias foundation in Sao Paulo
- Donation of recycled materials to the Cooperativa dos Bandameiros de Feira in Santa Ana
- Donation of 18 basic food hampers in the municipality of Oteiro and of clothes to the communities in the vicinity of the Vidabahia motorway
- Dissemination and promotion, through the Viabahia concessionaire, of awareness campaigns against sexual exploitation and child labour, against foot-and-mouth disease and in favour of organ donation

- Courses on good environmental practices, responsible consumption and healthy eating for employees and members of neighbouring communities
- Environmental education activities in the RESEX communities of river Cajari and RESEX Verde para Sempre
- Resuce and monitoring programmes of fauna in Jurupari, Oriximiná, Laranjal and Macapá
- Social communication campaigns to strengthen the relationship with the population, to provide information on projects and to offer the keys to safe co-existence with the municipalities of Tucuruí, Pacajá, Anapu, Vitória do Xingu, Porto de Moz and Almeirim
- Family planning programme and the prevention of sexually transmitted diseases in the RESEX communities of river Cajari
- 3rd Environmental education campaign through Rodobahia Construcción

### Argentina

- The company provided training support for the community through visits by students from the 2nd year of the Higher Degree in Occupational Health and Safety in the National



Technological University and by Civil Engineering students from the Professorship of Sanitary Engineering (Tucumán)

- Donations of materials were made for urban development works for the streets of Barrio Villa Rubencito in Punta Lara (Buenos Aires)
- It collaborated in the manufacture of children's games for installation in the main square of the new commune of Sauce Viejo (Santa Fe)
- It collected essential food items and products to donate them to victims of the floods in the city of La Plata (Buenos Aires)
- It participated in the donation of office furniture and equipment to Rural School No.198 in the city of Neuquen (Santa Cruz)
- It organised student visits for training purposes to the Usina de Río Turbio
- It actively participated in organising activities for Children's Day

## Colombia

Within the framework of the El Alcaraván project, the company made economic and material donations to the local community and participated in various initiatives such as:

- Improvement works to the children's play park in Puerto López
- Project staff collaborated with the local town council in street works and urban cleaning
- Participation in the Halloween party with a stand for children

As part of the Puerto Bahía project the Group made various donations to the local community which included food, machinery and site materials. Moreover, it provided technical and logistical support and performed labour integration actions for the local community and environmental and social awareness days.

## Peru

During the execution of the building project for the Chilina Bridge, Isolux Corsán organised an informative workshop on this project: Chilina Bridge "A Bridge to the Future" for the purpose of providing information on the benefits of this construction and highlighting the importance of environmental practices which are conducted in relation to this project.

Moreover, the company carried out an awareness campaign directed at employees in order to foster dental care and health and a vaccination campaign to prevent illnesses.

Donations to victims of the floods in La Plata **Argentina**



Help for rural schools **Peru**



Campaign for dental care **Peru**



# 4

## The Environment

### Prevention and improvement

**We are committed to environmental protection**

The Group's Environmental Policy conveys its commitments to the prevention of pollution, legal compliance in environmental issues and continuous improvement in environmental man-

agement. This policy is disseminated to all levels in the organisation and is included in all its activities regardless of the country in which it is being applied.









## The efficacy of the environmental management system

Based on this Environmental Policy, Isolux Corsán undertakes to:

- Develop and implement Quality Management Systems appropriate for the organisation and in accordance with the principles stipulated in the ISO 14001 international standard and to adopt measures which enable the continuous improvement of the efficiency of the implemented systems.
- Set-up and control meeting objectives consistent with this policy and in accordance with the organisation's capacities.
- Ensure that these objectives and targets contribute to gradually increasing good environmental conduct and the efficiency of the management system.
- Apply practices aimed at the prevention and reduction of pollution, thus trying to minimise the most significant environmental impacts.
- Comply with the applicable environmental legislation and other requirements that the organisation endorses related with its environmental aspects. Maintenance of the relevant available information which is kept properly updated.
- Periodically review this policy in order to ensure that it is in line with the Management's vision and strategic objectives and with the requirements detected at any time in the environment of the social market and inherent in the implementation of its activity.

### Identification of the project's environmental aspects

In all of its projects, Isolux Corsán includes the identification of the environmental aspects associated with them. As such, planning is approached using tools which assess the work in its entirety in such a way as to ensure that the whole process guarantees the strictest compliance with legal environmental requirements, from the start of the activity up to the project handover, and the commitment to prevent any pollution.

The environmental aspects are classified as real and potential. The former refer to water pollution, consumption of natural resources/products, soil damage, acoustic emissions, atmospheric emissions, inert waste, hazardous waste, urban waste and the use of raw materials. The latter refer to accidents and incidents.

In 2013, within the category of "real" aspects the highest percentage corresponds to the generation of inert waste (30%), followed by the generation of urban waste (19%) and hazardous waste (15%), along with the consumption of natural resources/products (13%).





## Environmental protection; the key to the future

The Environmental Management System is a key tool for knowing, controlling and minimising the environmental risks derived from the activities performed by the Group. We are making progress in consolidating the existing corporate structure in each country to improve the implementation and monitoring of environmental management during projects. Indeed, this is done both in environmental prevention issues and in the adaptation to changes in the legislation and legal requirements which occur in these countries.

To this end, we bear the following principles in mind:

- Implementation of good practice in environmental management, regardless of the country in which the activity is carried out.
- Strengthening of the standardisation system in the identification and assessment of environmental aspects.
- Setting forth of measures which minimise the environmental risk.
- Strengthening of training on environmental issues for the project teams in all the countries where it undertakes its activities.
- Reporting and monitoring of indicators for consolidating the information originating from the different countries where we operate.
- Implementation of execution controls and internal audits in all ongoing projects.

- Monitoring of the environmental objectives set for the year and information compilation with regard to the benefits obtained.
- Setting of new objectives, the monitoring and review of systems.

### Commitment to renewable energy

For yet another year, Isolux Corsán has ratified its commitment to renewable energy by considering it a fundamental aspect in the fight against climate change, as well as a real and efficient alternative to reduce energy dependency.

T-Solar, one of the Group's subsidiaries, is clear proof of the application of sustainable development principles in all of its activities. This company is a prime example of how economic profitability must be combined with the commitment to citizens and environmental conservation.

Energy produced by T-Solar

In 2013, the photovoltaic power plants which are managed and operated by T-Solar generated more than 376 GWh of energy, equivalent to the annual average domestic electric consumption of a population with more than 715,000 inhabitants.

The clean electricity generated by T-Solar in 2013 prevented the emission of more than 134,00 tonnes of CO<sub>2</sub> into the atmosphere<sup>1</sup>, which is equivalent to planting 7,986,741 trees<sup>2</sup>.

1) Reduction in emissions: 0.358 Kg of CO<sub>2</sub> per KWh produced (according to the Electricity Observatory of WWF/Adena).

2) Equivalence in tree planting: 1,780,000 trees for every 30,000 tonnes of CO<sub>2</sub> (according to the Regional Ministry for Economics and Technological Innovation of the Community of Madrid).



## Efficiency and energy control

The optimisation culture in energy consumption pursues the following objectives:

- Improvement in the energy efficiency ratio
- Improvement in the water consumption efficiency ratio
- Minimisation in waste generation and improvements in its management
- Integration of environmental aspects in all activities

The plan implements actions such as:

- Installation of taps with timers and aerators in the toilets
- Installation of timers and presence sensors in some parts of the building
- Automatic switch off of lights and air-conditioning
- Replacement of printers and photocopiers with other lower consumption equipment
- Creation of a printer and photocopier pool (reduction in their number)

- Internal standard in order to optimise office material
- Environmental good practice communication advertising

### Carbon footprint

In 2013, the Group started a project for obtaining the carbon footprint for all its permanent centres, factories and projects in Spain following the guidelines indicated by the standard UNE-ISO 14064-1: 2006. Greenhouse gases Part 1: "Specification with guidance on an organisation level, for quantification and reporting of greenhouse gas emissions and removals".

In the inventory of greenhouse gas emissions the following scopes have been taken into account:

#### Scope 1: Direct emissions

Greenhouse gas emissions from greenhouse gas emission sources which belong to or are controlled by the organisation. These emissions have been





estimated by identifying the sources of the emissions (machines, equipment, processes, etc.) in the permanent centres, factories and sites.

#### Scope 2: Indirect emissions derived from energy

Greenhouse gas emission associated with energy consumption in the various Group centres originating from the generation of the electricity produced externally in plants. The emissions associated with electric consumption are calculated using the 2013 emission factor provided by the Spanish Electric Network for the electric mix in the Spanish mainland system.

**Scope 3: For the current calculation, this scope includes employee rail and air travel and displacements in Spain.**

With these basic data, Isolux Corsán will set reduction objectives and will adopt measures directed at greater efficiency and control of consumption levels.

During forthcoming periods, the inventory will be extended to other countries where the Group operates and the calculation for scope 3 will include other indirect emissions which are the consequence of the company's activities, however which are not owned by or controlled by Isolux Corsán.

#### TONNES OF CO<sub>2</sub> EQ.

Project	Head-quarter	Factories	Permanent centres, sites, services	Total
Direct emissions (Scope 1)	62.75	1,042.69	6,028.78	7,134.21
Indirect emissions for energy consumption (Scope 2)	754.97	707.27	1,703.24	3,165.48
Emissions for national displacements by air and rail (Scope 3)				190.69
TOTAL				10,490.38

## Fostering of technological development

### Committed to research

Isolux Corsán has tried-and-tested experience in research, development and innovation projects. This experience has allowed us to develop a Management System according to the standard UNE 166.002:2006 which fosters the execution of R&D&I and Technological Innovation projects within the Group's Business Units. The commitment to innovation by Isolux Corsán takes shape in its R&D&I Corporate Policy. This policy is summarised by the following commitments:

- The development and implementation of the R&D&I Management System in accordance with the principles stipulated in the UNE 166.002:2006 standard and which enables the continuous improvement of its efficiency.
- To foment cooperation in our areas of business with external organisations who provide knowledge, methodologies and resources.
- The provision of a specific space in the organisation in order to set the R&D&I objectives, their evolution and measurement.
- To guarantee the availability of resources in order to meet the R&D&I objectives in order to know and analyse the latest technological advances in our sector.
- The detection of new ideas which enable the development of new products and services.
- The search for new business niches which improve the overall position of the company and its competitiveness.





DPC Telecom Portugal in Covilhã **Portugal**





## Presence in the main R&D&I decision-making forums

During 2013, presence and participation in institutions and cooperation forums was strengthened where the future of R&D&I in this area is decided. In this sense, it is worth highlighting the Water of Spain Technological Platform, the PLANETA Platform, as well as ATTA.

Within this work framework the following action guidelines have been established:

- Monitoring of water technologies, renewable energy and the prevention of pollution.
- Selection of technologies which provide the Group with the maximum competitive advantage.
- Assimilation and implementation of the available technology in transfer agreements.
- Selection of the optimum access channels for the development of the technologies.

- Determining sales programmes for the technology developed.
- Use of institutional supports for innovation and technology.

From all of this endeavour, it is worth highlighting that during 2012 the Research and Development activity was performed in accordance with the requirements considered for the different markets, analysing world demographic trends and the resource of water to, in this way, provide a solution to future problems.

Within the railway sector the company has a framework collaboration agreement with the Administrator of Railway Infrastructures in Spain (ADIF) for joint collaboration in research, technological development and innovation activities in the Centre for Railway Technologies which ADIF has in Malaga.

The objective of the agreement is to co-operate in the launch of R&D&I projects

which contribute to increasing the competitiveness of Spanish companies with regard to railway issues. The collaboration includes the execution of research projects and programmes, reciprocal consultancy, training of research and technical staff and the creation of public-private consortiums.

In 2013, Adif, Isolux and Ingetam developed a "pioneering system in Europe" which allows taking advantage of the energy generated in the braking process for conventional network trains as confirmed by the public railway company.

This is the first prototype for a reversible continuous current electric substation which has been located in the electric traction substation of La Comba (Malaga) on the conventional Malaga-Fuengirola line and has enabled recovering 12% of the annual energy consumed on this line.





## Innovation in the area of construction

The certification of technical innovations which are implemented on site is a strategic priority for the Construction business area.

The company reflects each innovation in an R&D&I project report which is drawn up according to the requirements stipulated in the R&D&I Management System implemented in the organisation in accordance with the standard UNE 166002:2006. These reports are subjected to assessment by independent experts with the aim

of ensuring that these projects are ultimately certified according to the standard UNE 166001:2006.

During 2013, four new R&D&I projects were submitted for certification related to the technological areas for energy efficiency in hydraulics, reinforced concrete structures, geotechnics and foundations, materials technology (concrete), execution of viaducts and the mitigation of greenhouse gas emissions in construction infrastructures, both road and rail.

New Courts of Plasencia **Spain**





## Leaders in the research and development of new technologies

Corsán-Corviam Construcción forms part of the executive bodies of the Spanish Technology Platform for Construction (PTEC). This platform is comprised of the most important institutions, public research bodies, universities and companies in the construction sector. Corsán-Corviam Construcción is responsible for the Health and Safety Strategic Line (LESS), focused on the research and development of new technologies and solutions which improve safety and reduce the negative impact on employees' health.

Corsán-Corviam Construcción is executing and directing two projects within the health and safety area which are supported by subsidies from the INN-PACTO programme from the Ministry for Economics and Competitiveness MINECO:

- New Intelligent Collective Prevention Systems in Dynamic Environments with Linear Infrastructures (PRECOIL).

- Integral Structural Monitoring System for Buildings based on Holistic Technologies (SETH).
- In the call for the Feder-Interconecta Galicia programme corresponding to 2013, the SEIRCO project was awarded – an intelligent expert system for the assessment of and training on risks in different environments in the construction sector.

### Investments in R&D&I in water-related projects

The R&D&I in the engineering area reinforces Isolux Corsán's position in the sector where its activities are optimised on a global scale. Specifically, the Environment Area made a considerable investment in R&D&I for water-related projects:

- Energy optimisation in water treatment, regeneration and desalination.





- Development of new technologies for water treatment, regeneration and desalination.
- Energy recovery from water treatment plant waste.
- Recovery of brine waste.
- Reduction in greenhouse gas emissions, an aspect of particular importance in water treatment infrastructures.

### Main projects

The most representative projects in the integral water treatment cycle are:

- ADECAR. Application for the Capacitive Deionization of Wastewater. Financed by the Ministry of Science and Innovation through the INNPACTO sub-programme the objective of which is to develop Capacitive Deionization technology in order to apply it to the regeneration of wastewater.
- ABECAR. Application of Catalytic Bioelectrolysis to Wastewater. Financed by the Ministry of Science and Innovation through the INNPACTO sub-programme the objective of which is to develop Catalytic Bioelectrolysis in order to apply it to the biological treatment of wastewater.
- ANAGUA. Strategic applications of Nanotechnology in Wastewater. Financed by the Centre for Industrial Technological Development through FEDER ININTERCONECTA in order to develop "nano" technology in order to apply it to the regeneration of wastewater.
- TREFO. "Treatment and Regeneration of Wastewater Backflow using new Forward Osmosis and Microbial Fuel Cell technologies"
- LO2X. Treatment and energy recovery of sludge using oxidation in supercritical water, a European project corresponding to the LIFE+ call for proposals.





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